



**SIAYA MUUNGANO NETWORK**

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# STRATEGIC PLAN 2022 - 2026

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## ABBREVIATIONS

AGYW	-	Adolescents, Girls and Young Women
ASRHR	-	Adolescents Sexual Reproductive Health Rights
BCC	-	Behaviour Change Communication
CBEF	-	County Budget Economic Forums
CBO	-	Community Based Organization
CE&E	-	Civic Education and Engagements
CSA	-	Climate Smart Agriculture
CSO	-	Civil Society Organization
GE&WV	-	Gender Equality and Women Voices
GBV	-	Gender Based Violence
HE&HR	-	Health Education and Health Rights
HR	-	Human Resource
HRBA	-	Human Rights Based Advocacy
IEC	-	Information Education Communication
KRA	-	Key Result Area
KPI	-	Key Performance Indicators
MEAL	-	Monitoring, Evaluation, Accountability and Learning
MERL	-	Monitoring, Evaluation, Reporting and Learning
PESTEL	-	Political, Environmental, Social, Technological, Ethical, Legal
PO	-	Program/Project Officer
SGBV	-	Sex and Gender Based Violence
SRH	-	Sexual Reproductive Health
SRHR	-	Sexual Reproductive Health Rights

- SO – Strategic Objective
- SIMUN - Siaya Muungano Network
- SWOT - Strengths, Weaknesses, Opportunities, Threats
- WRO – Women Rights Organization

## **FORWARD**

The mandate of Siaya Muungano Network is to promote sustainable development at the community level through the involvement of women and youth. The organisation vision underpins our desire and commitment to work with others to fulfill Government and stakeholder's collective aspiration of transforming our community and structures to be pro women and youth providing spaces for women and youth voices and economic empowerment as envisaged in different legal frameworks and legislations in and out of Kenya.

It is notable that women and youth in Kenya are more vulnerable and their discussions remains high on the national and county development agenda in terms of access to employment opportunities, representation and participation in decision making spaces and implementation of women and youth priorities in reference to development and economic empowerment.

Towards this end, Siaya Muungano Network has developed the strategic plan 2022-2026 to guide the organisation in implementation and promotion of programs, initiatives and activities that will correspond to the needs and aspirations of the women and youth in Siaya County and in turn contribute to reduction of the emerging issues that are affecting women and youth in Siaya.

In order to successfully implement the Strategic Plan, the organisation will strengthen collaboration with all stakeholders, community members, County Government of Siaya, National Government structures in Siaya and development partners. Deliberate efforts will be made to ensure adequate resources are mobilized through intense fundraising mechanisms and best practices with an aim of also exploring other alternatives of sustainability.

Finally, I call upon all the staff, Board of Management and members of Siaya Muungano Network to cooperate and support the successful implementation of the Strategic Plan in order to realize the desired vision of amplifying women and youth voices to promote social justice and challenge inequalities in our community and above all result to socio- economic development and improved livelihoods of women and youth in Siaya and beyond.

**NANCY OMONDI**

**BOARD CHAIRPERSON**

## **ACKNOWLEDGEMENT**

Siaya Muungano Network wishes to acknowledge the technical team and staff in the organization whose tireless efforts have made the development of this strategic plan a reality. Much appreciation goes to the Uraia-Trust under Women Voices & Leadership Program for their invaluable financial support that enabled the organization to acquire an external consultant who worked with the staff and board in reviewing the strategic plan until it was final.

Our sincere appreciation also goes to the board of management of Siaya Muungano Network for their input and active participation in refining this Strategic plan and their commitment to ensuring implementation of the plan.

Much appreciation and recognition go to Milestone Consultants who worked with SIMUN in the review process including shaping the information in this strategic plan. They showed great experience and expertise and promoted participation of all staff and board in the process to ensure clear understanding and ownership.

We are grateful to all those who contributed in one way or another in the development of this strategic plan 2022-2026 that may not have been mentioned here. We especially thank our members and other stakeholders including affiliate and peer organisations in Siaya County, who shared their perspectives and ideas which shaped plans and aspirations highlighted in this document. Kindly take this acknowledgement as an expression of sincere gratitude.

**FAITH AKINYI**  
**EXECUTIVE DIRECTOR**

## EXECUTIVE SUMMARY

Siaya Muungano Network (SIMUN) is a youth led women's right and youth development organization dedicated to ensuring women and youth voices are amplified in spheres of development, governance and decision making from the community to county level. SIMUN is based in Siaya County in the western part of Kenya and was registered in July 2013 under the laws of Kenya as a Community-Based Organization in the Department of Social Services. In this planning cycle, SIMUN has developed five years Strategic Plan, 2022-2026. This strategic plan specifically outlines SIMUN's BIG FIVE commitments to amplify women and youth voices to promote social justice and challenge inequalities in our community including: -

- i) **Gender Equality and Empowerment:** - Promote full and effective participation of women in decision making at all levels and to contribute to a society in which the structural barriers to participation of the women are eliminated and the women aspirations captured as equal partners in development.
- ii) **Good Governance, Budget Accountability and Public Participation:** - We promote the participation and inclusion of women and youth in development discussions and spaces. This is done by building the capacity of women and youth and equipping them with relevant skills and knowledge and providing platforms to effectively participate in governance processes. We advocate for openness and transparency in public resources, effective and efficient service delivery for the people and respect to human rights. This is done through demand for accountability in governance and development by facilitating objective public participation well-coordinated civil society, women rights organisations, youth networks and community engagements.
- iii) **Sexual Reproductive Health Rights:** - We advocate for access to sexual reproductive health rights and services for young women, adolescent girls and boys.
- iv) **Climate Justice, Environment and Natural Resource Conservation:** - We promote and strengthen innovations and conserve the environment and natural resources and amplify voices of women and youth in climate change response in realization of climate justice.
- v) **Economic Empowerment and Livelihoods:** - We equip women and youth with information, skills and capacity to harness opportunities for the attainment of socio-economic rights and realization of decent work.

Our 2022-2026 strategy takes stock of the strong comparative advantage we have built over the past five years of work. The success of our work is intrinsically premised on active outreach to and collaboration with citizen and citizen groups, as they are the structures with the power to



support SIMUN's agenda for better governance and greater inclusive development. We will also work with those stakeholders that hold complementary expertise or powers to support our strategic objectives. This includes independent offices and constitutional commissions, specialized civil society organizations and the media as the academia who play a critical role in eliciting accountability from elected officials all year round. At the county level, we will continue to exchange lessons and expertise with Community Based Organizations (CBOs) and groups across county. We hope this will eventually lead to joint initiatives focusing on multiple sub counties on trans-county developments that the community needs. Finally, the realization of our strategy is premised on building a resilient SIMUN. Doing so will require the implementation of six operational priorities: -

- a) **Coordination and Delivery of Mandate:** The cross-cutting departments will play vital roles in supporting projects and service delivery of their objectives and goals, placing high demands on the teams and will therefore require continued investment in trainings;
- b) **Strengthening board of management and oversight;** - Through the development of a board charter, a board recruitment strategy, and the institution of committees to support SIMUN in key areas of work;
- c) **Developing systems and processes for value-driven, result-based talent recruitment and retention;** - Including streamlined processes for recruitment and on-boarding (such as performance appraisals and reward systems for staff, inclusive of professional development opportunities);
- d) **Increasing funding and sustainability;** - Through the development and implementation of a funding policy and strategy;
- e) **Increasing brand visibility;** - Through active online and offline communication and media engagement; and
- f) **Institutionalizing Monitoring, Evaluation, Reporting and Learning (MERL) processes;** - That help us keep track of lessons and progress in realizing our objectives.

The strategic plan is intended to be a living document to guide all staff and all parts of the organization. It should be understood, supported and reflected in the development of community and county plans.

## **CHAPTER ONE: - INTRODUCTION**

### **1.1 RATIONALE FOR THIS STRATEGIC PLAN**

Since its inception, there has been a growing demand for Siaya Muungano Network to address the needs of women and youth in Siaya County. In response, this second Strategic Plan has been developed to establish the growth trajectory for Siaya Muungano Network over the next five years, from 2022 to 2026. This Strategic Plan endeavors to educate, inform and sensitize the Board Members staff of Siaya Muungano Network to design and work out strategies for future development of the organization during the 2022–2026 and beyond. This Strategic Plan will help Siaya Muungano Network to: (a) Refine and strengthen its Mission, Vision and Core values; (b) Unify its corporate directions; (c) Introduce discipline for long term planning; (d) Examine the appropriateness and value of current strategies; (e) Lead the Board of Management on a systematic and logical process of organization growth; and (f) Enhance coordination, communication and control procedures throughout the organization.

### **1.2 STEPS TO THE STRATEGIC PLANNING PROCESS**

This process was organized around the following key steps: -

Step 1: Information gathering and analysis.

Step 2: Identification of critical Issues facing the organization

Step 3: Development of a vision and mission statement for the organization.

Step 4: Development of strategic goals, outcomes, strategies and key results areas

Step 5: Development of an implementation plan and budget

Step 6: Development of monitoring, evaluation, accountability and learning plan.

The subsequent materials of this plan are therefore organized around the above key steps. An internal mid-term evaluation of this Strategic Plan should be carried out in June 2024. An independent consultant or reviewer should carry out an end term evaluation in January 2026.

### **1.3 ASSUMPTIONS OF THIS STRATEGIC PLAN**

- i. The relevant policy and legal framework of the Government of Kenya and the County Government of Siaya will remain favorable.
- ii. Siaya Muungano Network will retain its existing partners and collaborators and engage new ones.
- iii. The Board of Management, all staff, members and target groups will support all the strategies laid down.
- iv. Donor support will be secured in good time to help achieve some of the aspirations in this plan.

## **CHAPTER TWO: - OVERVIEW OF SIAYA MUUNGANO NETWORK**

### **2.1 BACKGROUND INFORMATION**

Siaya Muungano Network operates in Siaya County. It was founded in 2013 by young women and men, to promote gender equality, and the voices of the youth in development. The foundation of the organization was motivated by patriarchal issues which were affecting young women and challenges the youth faced in general in Siaya County. The affairs of the Siaya Muungano Network are directed by the Board of Management of 7 (80% being young women) and a team of diverse technical staff led by the Executive Director. The day-to-day operations of the organization has been delegated to the Executive Director.

### **2.2 MANDATE AND CORE FUNCTIONS**

Siaya Muungano Network is a development organization, whose primary target groups are women, adolescents' girls and boys, youth, and persons with disabilities. The organization supports empowerment of women and youth, promotion of women's rights, and meaningful participation of women and youth in leadership and development. While working in partnership with initiatives that amplify voices of women, youth and adolescent girls and boys, Siaya Muungano Network contributes to women and youth becoming active agents of change. Our interventions are grounded on capacity building, linkages, civic education, civic engagement, partnerships and grass root mobilization and movement building.

### **2.3 VISION**

A society where women and youth live in dignity, enjoy equal rights and influence decisions on the change they desire in their lives and those of their community

### **2.4 MISSION**

To amplify women and youth voices to promote social justice and challenge inequalities in our community

### **2.5 OBJECTIVES**

- i. To promote women and youth entrepreneurship, create linkage with stakeholders and mobilize support for the young women and youth entrepreneurs.
- ii. To conduct civic education on human rights-based issues, gender related issues and governance in the community.
- iii. To champion for the voice of women in decision making and leadership spaces in the community, county and national level.
- iv. To advocate for access to reproductive healthcare rights and services for adolescent girls,

- boys and young women
- v. To promote and build networks and linkages with organizations, government structures, private sector and community groups that are working towards ensuring positive livelihoods for the community and strengthen spaces for young women and youth voices.
  - vi. Work with community especially women and youth to advocate for adoption of sustainable initiatives that contribute to environmental conservation and climate change mitigation and adaptation.

## 2.6 CORE VALUES

Siaya Muungano Network commits itself to the following six core-values in all activities:

- i. **Equity and justice:** We recognize that people are not the same but are equal.
- ii. **Transparency and accountability:** We uphold ourselves to the highest standards of honesty.
- iii. **Teamwork:** We work together as a unit and commit to firmly stand with and by our partners.
- iv. **Diversity and inclusion:** We have zero tolerance to all forms of discrimination.
- v. **Innovativeness:** We are devoted to creativity and learning as the foundation for change.
- vi. **Professionalism:** We are committed to the highest level of professional vigor, authenticity as well as perpetual improvement of self and service standards.

## **CHAPTER THREE: - STRATEGIC ANALYSIS**

### **3.1 INTRODUCTION**

Strategic analysis is a critical step in the strategic planning process. For Siaya Muungano Network, strategic analysis was done to address the question: Where are we now? An assessment of the past performance and the operating environment was undertaken to answer the key questions of “where has the organization come from?” and “where is it now?” In order to answer these questions, the following analysis was undertaken:

- i. A review of past performance per programme area
- ii. An analysis of the internal environment to identify strengths and weaknesses; and
- iii. An analysis of the external environments to identify opportunities and threats.

### **3.2 A REVIEW OF PAST PERFORMANCE 2018-2021**

#### **3.2.1 Participatory and Inclusive Governance**

This key area had three strategic objectives (SOs). The SO 1.1 was to advocate for right holders especially women and youth inclusivity in decision-making and governance platforms, SO 1.2 to promote public involvement in oversight of public resources and hold duty bearers accountable, and SO 1.3 to promote civic awareness amongst the right holders especially women and youth. Contributing to these SOs were five strategies, (i) Sustainable civic education for community groups of women, men and youth, (ii) Training community groups especially for women and youth on public oversight process and budget process, (iii) Holding advocacy forums with duty bearers to push for women and youth agenda and hold the duty bearers accountable, (iv) Worked with community groups to track budget performance and conducted social accountability in health, Education and Environment Department, and (v) Budget Analysis for evidenced based advocacy and accountability initiatives. Progress made towards achievement of these three SOs were such that 20 citizen led memoranda were submitted to the County Government of Siaya’s Department of Finance and Economic Planning and the County Assembly’s Budget Committee, 8 community based facilitators trained as TOT’s to facilitate community discussions and generate debates with women and youth on public participation, monitoring service delivery through social accountability strategies and tools to promote community voices in decision making from the lower level including enhancing community mobilization and organizing along significant issues affecting them to promote citizen led advocacy. Siaya County Budget and Economic forum (CBEF) members were gazetted by the Governor and the CBEF constituted to facilitate citizen consultation on budget matters in Siaya County as a result of the petition that was sent to the Governor and the County Assembly in partnership with the Civil Society Network in Siaya. Partnerships and linkages developed with organisations and institutions that promote citizen

engagement especially women and youth. These included partnerships with Tembea Youth Centre for Development, Community Initiative Action Group Kenya, Institute of Law and Environmental Governance, YWCA-Siaya Branch and Uraia –Trust. More than 40 groups of women and youth reached out with information on the constitution, public participation and social accountability tools and procedures to enhance their participation in promoting good governance and citizen oversight from the community level.

Despite making this progress, few challenges were experienced. These were

- Difficulty in accessing relevant budget & policy documents for public scrutiny- this in some instances affected our engagement with the citizens especially on budget issues with regards to having the budgets on time and sharing with the community during meetings for independent analysis and providing their views.
- Prolonged feedback from the duty bearers on the issues raised by the community including women and youth on service delivery and accountability from the ward level
- Level of awareness of the women and youth on governance matters including public participation limited realization of more results towards promoting citizen oversight process.

### **3.2.2 Economic Empowerment for Young Women and Youth**

This thematic area had one strategic objective, SO 2.1 which was to promote programs and interventions that aim at improving the livelihoods of young women and youth. To help achieve this objective, were two strategies, (i) Train women and youth groups on village savings initiatives, and (ii) Provide linkages for women and youth groups for entrepreneurship mentorship and coaching support. Towards this end, Siaya Muungano Network has in the last few years achieved economic empowerment for the communities around it especially women and youth to enhance its sustainability and the sustainability of the community at the grass root level through Siaya Muungano Network Micro-Enterprise department. The department is mainly composed of women and youth. It operates independently and has its own leadership which includes the chairperson, assistant chairperson, treasurer, secretary, organizing secretary and the loan committee. As of now it has 50 members. This department holds its meetings every Thursday from 8:00am to 9:00am where members give their contributions in terms of savings, welfare and loan repayment. Members pay Ksh. 1000/= nonrefundable registration fee upon joining the micro-enterprise and Ksh. 100/= for passbooks. Weekly contributions of Ksh. 250/= shares and Ksh.250/= welfare is a requirement for every member. The department solely depends on member contributions which collectively are given out as loans to members who meet the requirement. Currently the micro enterprise has a loaning capability of over Ksh. 500,000/= which has accumulated from the member's savings and welfare contributions. The loan interest rates are very low and competitive as compared to other financial institutions and the repayment period is comparatively long and favorable (save for transparency). Notable achievements were capacity building of members on financial literacy and management of small business enterprises; supporting referral and linked members to

entrepreneurial opportunities including trainings and mentorship; supporting women groups to begin village saving initiatives such as save for transformation, and improving standards of living for members including retention of children in school due to availability of education loans to support in school fees payment. Despite these achievements, one main challenge was inadequate funds to increase loan limit for members, and increased cost of living making it difficult for some members to clear loans on time.

### **3.2.3 Gender Equality and Non-Discrimination**

As a community-based organization with a key focus women and youth, gender equality and ensuring non-discrimination has been at the key interest of the work that we do and our key interventions in the community. As a grassroots organization in a community that is still dominated by patriarchy, our interventions towards achieving this in the community has not been easy. From the 2018, the organization has been working to achieve its vision which is to have a society where young women and youths live in dignity to enjoy equal rights and influence decisions and the change they desire in their lives and the community. To effectively amplify women and youth voices in the county, the organization embarked on different activities independently and with various partners and collaborators. Key achievements included capacity building of more than 100 grassroots young women on social accountability and advocacy to develop a critical mass for amplifying women voices in decision making; mobilization of women groups to apply for Uwezo Fund. One group was successful in their application and received a grant of KShs. 50,000 which they will use to scale up their income generating activities; advocated for allocation of adequate resources for women and young people by the County Government of Siaya through memoranda development submitted to the County Government of Siaya, County Assembly of Siaya and release of press statements to the County Government and general public; Revised Gender Mainstreaming Policy to provide adequate guidelines to inform organization interventions at the community and at the organization level; Innovation of Husika Dada which is an advocacy space for Adolescent Girls and Young Women to holistically engage, learn, participate and access mentorship opportunities as they amplify their voices and equally contribute to decision making processes on issues affecting them in the community; Supported mentorship sessions for in and out of school adolescent girls and young women from the grassroots areas of Siaya County to demystify myths and retrogressive cultural norms against women; Supported mentorship sessions for in and out of school adolescent girls and young women from the grassroots areas of Siaya County to demystify myths and retrogressive cultural norms against women; Conducted an average of 8 intergenerational dialogue sessions targeting youth, religious leaders and societal actors to document divergent views, identify possible ways of positive engagement and ensure that societal actors involve women and youth in decision making as they promote progressive norms which shun discrimination; and Conducted community sensitization sessions on women right to access land and property with a bias to widows who have been the most victims of discrimination by relative and the community including public leaders. Amidst these

achievement were challenges, among them majority of grassroots women are victims of time poverty and sometimes are not able to attend sessions since they have a lot of responsibilities at home hence are not able to get time to effectively participate in the interventions; Low literacy level of some women proving difficult to disseminate content and information which in most cases is packaged in English which is not their first language; and Inadequate policies at the county level to support and provide guidelines for women and youth engagements and political goodwill to support women empowerment initiatives.

### **3.2.4 Health Advocacy and Education**

This strategic area of focus had two strategic objectives (SOs). The SO 3.1 was to enhance advocacy for access to sexual reproductive health rights and services for adolescents and young women, while SO 3.2 was to enhance advocacy for the support of SRHR policies and programmes. Contributing to these strategic objectives were four key strategies: (i) Identify and empower SRHR advocacy champions, (ii) Generate support for SRHR issues at the county level, (iii) Leverage on partnerships to conduct advocacy forums of SRHR programmes, and (iv) Partnerships with MOH to disseminate information on SRHR and services in Siaya. In order to realize SO 3.1, Siaya Muungano Network conducted sensitizations to 4,000 AGYW. Key topics were around unintended pregnancy, early marriages and SGBV. There were 40 community champions that were identified, trained and engaged in mentoring young girls. Over this period, Siaya Muungano Network joined several technical working groups. Among these were Siaya County Gender Sector Working Group, the Magistrate Court Users' Committee, Siaya County SRHR Alliance, Siaya County Working Group and Alego Usonga GBV Working Group. Through partnership and collaboration with other organizations, Siaya Muungano Network conducted social accountability initiatives. These included the Score Card of a local health facility and successful petitioning of elections and status of service delivery at Mulaha Dispensary and Siaya County Referral Hospital. The organization also secured funding from AMREF Health Africa to implement a five-year project to address SGBV, unintended pregnancy and harmful practices.

For SO 3.2, Siaya Muungano Network developed and submitted a memorandum to the County Assembly's Budget and Appropriations Committee. The aim of the memorandum was for Siaya County Government to domesticate and implement the National Adolescents Sexual Reproductive Health Policy 2015, in its Fiscal Strategy Paper FY 2019/2020. An action plan was developed and is yet to be domesticated.

Despite this progress, Siaya Muungano Network experienced challenges. These included inadequate data and information from MOH to support in SGBV interventions, limited resources to support continuous sensitization, and poor feedback from the County Government on civic actions.



### **3.2.5 Institutional Capacity**

This strategic area of focus had two strategic objectives: (SO 4.1) To improve financial, Human Capacity & Internal Systems for the implementation of organization's programs, and (SO 4.2) To improve visibility of Siaya Muungano Network. There were four well defined strategies to help realize these objectives. These were (i) Improve mobilization & management of financial resources, (ii) Improve management of administration & records, (iii) Attract, develop & retain human resource, (iv) Promote publicity of Siaya Muungano Network, and (v) Improve integration of ICT in SIMUN's operations. To realize SO 4.1, Siaya Muungano Network supported staff to go for quarterly exchange visits to various organizations. This was for them to benchmark and share experiences and new ideas for different departments. These visits however, were aligned to specific donor funding project with budget limits. Siaya Muungano Network had no own resources for this and hence these exchange visits did not involve as many staff and board members. The organization supported quarterly internal trainings of Board of Management. Topics covered included (a) leadership and management, (b) stakeholder analysis, (c) theory of change. Further, the Board of Management and staff were trained on corporate governance. These trainings were project-based, with intended outcomes, which did not cover the wider organisation's objectives. These activities were not continuous, a situation which may lead to a setback in future mastering of the project management as a key aspect of institutional capacity. There were monthly informal discussions to create a common understanding of staff on ICT. Over this period, Siaya Muungano Network purchased additional office equipment including computers for easier operations, reporting and general execution of office duties. The organization reviewed its Gender Mainstreaming Policy; Financial Manual, Human Resource Manual; Communication Plan, Resource Mobilization Strategy; Prevention of Sexual Harassment and Abuse Policy, and developed a Leadership, Mentorship and Succession Plan. Alongside these, Siaya Muungano Network increased its scope of engagement with the community by recruiting more staff and moving to a spacious office for efficient service delivery. This was made possible through intensified resource mobilization which resulted to submission of 12 proposals and 4 proposals being funded. Over the implementation period, the organization developed an organization website, twitter handle and Facebook that were utilized for online campaigns, mobilization and visibility for organization interventions.

### **3.3 SWOT ANALYSIS**

This analysis entails identification of issues within and outside Siaya Muungano Network that positively or negatively affects and will impact on its performance. A consultative meeting was held to review the functions of the general management and resulted in the identification of various Strengths, Weaknesses, Opportunities and Threats.

### **3.3.1 Strengths**

The consultative meeting deliberated on the strengths of Siaya Muungano Network. The major strengths reported were dedicated and competent staff, leaders and volunteers; reputation in innovative women and youth programming; vibrant social media presence; strong collaboration and partnerships; grassroots presence; conducive working environment; and adequate policies guiding decision making. These strengths should be upheld, and where possible, enhanced to improve service delivery to the communities. These strengths are indication of credibility of Siaya Muungano Network. The organisation should then focus on maintaining these strengths.

### **3.3.2 Weaknesses**

Weaknesses are not necessarily negative, provided they can be identified and eliminated, or turned into positive aspects that can be used to improve the operations and management of the organization. The consultative meeting brought out the fact that Siaya Muungano Network had the following weaknesses: Inconsistent funding hence high dependency on donor support; undeveloped operational systems and structures; inadequate staffing and limited mix of skills; weak MERL systems; and absence of permanent office premises. The identified weaknesses have a big potential of limiting Siaya Muungano Network from securing large and long-term funding. A strategic move should include setting up strengthening own funding sources and addressing weak internal structures.

### **3.3.3 Opportunities**

These external factors could include the social, economic, technological, legal and political environment in the organization's own industry. Currently, Siaya Muungano Network enjoys goodwill from the community, donors and the local leaders through successful collaboration. There is existence of wide network of strategic and willing partners; existence of progressive legal and policy framework i.e., the 2010 constitution, Vision 2030; and the National Youth Policy 2019 that gives mandate to our interventions; economic; widening spaces for youth and women empowerment; availability of funds such as NGAAF to our beneficiaries; availability of donor grants that can be applied for that supports the implementation of the activities; potential partnerships with different organizations and the county government; active engagement with adolescent girls and young women and strengthening their cycles; engagements with health care providers to provide for proper health services delivery;; Strong and vibrant community and willing youths ready to form youth groups to help in their growth, social; the community members where the organization does its implementation is receptive; leveraging on the existing community structures such as ; technological developments; devolution; room for expansion within and outside Siaya County; access to technology devices and internet and media platforms for visibility. Accessibility of mobile phones and good network coverages enabling easy mobilization; partnering with local radio community stations for dispensing of information. These opportunities implies that Siaya Muungano Network is working with issues that have attracted both local and

global attention. It is important that moving forward, the organization deepens its scope in programing and leverage on these opportunities.

### 3.3.4 Threats

These factors hinder achievement of the current and/or future desired goals. Some of the threats cited were global economic trends that might influence priorities of donor funding towards women and youth interventions; growing competition from multiple partners; high inflation rates; fluctuating currency exchange rates; shrinking civic space for CSO’s advocacy work; shifting priorities due to changes in political leadership; shifting of donor focus areas and programs and budget cuts by development partners. The implication of these threats is that if they really occur, then operations of Siaya Muungano Network will be jeopardized. A strategic response would be to strengthen and diversify funding from both own sources and donor community.

## 3.4 SWOT MATRIX

The analysis focused on effectiveness as well as performance of Siaya Muungano Network as a whole. The Board of Management and staff participated in the strategic analysis through co creation. The analysis assessed Siaya Muungano Network’s internal environment to document its current Strengths and Weaknesses and external environment to document Opportunities and Threats. The SWOT analysis was conducted to identify growth opportunities and review the external factors that may hinder Siaya Muungano Network from achieving desired goals. The SWOT analysis outcome was used to develop the Key Result Areas (KRAs) for the next five years. The Table 1 below shows the Strengths, the Weakness, the Opportunities and Threats (SWOT) of Siaya Muungano Network: -

Table 1: - SWOT Analysis Table

Weakness	Strategic implication	Strategic response
Inconsistent Funding	Inability to conduct community interventions to realize our vision.  Staff turnover	Strengthened fundraising efforts/resource mobilization  Building on partnerships and networks.  Initiating sustainability mechanisms for the organization.
Established MEAL system	Inadequate tracking of performance and progress as a basis for decision	Review existing MEAL policy to operationalize systems for effective monitoring and evaluation.

	making and future programming.	
Limited skills mix e.g. policy issues, communication, advocacy.	Inadequate innovative approaches in programming to realize organization objectives.	Trainings and capacity building for staff, exchange visits and mentorship/ exposure to relevant networks for learning.
High dependency on donor support	Organization operations will be paralyzed.	Explore IGA to build on sustainability of the organization. Build on partnerships and networks at the local and national level to ensure continuity of organization interventions.
<b>Strengths</b>	<b>Strategic implications</b>	<b>Strategic response</b>
Dedicated and competent team of staff, leaders and volunteers.	Achievement of organization goals and objectives.	Identify the existing gaps and the points of interests where improvements are needed. Explore opportunities for motivation for the staff including continuous capacity building.
Reputation in women and youth programming	Development of targeted interventions that address women and youth needs. -Partnerships and Collaborations	Strengthen innovative approaches on youth and women programming. Develop partnership agreements with key stakeholders and organizations.
Vibrant social media presence	Enhanced visibility for the organization programs and activities. Provides platform for tapping into existing opportunities.	Leverage on more social media and communication platforms. Invest in communication equipment e.g., camera.
Strong collaboration and partnerships with duty bearers including the media, both levels of government and other relevant CSOs	Strong support towards pushing the organization's agenda	Strengthen and explore more partnership opportunities beyond the region.
Grassroots presence	Community ownership of organization interventions.	Continuous engagement and involvement of the community

	Sustainability of organization strategies.	
Adequate policies guiding decision making at various levels of the organization	Clear guidelines on how to operate and proper decision making	Full operationalization of the existing policies and review of policies to address emerging gaps from organization audit and capacity assessment.
<b>Opportunities</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
Wide network of partners and goodwill from key stakeholders	-Ability to achieve organization goals and objectives. -Increased funding and enhanced resource capacity	Strengthen partnership and develop strategies for continuous collaboration.
Existence of progressive legal and policy framework i.e., the 2010 constitution, Vision 2030; and the National Youth Policy 2019	-Goodwill and good background for implementation of interventions	Advocate for review and domestication of policies
Technological developments	-Increased visibility and increased impact of project interventions. Media platforms for increased visibility	Embracing and investing in innovative technology in the organisation operations and activities
Devolution	Ability to expand beyond our borders	Leverage on devolution structures to strengthen our interventions and enhance sustainability
Widening spaces for youth and women empowerment - including political good will, funding, policy and legal framework	Well organized engagement with young people. Development of critical mass for advocacy initiatives.	Support innovative approaches to youth engagement.
<b>THREATS</b>	<b>Strategic Implication</b>	<b>Strategic Intervention</b>
Growing competition: SIMUN works with a population (women & youth) which currently attracts various	-Reduced funding opportunities	Consistent resource mobilization and partnerships

interventions from multiple partners		
Global economic trends: economic realities in donor countries that might	Reduced funding from donors thus undermining interventions targeting youth.	Scout for partners from diverse regions of the globe.  Develop income generating activities
Shrinking civic space for CSO's advocacy work	-Poor governance and exclusion of citizens from decision making process.	Mobilize and organize citizen groups to amplify their voices and expand the civic space.
Shifting priorities due to changes in political leadership	-Poor service delivery to citizens and lack of goodwill for organization interventions.	Strengthen ties with allies and have continuous roundtable engagement with the leaders.
High inflation rates	-Inability to achieve project targets.	Identify alternative sources of resources to utilize.

### 3.5 PESTEL ANALYSIS

It is always important for an organization to understand the environment in which it operates. Environmental scanning is used to get a deeper understanding of the environment, in its different contexts – as Political, Economic, Social, Technological, Environmental & Legal (PESTEL). This analysis was done to give a description and appreciate the environment under which Siaya Muungano Operates. Table 2 below displays PESTEL analysis: -

Table 2: - PESTEL Analysis Table

Category	Issue(s)	Description
Political	<ul style="list-style-type: none"> <li>● Political stability</li> <li>● Trend in political policies</li> <li>● Change in political leadership positions</li> <li>● Goodwill from political leaders</li> </ul>	<ul style="list-style-type: none"> <li>● During the electioneering period, the political environment is not stable leading to uncertainty in implementation of activities.</li> <li>● New leaders may mean new policies, a new political style or a change in government performance and responsiveness.</li> <li>● Lack of political goodwill leads to corrupt practices.</li> </ul>
Economic	<ul style="list-style-type: none"> <li>● Inflation</li> <li>● Poverty</li> <li>● Unemployment rate</li> <li>● Currency exchange rates</li> </ul>	<ul style="list-style-type: none"> <li>● Inflation raises prices, lowering the purchasing power and leads to inefficient spending.</li> <li>● Poverty erodes economic and social rights such as the right to health, adequate housing, food and safe water and the right to education.</li> </ul>

		<ul style="list-style-type: none"> <li>• There are high rates of unemployment among the youth with those employed getting undeserved pay.</li> <li>• Exchange rates especially a weaker exchange rate fetches lesser money in terms of foreign currency hence may affect donor funding and grants.</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Cultural dynamics</li> <li>• Population dynamics</li> </ul>	<ul style="list-style-type: none"> <li>• Cultures influence the way in which the community is receptive to interventions.</li> <li>• There are more young people in the County as compared to the older generation.</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Access to technology devices and internet</li> <li>• Capacity to use technology</li> </ul>	<ul style="list-style-type: none"> <li>• It can streamline processes and help organizations broaden their reach and impact, and be more efficient and productive.</li> <li>• As much there is access to technological devices, high illiteracy levels especially among the elderly have hindered their capacity to use.</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Social environment</li> <li>• Economic environment</li> </ul>	<ul style="list-style-type: none"> <li>• Effects of climate change contribute to increasing food insecurity environmental degradation and increase risks to illnesses such as cardiovascular and respiratory.</li> </ul>
Legal & Regulatory	<ul style="list-style-type: none"> <li>• Existing policies and legal frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• There are many policies and legal frameworks that support our work such as the Constitution of Kenya.</li> </ul>

**3.6 STAKEHOLDER ANALYSIS**

For Siaya Muungano Network, a stakeholder is any person, group or institution with interest in our activities. This analysis makes Siaya Muungano Network to remain fair and open in seeking to work with governmental, non-governmental, corporate, civic, academic, faith-based entities and donor community to create inclusive, stable, and innovative societies driven by women & young people. Stakeholders play an important role towards delivery of our mandate. Siaya Muungano Network is committed to working in collaboration and partnership with diverse stakeholders. We pursue building of good working relationships, meeting stakeholder expectations and galvanizing their support for synergy and sustainability. Over the past strategy period (2018- 2021), Siaya Muungano Network collaborated with several stakeholders, outlined in Table 3 below:-

Table 3: - Stakeholders Analysis

No	Stakeholder	Stakeholder expectations/ key interests	Expectations of Siaya Muungano Network
<b>External Stakeholders</b>			
1.	AMREF Health Africa	Proper implementation of the power to youth project	Resources, technical assistance and capacity building Opportunities and linkages
2.	GIZ	Partnership and good work relation	Partnership and good work relation
3.	NAYA Kenya	Proper implementation of PTY projects	Resources, technical assistance and capacity building Opportunities and linkages
4.	Transparency International	Proper partnership and good work relations	Legal advice
5.	Community Initiative Action Group Kenya	Good partnership and work relations	Good partnership and work relation
6.	URAIA Trust	Capacity building the citizens	Resources, technical assistance and capacity building. Opportunities and linkages
7.	National Council of Population and Development	Sensitization of community members on FP services	To increase the modern method contraceptive prevalence rate in married women To ensure sustained availability of FP commodities Enhance capacity of human resources for health to provide information Improve availability and utilization of quality FP data for decision making Increased domestic financing for FP commodity to over 100% of the requirement Reduce pregnancy among adolescent girl
8.	Urgent Action Fund	Proper implementation of widow empowerment project	Resources, technical assistance and capacity building Opportunities and linkages



9.	Youth Alive Kenya	Partnership and good work relationship	Partnership and good work relationship
10.	Siaya County Gender Sector Working Group	Contribute to joint knowledge management by sharing and documenting best practices in gender sector. Participate in formulation of gender-based policies and strategies.	To promote gender equality To harmonize gender related activities to avoid duplication in the count To adhere to principles of GBV. To participate in the planning of gender-based activities/events.
11.	Magistrate Court Users' Committee	Support and feedback	To ensure justice is well served
12.	Siaya County SRHR Alliance	Sensitization of the community on matters of Sexual and Reproductive	Provision of data for us to do evidence base advocacy
13.	Alego Usonga GBV Working Group	Provide technical support their interventions Support SGBV meetings and trainings through partnerships Champion advocacy against GBV	SGBV data provision for evidence-based advocacy
14.	Public/Community	Engage them throughout the project Keep them informed	Active participation throughout the project
15.	County Government of Siaya (Executive & County Assembly)	Engage with them throughout the projects Keep them informed Support them where applicable Attend their functions whenever possible Do activities together where applicable	Promote transparency and accountability in the government Promote gender equality and women participation in leadership Promote environmental sustainability initiative to curb climate change
16.	Media	Provision of relevant information to dispense to the citizens	Visibility Promote access to information on issues relating to organizations focus area Enhance advocacy work
17.	Relevant departments within National Government		

Internal Stakeholders			
1.	Board of Management	High level of performance Maintain integrity, good image -Efficient delivery and advocacy for better service to target group as per the mandate of SIMUN	Diversified resource base Good partnerships and collaboration with stakeholders Work towards achievement of mandate
2.	Employees	Conducive working environment  Competency development Competitive terms of service	Commitment to mission, mission and values High level professionalism Project good image Good use of resources
3.	Interns & volunteers	Explore interest Develop new skills	Maximum cooperation and professionalism
4.	Members	Support in access of information	Cooperation and driving of organization agenda at the community level.

## **CHAPTER FOUR: - STRATEGIC ISSUES AND OBJECTIVES**

### **4.1 STRATEGIC ISSUES**

A strategic issue is a fundamental factor relating to or affecting an organization's mandate, mission, services or target group. The process of strategic analysis identified five broad strategic issues as follows; -

1. Gender Equality and Empowerment
2. Good Governance, Budget Accountability and Public Participation
3. Sexual Reproductive Health Rights
4. Climate Justice, Environment and Natural Resource Conservation
5. Economic Empowerment and Livelihoods

These strategic issues form the basis for the formulation of objectives and strategies that will ensure Siaya Muungano Network achieves its mission and goals. These issues are explained below: -

#### **4.1.1 Gender Equality and Empowerment**

Kenya Constitution, 2010 provides a powerful framework for addressing gender equality. It marked a new beginning for women's rights in Kenya by seeking to remedy the traditional exclusion of women and promote their full involvement in every aspect of development. This Constitution recognizes economic and social rights of women, including the right to property, housing, a clean environment, health and education among others. The full implementation of the affirmative action principle in line with Article 27 (8) of the Kenya Constitution 2010 will go a long way in ensuring full realization of gender equality and voices of women in development in Kenya. Despite the favorable legal environment, barriers still exist that inhibit girls and women in Kenya to realize their potential. These barriers include gender-based violence, under representation in decision-making processes at all levels, and skewed access to resources. Women have less access to and control over the benefits from land use, education, and employment opportunities. Their increased contributions are needed to help Kenya achieve its developmental goals.

Despite the advances made over the years, several challenges have compounded as a result of poverty, age, education disparities alongside stark regional disparities, and lately COVID-19 pandemic. Women and adolescent girls remain the most vulnerable groups in Kenya. This group is particularly vulnerable to poverty at the household and community level, gender-based violence, detrimental cultural beliefs and wrong attitudes surrounding gender roles, norms alongside female empowerment.

### **4.1.2 Good Governance, Budget Accountability and Public Participation**

The Constitution of Kenya (2010) provides for citizens participation in governance, both at the National and County Governments. Subsequently, County Governments have made noticeable efforts to comply with the constitutional requirements on participatory governance. To actualize this, the counties continue to formulate relevant laws and structures among others. Devolution as contemplated in the Kenyan constitution 2010 and other legal frameworks has high potential for promoting good governance and human rights in the country. However, if citizen participation is not inclusive, it may exacerbate inequalities resulting to further marginalization and infringement of human rights. Participation of women and youth (female and male) have been limited. Driving the limitation include access to information, low capacity to advocate and present issues during public planning and budgeting processes.

### **4.1.3 Sexual Reproductive Health Rights**

Sexual reproductive health implies that people are able to have a satisfying and safe sex life and have the capability to reproduce and the freedom to decide if, when, and how to do so. It creates awareness among adolescent girls and young women about safe sexual practices and helps in preventing sexually transmitted infections, including HIV/AIDS. In Kenya, Adolescents especially AGYW face severe challenges to their lives and general wellbeing. They are vulnerable to early and unintended pregnancy, unsafe abortion, early marriages, gender-based violence and sexual violations making them prone to reproductive health risks and infections, such as STI's and HIV/AIDS. The voices of young people in claiming their rights are unheard due to hierarchical and conservative ideas about their autonomy and to make decisions. Access to quality reproductive health services and information has hence become essential to protect their health and their ability to plan their lives. Yet in Kenya even after having the Constitution of Kenya 2010 that outlines the right to highest attainable standard of health, which includes the right to health care services, including reproductive health care as enshrined in chapter 4, article 43 of the Constitution, harmful social norms, gender stereotypes, power imbalances, perceived need to control female sexuality and other inequalities make accessing information and reproductive healthcare services difficult for the adolescents, especially girls. In Siaya County Adolescent girls and young women continue to face hurdles in accessing sexual reproductive health services due to various reasons including inaccessible data from relevant bodies to support in interventions, lack of confidentiality among the service providers who are not youth friendly to them, long waiting queues at the health facilities, poor service delivery including inadequate and variety of family planning commodities, inadequate information on SRH to help them make informed choices, inadequate policies to support in implementation of programs and lack of youth friendly centers equipped to meet their needs as the services are integrated in the daily operations of the health facilities.

This thematic area seeks to contribute to an enabling environment towards realization of SRHR. Targeted here are Adolescents Girls and Young Women (AGYM) by advocating for reduction of barriers to access reproductive healthcare services; creation of spaces for AGYW voices on matters ARHR; policy formulation and implementation to support ARHR and allocation of adequate resources to support SRHR programs.

#### **4.1.4 Climate Justice, Environment and Natural Resource Conservation**

Kenya is one of the countries experiencing environmental degradation with youth and women bearing much of the consequences. Despite being majority of land users in the rural setting, women their involvement in environmental conservation is limited. Keeping young people and women out of these activities has significant detrimental consequences on social, economic and development prospects for the country as a whole. Engaging the youth and women fully on matters environmental conservation is therefore no longer a choice but an imperative in the development process. This is because Siaya County and Kenya in general, is highly vulnerable to impacts of climate change, hence the need to reduce vulnerability and build resilience of people and nature to the current and anticipated effects of climate change while managing the uncertainties of the future. Our country is also considered energy-poor in terms of access to modern energy services, despite the availability of vast renewable energy resources. As an organisation, believe that investments in sustainable energy streams are vital to attaining Kenya's Vision 2030 through promotion of access to reliable, cost-effective and sustainable energy as a climate change mitigation measure and a means to clean and healthy environment. Climate change adaptation and mitigation must be mainstreamed in development programmes, strategies and action plans at all levels of government, so as to strategically Change climate change and deliver sustainable development. The substantial abundance of natural resources in our community can be the vehicle for transformative development and can make important contribution towards boosting the economy and achieving greater social equality. Governance is a necessary foundation for a just society that values and conserves nature and contributes to the achievement of global sustainable development goals for current and future generations. A lack of accountability and transparency in managing the natural resources, a lack of accountability for public investments, as well as ineffective policies and regulations promote unsustainability, poverty and conflict in place of prosperity and sustainable development. This is our generations' greatest challenge and opportunity to make a difference. Natural resource governance and accountability through involvement of the people including women and youth addresses this development challenge.

#### **4.1.5 Economic Empowerment and Livelihoods**

Youth account for 36.1% of Kenya's population with 1,000,000 young people entering the labor market annually (KNBS, 2019; Kenya Country Report on Youth Employment, 2014). They offer a dynamic work force that is innovative; have a high uptake of technological know-how and the ability to take on significant levels of risk. More than 58% youth in Siaya County are not in employment, education or training (NEET). Youth employment is a top concern in Siaya County.

This is particularly urgent in rural areas where more than 291,616 (89%)<sup>1</sup> of young people in Siaya County are living. Young women and men in rural areas face a lack of productive and decent employment opportunities, food insecurity, economic fragility, which often push them to migrate in search of better opportunities. Beyond unemployment, the main challenge faced by young people in rural areas is widespread underemployment and the low quality of jobs available. Empowerment of rural youth with skills presents a huge opportunity for the creation of self-employment opportunities to absorb the rural youth and ensure realization of a productive for future generations. In this regard, Siaya Muungano Network intend to roll out initiatives that optimize the utilization of existing youth potential by contributing to the organisation objective promoting economic rights for the youth through income generation activities, skills trainings, mentorships, business coaching, incubation and linkages.

## **4.2 STRATEGIC GOALS**

In addressing the strategic issues, Siaya Muungano Network requires a set of relevant strategic goals. Strategic goals specify what an organization expects to fulfil within a given period of time. They give an indication of “what” and “how” much is to be accomplished. Siaya Muungano Network identified five strategic goals that it will be working towards in the next five years, 2021-2025. These goals are: -

1. To promote gender equality and empowerment through amplification of women and girls’ participation in governance and development
2. To advocate for and promote improved access to good governance, budget accountability and effective public participation
3. To promote access to sexual reproductive health rights
4. To promote the realization of sustainable climate justice, environment and natural resource conservation
5. To promote youth and women economic empowerment and realization of economic rights and livelihoods

Once developed, these goals help in the design of strategies. The strategies are the vehicles that enable an organization to achieve its objectives, thereby accomplishing its mission. Once the strategies are documented, specific activities that need to be undertaken are then identified. For each activity, there is need to document time line, persons responsible for each of the activities and the expected performance indicator.

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<sup>1</sup> Siaya County Youth Agribusiness Strategy 2020-2024

## CHAPTER FIVE: - BUDGET BASED IMPLEMENTATION MATRIX

### 5.1 INTRODUCTION

The strategic goals, will lead to specific outcomes as a result of interventions in key result areas. These key result areas will have specific strategic objectives, strategies, outputs and key performance indicators within the five-year strategic plan timelines that could be measured annually. Each of these key result areas will have budgetary implications. Table five delves into the specific details of the budgeted implementation matrix of the Siaya Muungano Network Strategic Plan (2022 – 2026)

Table 4: - Budgeted Implementation Matrix

<b>Goal 1: To promote gender equality and empowerment through amplification of women and girls’ participation in governance and development</b>										
<b>Outcome 1: Wellbeing and activity of women and young girls is guaranteed and safeguarded</b>										
<b>Key Result Area</b>	<b>Strategic Objectives</b>	<b>Strategies</b>	<b>Output</b>	<b>KPIs</b>	<b>(Amount in millions of shillings)</b>					<b>TOTAL</b>
					<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
KRA 1: Women and girls’ participation in Governance	(SO.1) To promote the participation of women and girls in decision making and access to existing opportunities	Strengthen existing spaces & create more for women and girls’ engagement & debates	Enhanced spaces for women and girls’ participation and voices  Increased agency of women and girls to respond to and address emerging	No of platforms of women and girls strengthened  No of emerging platforms for women and girls’ voices and participation  No of women coming out to challenge gender	1	1	1	1	1	5

			challenges affecting them	norms and advocate for gender equality						
		Mentorship and exchange learning programs for women and girls to build their leadership and participation capacities.	Enhanced women & girls' leadership and participation capacities and skills	<p>No of women &amp; girls occupying nonpolitical leadership &amp; participation positions</p> <p>No of women &amp; girls turning out to participate in existing community &amp; county forums</p> <p>No of women &amp; girls with strengthen leadership &amp; participation skills and capacities</p> <p>No of exchange &amp; learning programs supported/conducted for women &amp; girls</p>	1	1	1	1	1	5



		Strategic partnership with WROs and CSOs to strengthen advocacy on women and girls' participation and leadership agenda	Movements and alliances formed for collective actions in promoting gender equality and participation of women and girls	No. of movements and alliance strengthened/formed for collective actions	2	2	2	2	2	10
		Media engagements to promote public discussions on women and girls' participation	Increased public debates and discussions on gender equality and promoting women and girls' participation	No of talk shows conducted to create public debates on gender equality  Media promotion events on women & girls' leadership & participation	0.3	0.3	0.3	0.3	0.3	1.5
		Community theatre Outreaches to onboard more women &	Enhanced dissemination of information for inclusion of more women and girls in	No of community theatre outreaches conducted  No of women and girls reached with	0.5	0.5	0.5	0.5	0.5	2.5

		girls into participation & leadership discussions and spaces	decision making & participation spaces at the community level	information on participation and leadership using theatre						
		Digital platforms engagement for women and girls' voices	Increased adoption and utilization of digital platforms for wider advocacy on women and girls' agenda	No of digital platforms campaigns to promote women & girls' engagements  No of women & girls trained and utilizing digital platforms to scale women and girls' agenda	0.2	0.2	0.2	0.2	0.2	1
		Duty bearer gender roundtables	Organized and operational platforms for women to dialogue with county duty bearers  Increased gender responsive leadership and development	No. of women and girls actively participating in political and non-political leadership spaces  No of platforms for women and duty bearers  % of women & girls development priorities	1	1	1	1	1	5

				considered by the duty bearers						
		Advocacy/ champion women and girls' responsive laws/policie s/legislation s/budget	Enhanced formulation, implementation and tracking of gender responsive policies/legislati ons/plans/budge ts	No of gender responsive policies/laws/pla n s/budgets developed & implemented by duty bearers  Women-duty bearers engagement forums to champion/advoca te for gender responsive policies/legislatio ns/plans/budgets	1	1	1	1	1	5
		Women dialogue conference/ forums	Increased spaces for women dialogue on milestones realized in advancing gender equality and underlying challenges	No of annual women conferences/foru ms conducted  Women movements launched/strength ened	2	2	2	2	2	10
		Skill trainings and mentorship	Increased access of information, skills and capacities for women & girls	No of women & girls trained, capacity built and mentored with relevant skills	2	2	2	2	2	10

		for women and girls	to harness opportunities for attainment of economic rights	<p>No of skills mentorship spaces created</p> <p>No of women and girls accessing opportunities as a result of the skills training and mentorship opportunities</p> <p>Linkage for trainings, mentorship and capacity development/enhancement created</p>						
KRA 2: Ending violence against Women & Girls	(SO.2) - To promote and advocate for systems, structures, programs and spaces that contribute to ending violence against	Strengthen capacity of women led groups to understand GBV advocacy and reporting	<p>Increased advocacy against Gender Based Violence on women and girls at the community level</p> <p>Increased access to justice for the</p>	<p>No of women led structures strengthened to promote advocacy against GBV</p> <p>No of GBV victims accessing</p>	2	2	2	2	2	10

	women and girls.		victims of gender- based violence at the community level	justices as a result of improved reporting pathways						
	Legal aid and psychosocial support for women and girls	Increased availability and access to legal advice and psychosocial support services for women and girls	No. of legal aid clinics and psychosocial support sessions conducted  No. of women and girls receiving legal aid clinic and psychosocial support services  Success stories by women & girls from legal aid and psychosocial support services	1	1	1	1	1	5	
	Recruit, train and launch community GBV champions	Improved response to GBV cases at the community level	No. of community GBV response champions recruited and trained	1	1	1	1	1	5	

				No. of trainings conducted annually						
				No of GBV victims accessing justices as a result of improved reporting pathways						
		Advocacy/ Champion enforcement of GBV policies and legislations	Increased enforcement and implementation of comprehensive Legislative and policy frameworks to prevent and respond to GBV against women and girls  Commitment by the duty bearers in the implementation of GBV response	Policies & legislations enforced and implemented  No. of civic actions developed and submitted to duty bearers on enforcement of policies & legislations to prevent & respond to GBV against women and girls	0.5	0.5	0.5	0.5	0.5	2.5

			policies, legislations and plans							
		Networking and movement building to respond to GBV cases.	Movements, networks and TWG's formed, strengthened or joined for collective actions for women and girls' issues.	No. of movements, networks & TWG's formed/strengthened for collective actions on GBV prevention and response.	0.3	0.3	0.3	0.3	0.3	1.5
		Develop and disseminate GBV tracking tools.	Improved and coordinated efforts in GBV monitoring.	No. of GBV tracking tools developed, disseminated and adopted.	0.2	0.2	0.2	0.2	0.2	1
<b>Goal 2: - To advocate for and promote improved access to good governance, budget accountability and effective public participation</b>										
<b>Outcome 2: - Accountable institutions, structures and processes for quality service delivery</b>										
Key Result Area	Strategic Objectives	Strategies	Output	KPIs	(Amount in millions of shillings)					TOTAL
					2022	2023	2024	2025	2026	

(KRA 2.1) Accountability in Public Resources & Service Delivery	(SO2.1) To ensure women and youth are effectively engaged in governance and oversight of public plans and resources	Social accountability monitoring.	Social audits and community score cards conducted on 10 projects	# Projects subjected to social audits	1	1	1	1	1	5
		Women and youth mobilization for public participation	50 awareness meetings held on citizen participation in public planning and budgeting	# Awareness meetings held	1	1	1	1	1	5
		Budget advocacy and accountability	Memoranda and petitions presented during planning and budget making processes	# Memos presented # Of petitions presented	1	1	1	1	1	5
		Civic education	Civic education sessions conducted	# Civic education sessions done	1	1	1	1	1	5
(KRA 2.2) Public Participation	(SO2.2) To increase awareness and fulfillment of rights of women and girls in Siaya County	Human Rights Based Approach Trainings	Staff and 7 Board members trained on HRBA	# Staff trained on HRBA # Board members trained on HRBA	2	2	2	2	2	10
			50 duty bearers (from relevant county departments & CSOs) trained on HRBA	# Duty bearers trained on HRBA	2	2	2	2	2	10



		Civic education on relevant rights	1,000 women and 1,000 girls are sensitized on their rights	# Women and girls sensitized on human rights	2	2	2	2	2	10
			Legal aid outreaches conducted	# Legal aid outreaches held	2	2	2	2	2	10
<b>Goal 3: - To promote access to sexual reproductive health rights</b>										
<b>Outcome 3: - Increased awareness and access to sexual reproductive health rights information and related services and affordability</b>										
Key Result Area	Strategic Objectives	Strategies	Output	KPIs	(Amount in millions of shillings)					TOTAL
					2022	2023	2024	2025	2026	
(KRA 3.1) Improved access to Sexual Reproductive Health and Rights for Youth and AGYW	(SO3.1) To increase youth and AGYW agency to demand for accountability and responsiveness on SRHR.	Grassroot mobilization and organizing of youth and AGYW to demand for accountability on SRHR.	Youth & AGYW's community social movements/accountability cells established to advocate for SRHR programs and demand accountability in SRHR Programs and services	Youth and AGYW led community social movements/accountability cells formed and strengthened	1	1	1	1	1	5
		Training for youth advocates and champions	Improved knowledge among their SRHR advocacy to	No training conducted on SRHR advocacy.	2	2	2	2	2	10

		on SRHR advocacy	demand for accountability	<p>No of AGYW and Youth trained on SRHR advocacy.</p> <p>No of civic actions documented from the engagements with youth advocates and champions.</p>						
		<p>Strengthening existing youth and AGYW engagement spaces at the community level.</p> <p>Create and strengthen AGYW and youth spaces at the</p>	Increased youth and AGYW voices in SRHR platforms/spaces in Siaya.	No of AGYW spaces strengthened/created and are operational.	2	2	2	2	2	10

		community level.								
		Build partnerships and Network with youth led and youth serving CSOs to enhance advocacy for SRHR	CSOs, CBOs and community institutions expanding civic space for working with young people to better advocacy on access to SRHR for AGYW's & Youth	No. of partnerships and networks created and are functional.  No. of CSO networks joined to complement SRHR advocacy.	2	2	2	2	2	10
		Development and dissemination of relevant SRHR materials (Fact sheets)	Increased access to data & information on SRHR for evidence-based advocacy	No. of IEC materials developed and disseminated to youth and AGYW to accelerate discussions on SRHR	1	1	1	1	1	5
		Stakeholder engagements with duty bearers to lobby and advocate	Implementation of policies, plans, strategies and budgets that address SRHR	No of policies/plans/budgets/strategies on	2	2	2	2	2	10

		for SRHR responsive policies/plans/budgets/strategies for youth and AGYW.	needs for youth & AGYW's	SRHR influenced.  No of stakeholder engagement supported.  Coted action plans developed and implemented to improve access to SRHR for AGYW's & Youth						
		Budget Tracking on SRHR services and programs	Increased accountability on SRHR services and programs	Status reports on prioritization of SRHR programs developed and disseminated to the relevant stakeholders.	1	1	1	1	1	5
		Digital Platforms and Community Radios.	Increased public debates on and demand for better SRHR amongst the youth and AGYW	No of radio talk shows participated in.	2	2	2	2	2	10

				No of online campaigns conducted.						
	To increase the use of sexual reproductive health services such as access to family planning and menstrual hygiene management	Mentorship sessions for AGYW on SRH rights and services.	AGYW's have improved knowledge on their SRHR rights and skills for  Influencing quality SRH service provision	No. of AGYW mentored on SRH services  No of mentorship sessions held with AGYW.  AGYW's networks coming out to influence better SRH services	2	2	2	2	2	10
		Create SRHR information centers/ Spaces for AGYW	Improved access to relevant information on SRHR without stigmatization.  -Increased safe spaces and centers for AGYW and youth to access SRH information	No. of centers/safe spaces created and are operational.  No of AGYW accessing and utilizing the spaces/centers.	2	2	2	2	2	10

		Distribution of Dignity Kits including sanitary towels and menstrual items	<p>Increased school retention rate amongst in school AGYW.</p> <p>Improved menstrual hygiene amongst AGYW's in and out of school</p>	<p>No. of dignity kits distributed.</p> <p>No of AGYW benefitting from the dignity kits distribution.</p>	2	2	2	2	2	10
		Sensitization and awareness creation on availability and access of FP commodities for Young Women.	<p>Increased and demand and uptake of FP commodities amongst young women to reduce vulnerability to unintended pregnancies</p>	<p>No of sensitization sessions conducted for demand creation on FP commodities for young women</p> <p>No of young women reached with information on availability of FP commodities and accessibility points.</p> <p>No of women referred to health</p>	1	1	1	1	1	5

				facilities for FP Commodities.						
		Male and Societal Actors involvement to promote and support uptake of SRHR services and access to SRHR information amongst AGYW.	Males and societal actors are better equipped to disseminate ASRHR information and to provide safe and AGYW's friendly spaces  Established networks of community change agents for social mobilization (males and societal actors)	No of male and societal actors led community discussions on SRHR information forums  No of male champions on SRHR promotion  No of friendly spaces created by societal actors for AGYW's access to SRHR information at the community level  Existing networks of community change agents	1	1	1	1	1	5
<b>Goal 4: To promote the realization of sustainable climate justice, environment and natural resource conservation</b>										
<b>Outcome 4.1: Sustainable environment and climate change mitigation and adaptation</b>										
		<b>Strategies</b>	<b>Output</b>	<b>KPIs</b>	<b>(Amount in millions of shillings)</b>					<b>TOTAL</b>

Key Result Area	Strategic Objectives				2022	2023	2024	2025	2026	
(KRA 4.1) Sustainable Natural Resource Conservation	(SO4.1) To promote women and youth led green initiatives that conserve the natural resources and promote sustainable livelihoods	Climate smart agriculture (CSA)	1,000 women and youths trained on CSA	# Youth and women trained	2	2	2	2	2	10
		Agroforestry	Increased capacity of women and youth to adopt agroforestry	# Women doing agroforestry # Youth engaged in agroforestry	1	1	1	1	1	5
		Establishment of community led tree nurseries	120 youth/women groups trained on disaster risk management	# Groups trained on disaster risk management	2	2	2	2	2	10
		Advocacy & Community Awareness/training on Improved Cooking Solutions/Technologies	150 youth/women groups trained on value chain and market development	# Groups trained on value chain and market development	2	2	2	2	2	10
<b>Outcome 4.2 Increased resources to finance climate solutions</b>										
Result Area	Strategic Objectives	Strategies	Output	KPIs	(Amount in millions of shillings)					TOTAL
					2022	2023	2024	2025	2026	



(KRA 4.2) Climate Justice	(SO4.2) To amplify voices of women and youth on climate financing	Multi stakeholder forums to scale advocacy for climate financing	Increased advocacy for climate financing	No. of stakeholder forums held to advocate for climate financing	1	1	1	1	1	5
		Policy and budget advocacy on climate financing	increased policy and budget advocacy on climate financing	No. of forums on policy and budget advocacy on climate financing	1	1	1	1	1	5
		Capacity development for women and youth on climate financing for wider advocacy	Increased skills of women and youth to advocate for climate financing	# of Women and youth trained	2	2	2	2	2	10
<b>Outcome 4.3 Strengthened women and youth voices to shape public debates and policies on climate change response</b>										
Result Area	Strategic Objectives	Strategies	Output	KPIs	(Amount in millions of shillings)					TOTAL
					2022	2023	2024	2025	2026	
(KRA 4.3) Agenda setting in climate action	(SO4.3) To amplify the voices of women and youth on climate change response strategies,	Multistakeholder collaboration on climate change	Improved collaboration on climate change response	# Stakeholder meetings conducted	1	1	1	1	1	5
		Civic education on climate and gender	Civic education sessions are conducted	# Civic education sessions held	1	1	1	1	1	5

	plans and policies.	Convene CSO and WROs to influence climate change process								
		Advocacy for inclusion of women and youth in climate change governance	Increased inclusion of women and youth in climate governance	# Women and youth engaged in climate governance	1	1	1	1	1	5

**Goal 5: - To promote youth and women economic empowerment and realization of economic rights and livelihoods**

**Outcome 5: - Enhanced skills and capacities of youth to promote sustainable and decent livelihoods**

Key Result Area	Strategic Objectives	Strategies	Output	KPIs	(Amount in millions of shillings)					TOTAL
					2022	2023	2024	2025	2026	
KRA 1: Business & Skills development services	To build the capacity of young people on relevant skills to meet the market demands and harness opportunities	Skills training and mentorship on entrepreneurship for youth	Increased access to relevant knowledge, skills and capacities on entrepreneurship by the youth  Increased youth driven	No. of youth who have been targeted and acquired relevant entrepreneurial skills and information  No. of youth led employment opportunities/ business models	2	2	2	2	2	10

	s for entrepreneurship		employment opportunities	created by the youth						
	Youth Digital Skills Development	Established networks and partnerships mechanisms for youth digital skills development  Enhanced capacity of the youth on digital business models	No. of established partnerships for youth digital skills development  No. of innovative digital businesses developed by the youth  No. of youths utilizing digital platforms for business	1	1	1	1	1	5	
	Business incubation for youth entrepreneurs	Increased partnerships to support youth incubation programmes  Increased access for business incubation services by the youth	No. of MoUs signed and implemented on youth incubation  No. of incubation centres/ spaces created and operational  No. of business ideas developed by the youth	2	2	2	2	2	10	

		Build youth entrepreneurs social capital	<p>Increased formalization of youth businesses</p> <p>Increased access to financial services by the youth entrepreneurs</p> <p>Enhanced capacity for the youth to develop successful business plans</p>	<p>No. of youth groups/ enterprises accessing existing affirmative action funds</p> <p>No. of youth saving schemes piloted and operational</p> <p>Business models / plans developed by youth for financing</p> <p>No. of youth businesses formalized and acquire relevant business documents</p>	2	2	2	2	2	10
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**Goal 6: Strengthen coordination and delivery of organisation’s mandate**

**Outcome 6: Strong internal capacity supporting delivery of mandate**

Key Result Area	Strategic Objectives	Strategies	Output	KPIs	(Amount in millions of shillings)					TOTAL
					2022	2023	2024	2025	2026	
(KRA 5.1) Coordination and	(SO5.1) To promote effective	Staff mentorship	5 Staff mentored and trained on leadership	# Staff mentored and trained on leadership	1	1	1	1	1	5

delivery of organisation's mandate	leadership and delivery of vision and mission of Siaya Muungano Network									
		Resource mobilization	60 responses to call for proposals with 5 new projects funded	# Funded project proposals	0.3	0.3	0.3	0.3	0.3	1.5
		Performance management	25 appraisals done to evaluate efficacy and effectiveness	# Appraisal reports documented	0.5	0.5	0.5	0.5	0.5	2.5
		Knowledge management	Audit and evaluation reports done and stored for learning	# Reports documented and used for learning	0.5	0.5	0.5	0.5	0.5	2.5
		Communication and visibility	Branding and use of various media – social, print and electronic	# Materials developed for communication/visibility and media used for dissemination	0.5	0.5	0.5	0.5	0.5	2.5
		Partnerships and networking	Identify and engage in new relevant platforms	# New relevant platforms/organizations engaged	0.5	0.5	0.5	0.5	0.5	2.5
<b>Overall Budget</b>									<b>365.5</b>	

## CHAPTER SIX: - PRIORITY BASED IMPLEMENTATION MATRIX

### 6.1 INTRODUCTION

The priority-based implementation matrix seeks to prioritize the implementation of specific strategies within specific timelines to help with resource mobilization, allocation and expenditure based on priorities. It solves the problem of which strategy do we implement at what time. It also answers the concern of how much is needed to implement which activities during what period. Strategies build on each other hence the need to prioritize. This matrix will also inform proposal development as a tool for resource mobilization in the overall implementation of the strategic plan.

Table 5: - Priority Based Implementation Matrix

<b>Goal 1:</b> To promote gender equality and empowerment through amplification of women and girls’ participation in governance and development										
<b>Outcome 1: Wellbeing and activity of women and young girls is guaranteed and safeguarded</b>										
Key Result Area	Strategic Objectives	Strategies	Output	KPIs	Proposed Implementation Period					TOTAL
					2022	2023	2024	2025	2026	
KRA 1: Women and girls’ participation in Governance	(SO.1) To promote the participation of women and girls in decision making and access to existing opportunities	Strengthen existing spaces & create more for women and girls’ engagement & debates	Enhanced spaces for women and girls’ participation and voices  Increased agency of women and girls to respond to and address emerging	No of platforms of women and girls strengthened  No of emerging platforms for women and girls’ voices and participation  No of women coming out to challenge gender norms and						

			challenges affecting them	advocate for gender equality						
		Mentorship and exchange learning programs for women and girls to build their leadership and participation capacities.	Enhanced women & girls' leadership and participation capacities and skills	<p>No of women &amp; girls occupying nonpolitical leadership &amp; participation positions</p> <p>No of women &amp; girls turning out to participate in existing community &amp; county forums</p> <p>No of women &amp; girls with strengthen leadership &amp; participation skills and capacities</p> <p>No of exchange &amp; learning programs supported/conducted for women &amp; girls</p>						

		Strategic partnership with WROs and CSOs to strengthen advocacy on women and girls' participation and leadership agenda	Movements and alliances formed for collective actions in promoting gender equality and participation of women and girls	No. of movements and alliance strengthened/formed for collective actions						
		Media engagements to promote public discussions on women and girls' participation	Increased public debates and discussions on gender equality and promoting women and girls' participation	No of talk shows conducted to create public debates on gender equality  Media promotion events on women & girls' leadership & participation						
		Community theatre Outreaches to onboard more women &	Enhanced dissemination of information for inclusion of more women and girls in	No of community theatre outreaches conducted  No of women and girls reached with						



		girls into participation & leadership discussions and spaces	decision making & participation spaces at the community level	information on participation and leadership using theatre						
		Digital platforms engagement for women and girls' voices	Increased adoption and utilization of digital platforms for wider advocacy on women and girls' agenda	No of digital platforms campaigns to promote women & girls' engagements  No of women & girls trained and utilizing digital platforms to scale women and girls' agenda						
		Duty bearer gender roundtables	Organized and operational platforms for women to dialogue with county duty bearers  Increased gender responsive leadership and development	No. of women and girls actively participating in political and non-political leadership spaces  No of platforms for women and duty bearers  % of women & girls development priorities						

				considered by the duty bearers						
		Advocacy/ champion women and girls' responsive laws/policies/legislations/budget	Enhanced formulation, implementation and tracking of gender responsive policies/legislations/plans/budgets	No of gender responsive policies/laws/plans/budgets developed & implemented by duty bearers  Women-duty bearers engagement forums to champion/advocate for gender responsive policies/legislations/plans/budgets						
		Women dialogue conference/ forums	Increased spaces for women dialogue on milestones realized in advancing gender equality and underlying challenges	No of annual women conferences/forums conducted  Women movements launched/strengthened						
		Skill trainings and mentorship	Increased access of information, skills and capacities for women & girls	No of women & girls trained, capacity built and mentored with relevant skills						

		for women and girls	to harness opportunities for attainment of economic rights	<p>No of skills mentorship spaces created</p> <p>No of women and girls accessing opportunities as a result of the skills training and mentorship opportunities</p> <p>Linkage for trainings, mentorship and capacity development/enhancement created</p>						
KRA 2: Ending violence against Women & Girls	(SO.2) - To promote and advocate for systems, structures, programs and spaces that contribute to ending violence	Strengthen capacity of women led groups to understand GBV advocacy and reporting	Increased advocacy against Gender Based Violence on women and girls at the community level	No of women led structures strengthened to promote advocacy against GBV						

against women and girls.		Increased access to justice for the victims of gender- based violence at the community level	No of GBV victims accessing justices as a result of improved reporting pathways						
	Legal aid and psychosocial support for women and girls	Increased availability and access to legal advice and psychosocial support services for women and girls	No. of legal aid clinics and psychosocial support sessions conducted  No. of women and girls receiving legal aid clinic and psychosocial support services  Success stories by women & girls from legal aid and psychosocial support services						
	Recruit, train and launch community GBV champions	Improved response to GBV cases at the community level	No. of community GBV response champions						

				<p>recruited and trained</p> <p>No. of trainings conducted annually</p> <p>No of GBV victims accessing justices as a result of improved reporting pathways</p>						
		<p>Advocacy/ Champion enforcement of GBV policies and legislations</p>	<p>Increased enforcement and implementation of comprehensive Legislative and policy frameworks to prevent and respond to GBV against women and girls</p> <p>Commitment by the duty bearers in the</p>	<p>Policies &amp; legislations enforced and implemented</p> <p>No. of civic actions developed and submitted to duty bearers on enforcement of policies &amp; legislations to prevent &amp; respond to GBV against women and girls</p>						

			implementation of GBV response policies, legislations and plans							
		Networking and movement building to respond to GBV cases.	Movements, networks and TWG's formed, strengthened or joined for collective actions for women and girls' issues.	No. of movements, networks & TWG's formed/strengthened for collective actions on GBV prevention and response.						
		Develop and disseminate GBV tracking tools.	Improved and coordinated efforts in GBV monitoring.	No. of GBV tracking tools developed, disseminated and adopted.						
<b>Goal 2: - To advocate for and promote improved access to good governance, budget accountability and effective public participation</b>										
<b>Outcome 2: - Accountable institutions, structures and processes for quality service delivery</b>										
		<b>Strategies</b>	<b>Output</b>	<b>KPIs</b>	<b>Proposed Implementation Period</b>			<b>TOTAL</b>		

Key Result Area	Strategic Objectives				2022	2023	2024	2025	2026	
(KRA 2.1) Accountability in Public Resources & Service Delivery	(SO2.1) To ensure women and youth are effectively engaged in governance and oversight of public plans and resources	Social accountability monitoring.	Social audits and community score cards conducted on 10 projects	# Projects subjected to social audits						
		Women and youth mobilization for public participation	50 awareness meetings held on citizen participation in public planning and budgeting	# Awareness meetings held						
		Budget advocacy and accountability	Memoranda and petitions presented during planning and budget making processes	# Memos presented # Of petitions presented						
		Civic education	Civic education sessions conducted	# Civic education sessions done						
(KRA 2.2) Public Participation	(SO2.2) To increase awareness and fulfillment of rights of women and girls in	Human Rights Based Approach Trainings	Staff and 7 Board members trained on HRBA	# Staff trained on HRBA # Board members trained on HRBA						
			50 duty bearers (from relevant county departments &	# Duty bearers trained on HRBA						

	Siaya County		CSOs) trained on HRBA							
		Civic education on relevant rights	1,000 women and 1,000 girls are sensitized on their rights	# Women and girls sensitized on human rights						
			Legal aid outreaches conducted	# Legal aid outreaches held						
<b>Goal 3: - To promote access to sexual reproductive health rights</b>										
<b>Outcome 3: - Increased awareness and access to sexual reproductive health rights information and related services and affordability</b>										
Key Result Area	Strategic Objectives		Output	KPIs	Proposed Implementation Period					TOTAL
					2022	2023	2024	2025	2026	
(KRA 3.1) Improved access to Sexual Reproductive Health and Rights for Youth and AGYW	(SO3.1) To increase youth and AGYW agency to demand for accountability and responsiveness on SRHR.	Grassroot mobilization and organizing of youth and AGYW to demand for accountability on SRHR.	Youth & AGYW's community social movements/accountability cells established to advocate for SRHR programs and demand accountability in SRHR Programs and services	Youth and AGYW led community social movements/accountability cells formed and strengthened						



		<p>Training for youth advocates and champions on SRHR advocacy</p>	<p>Improved knowledge am on their SRHR advocacy to demand for accountability</p>	<p>No training conducted on SRHR advocacy.</p> <p>No of AGYW and Youth trained on SRHR advocacy.</p> <p>No of civic actions documented from the engagements with youth advocates and champions.</p>						
		<p>Strengthening existing youth and AGYW engagement spaces at the community level.</p> <p>Create and strengthen AGYW and youth</p>	<p>Increased youth and AGYW voices in SRHR platforms/spaces in Siaya.</p>	<p>No of AGYW spaces strengthened/created and are operational.</p>						

		spaces at the community level.								
		Build partnerships and Network with youth led and youth serving CSOs to enhance advocacy for SRHR	CSOs, CBOs and community institutions expanding civic space for working with young people to better advocacy on access to SRHR for AGYW's & Youth	No. of partnerships and networks created and are functional.  No. of CSO networks joined to complement SRHR advocacy.						
		Development and dissemination of relevant SRHR materials (Fact sheets)	Increased access to data & information on SRHR for evidence-based advocacy	No. of IEC materials developed and disseminated to youth and AGYW to accelerate discussions on SRHR						
		Stakeholder engagements with duty	Implementation of policies,	No of policies/plans/bud						

		bearers to lobby and advocate for SRHR responsive policies/plans/budgets/strategies for youth and AGYW.	plans, strategies and budgets that address SRHR needs for youth & AGYW's	gets/strategies on SRHR influenced.  No of stakeholder engagement supported.  Coted action plans developed and implemented to improve access to SRHR for AGYW's & Youth						
		Budget Tracking on SRHR services and programs	Increased accountability on SRHR services and programs	Status reports on prioritization of SRHR programs developed and disseminated to the relevant stakeholders.						
		Digital Platforms and Community Radios.	Increased public debates on and demand for better SRHR amongst the youth and AGYW	No of radio talk shows participated in.						

				No of online campaigns conducted.						
	To increase the use of sexual reproductive health services such as access to family planning and menstrual hygiene management	Mentorship sessions for AGYW on SRH rights and services.	AGYW's have improved knowledge on their SRHR rights and skills for  Influencing quality SRH service provision	No. of AGYW mentored on SRH services  No of mentorship sessions held with AGYW.  AGYW's networks coming out to influence better SRH services						
		Create SRHR information centers/ Spaces for AGYW	Improved access to relevant information on SRHR without stigmatization.  -Increased safe spaces and centers for AGYW and youth to access SRH information	No. of centers/safe spaces created and are operational.  No of AGYW accessing and utilizing the spaces/centers.						

		Distribution of Dignity Kits including sanitary towels and menstrual items	<p>Increased school retention rate amongst in school AGYW.</p> <p>Improved menstrual hygiene amongst AGYW's in and out of school</p>	<p>No. of dignity kits distributed.</p> <p>No of AGYW benefitting from the dignity kits distribution.</p>						
		Sensitization and awareness creation on availability and access of FP commodities for Young Women.	<p>Increased and demand and uptake of FP commodities amongst young women to reduce vulnerability to unintended pregnancies</p>	<p>No of sensitization sessions conducted for demand creation on FP commodities for young women</p> <p>No of young women reached with information on availability of FP commodities and accessibility points.</p> <p>No of women referred to health</p>						

				facilities for FP Commodities.						
		Male and Societal Actors involvement to promote and support uptake of SRHR services and access to SRHR information amongst AGYW.	Males and societal actors are better equipped to disseminate ASRHR information and to provide safe and AGYW's friendly spaces  Established networks of community change agents for social mobilization (males and societal actors)	No of male and societal actors led community discussions on SRHR information forums  No of male champions on SRHR promotion  No of friendly spaces created by societal actors for AGYW's access to SRHR information at the community level  Existing networks of community change agents						
<b>Goal 4: To promote the realization of sustainable climate justice, environment and natural resource conservation</b>										
<b>Outcome 4.1: Sustainable environment and climate change mitigation and adaptation</b>										
		<b>Strategies</b>	<b>Output</b>	<b>KPIs</b>	<b>Proposed Implementation Period</b>					<b>TOTAL</b>

Key Result Area	Strategic Objectives				2022	2023	2024	2025	2026	
(KRA 4.1) Sustainable Natural Resource Conservation	(SO4.1) To promote women and youth led green initiatives that conserve the natural resources and promote sustainable livelihoods	Climate smart agriculture (CSA)	1,000 women and youths trained on CSA	# Youth and women trained						
		Agroforestry	Increased capacity of women and youth to adopt agroforestry	# Women doing agroforestry # Youth engaged in agroforestry						
		Establishment of community led tree nurseries	120 youth/women groups trained on disaster risk management	# Groups trained on disaster risk management						
		Advocacy & Community Awareness/raining on Improved Cooking Solutions/Technologies	150 youth/women groups trained on value chain and market development	# Groups trained on value chain and market development						
<b>Outcome 4.2 Increased resources to finance climate solutions</b>										
Result Area	Strategic Objectives	Strategies	Output	KPIs	(Amount in millions of shillings)					TOTAL
					2022	2024	2025	2026	2026	

(KRA 4.2) Climate Justice	(SO4.2) To amplify voices of women and youth on climate financing	Multi stakeholder forums to scale advocacy for climate financing	Increased number of stakeholder forums to scale up advocacy for climate financing	No. of stakeholder forums held to scale up advocacy for climate financing						
		Policy and budget advocacy on climate financing	Increased policy and budget advocacy on climate financing	No. of forums held to increase policy and budget advocacy on climate financing						
		Capacity development for women and youth on climate financing for wider advocacy	Increased skills of women and youth to advocate for climate financing	# Women and youth trained						
<b>Outcome 4.3 Strengthened women and youth voices to shape public debates and policies on climate change response</b>										
Result Area	Strategic Objectives	Strategies	Output	KPIs	Proposed Implementation Period					TOTAL
					2022	2023	2024	2025	2026	
(KRA 4.3) Agenda setting in climate action	(SO4.3) To amplify the voices of women and youth on climate change response strategies,	Multistakeholder collaboration on climate change	Improved collaboration on climate change response	# Stakeholder meetings conducted						
		Civic education on climate and gender	Civic education sessions are conducted	# Civic education sessions held						



	plans and policies.	Convene CSO and WROs to influence climate change process	Increased forums for CSOs and WROs to influence climate change process	No. of forums held to increase forums for CSOs and WROs to influence climate change process						
		Advocacy for inclusion of women and youth in climate change governance	Increased inclusion of women and youth in climate governance	# Women and youth engaged in climate governance						

**Goal 5: - To promote youth and women economic empowerment and realization of economic rights and livelihoods**

**Outcome 5: - Enhanced skills and capacities of youth to promote sustainable and decent livelihoods**

Key Result Area	Strategic Objectives	Strategies	Output	KPIs	(Amount in millions of shillings)					TOTAL
					2022	2023	2024	2025	2026	
KRA 1: Business & Skills development services	To build the capacity of young people on relevant skills to meet the market demands and harness opportunities	Skills training and mentorship on entrepreneurship for youth	Increased access to relevant knowledge, skills and capacities on entrepreneurship by the youth	No. of youth who have been targeted and acquired relevant entrepreneurial skills and information						
			Increased youth driven	No. of youth led employment opportunities/ business models						

	s for entrepreneurship		employment opportunities	created by the youth						
	Youth Digital Skills Development	Established networks and partnerships mechanisms for youth digital skills development  Enhanced capacity of the youth on digital business models	No. of established partnerships for youth digital skills development  No. of innovative digital businesses developed by the youth  No. of youths utilizing digital platforms for business							
	Business incubation for youth entrepreneurs	Increased partnerships to support youth incubation programmes  Increased access for business incubation	No. of MoUs signed and implemented on youth incubation programmes  No. of incubation centres/ spaces created and operational							

			services by the youth	No. of business ideas developed by the youth						
		Build youth entrepreneurs social capital	<p>Increased formalization of youth businesses</p> <p>Increased access to financial services by the youth entrepreneurs</p> <p>Enhanced capacity for the youth to develop successful business plans</p>	<p>No. of youth groups/ enterprises accessing existing affirmative action funds</p> <p>No. of youth saving schemes piloted and operational</p> <p>Business models / plans developed by youth for financing</p> <p>No. of youth businesses formalized and acquire relevant business documents</p>						
<b>Goal 6: Strengthen coordination and delivery of organisation’s mandate</b>										
<b>Outcome 6: Strong internal capacity supporting delivery of mandate</b>										
Key Result Area	Strategic Objectives	Strategies	Output	KPIs	(Amount in millions of shillings)					TOTAL
					2022	2023	2024	2025	2026	

(KRA 5.1) Coordination and delivery of organisation's mandate	(SO5.1) To promote effective leadership and delivery of vision and mission of Siaya Muungano Network	Staff mentorship	5 Staff mentored and trained on leadership	# Staff mentored and trained on leadership						
		Resource mobilization	60 responses to call for proposals with 5 new projects funded	# Funded project proposals						
		Performance management	25 appraisals done to evaluate efficacy and effectiveness	# Appraisal reports documented						
		Knowledge management	Audit and evaluation reports done and stored for learning	# Reports documented and used for learning						
		Communication and visibility	Branding and use of various media – social, print and electronic	# Materials developed for communication/visibility and media used for dissemination						
		Partnerships and networking	Identify and engage in new relevant platforms	# New relevant platforms/organizations engaged						

## 6.2. Implementation Modalities

This Strategic Plan will achieve its purpose only if it is effectively implemented. The Board of Management shall therefore ensure that this Strategic Plan is institutionalized and operationalized. Institutionalization requires that the Plan is acceptable in the organization. The structure, culture, policies and leadership style should all support this Strategic Plan. Where there are inconsistencies, internal adjustment will be necessary. Operationalization requires the Strategic Plan to be broken down into shorter time frames and cascaded down to all key responsible departments, persons or teams so that everyone knows what is expected from them.

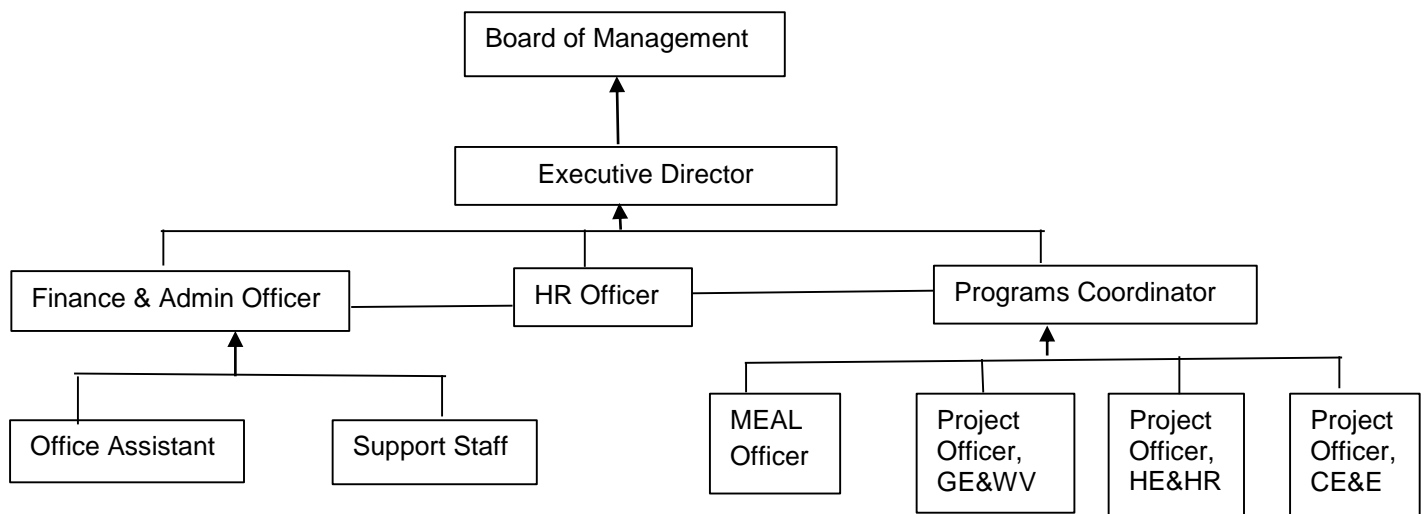
## 6.3. Annual Work Plans, Budget and Performance Tracking

In implementing this Strategic Plan, annual work plans will be developed. This plan will be an important tool in operationalizing this Strategic Plan. It will provide the details on what will be done and the results to be achieved for each year, as derived from the defined key result areas. The plan provides a link between strategy formulation and action, in addition to being a tool for monitoring and evaluation. From this plan, a monthly work plan will be extracted detailing clear activities and budget to be used. The monthly work plan forms the basis upon which budget utilization and performance indicators are tracked.

## 6.4. Organizational Structure

Effective implementation of the Strategic Plan will require an appropriate organization structure in place. To support implementation of this Strategic Plan, the organization structure below has been put in place. Siaya Muungano Network will make necessary structural reviews to make this structure responsive to the changing demands and ensure effective implementation of this Strategic Plan.

Table 6: - Siaya Muungano Network Organization Structure



### **6.5. Board of Management**

The board consists of seven (7) members with Executive Director as the committee's secretary. The board is responsible for overseeing the management of the organization and provides policy guidance and direction in order to attain goals of the organization. Composition of the current board shows a good mix of skills and experience.

### **6.6. Program Management**

The organization is headed by the Executive Director who is answerable to the Board of Management for the day-to-day running of the organization. The Executive Director is assisted by the Head of Programs who oversees program implementation. Since it is a growing organization, Siaya Muungano Network has adopted a lean governance structure for effective management, accountability and ease of communication. The Head of Programs is assisted by three Project Officers and MEAL Officer for successful delivery of programs results. On the other hand, is a Human Resource Officer and a Finance & Administration Officer, working with an Office Assistant and Support Staff to perform daily administrative duties.

## **CHAPTER SEVEN: - MONITORING, EVALUATION, ACCOUNTABILITY & LEARNING FRAMEWORK**

### **7.1 OVERVIEW**

Monitoring and evaluation is a critical management tool useful in tracking of policies, programs and projects and in assessing how well the stated organizational and program objectives have been met. The key to success of the strategic plan will be based on the quality of coordination and management between the Board of Management, the Executive Director and all Program Staff and other staff through periodic reporting on the process of implementation. During the implementation of the plan, periodic evaluation and monitoring will ensure progress is tracked, challenges are identified and addressed appropriately and timely to inform learning and accountability. It will also provide the necessary feedback on the status of implementation to enable informed decisions based on evidence.

### **7.2 MEAL FRAMEWORK**

The organization's monitoring, evaluation, accountability and learning (MEA&L) will be based on a framework which consist of various components, namely: a definition of responsibilities, tracking of indicators, adoption of monitoring and evaluation mechanisms, reporting process, timeliness, and financing. Tracking of the plan will be done at all levels of the organization and its output will form part of the organization's quarterly and annual performance reports. This will, in turn, lead to a critical assessment of the organization's objectives in regularly-scheduled program/project management meetings and in the staff meetings at the program level. The organization will develop tools and schedules for periodic/annual review of the strategic plan implementation and conduct end-term review to identify success factors, areas for improvement and lessons learnt for next planning period

### **7.3 MEAL RESPONSIBILITIES**

Each program within the organization will conduct basic program input and output analysis of resources. They will also conduct some basic evaluations which will include implementation, assessment of quality achieved, case studies and cost analyses. Monitoring and evaluation of outcomes will be particularly important in enabling the organization to determine whether additional time for implementation will be required and whether additional financial and human resource will be necessary.

### **7.4 MEAL GUIDELINES**

Monitoring, which is the first part of the process, will be based on the following guidelines:

- All program lead will monitor activities under their responsibilities based on the observations of progress in their level of jurisdiction.

- Program leads will be in charge of monitoring processes falling under their responsibility. This will include accounting for inputs, activities, and outputs. The focus must be on the objectives listed for implementation in the strategic plan.
- Program leads will monitor the outputs realized by the teams under them to generate outcomes as indicated in this strategic plan.

It will be the ultimate responsibility of the program leads to monitor the overall results of the organization in the implementation of this plan. This will be done by tracking outcome indicators based on the achievements of the directorates.

For any project being implemented by Siaya Muungano Network to contribute to this Strategic Plan, the MEAL Officer will develop M&E framework and tools to be used in tracking progress. The MEAL Officer will take the overall responsibility of coordinating periodic internal evaluations of program and progress of this Strategic Plan.



## 7.5 MONITORING & EVALUATION FRAMEWORK

		<b>INDICATOR</b> How is it calculated?	<b>BASELINE</b> What is the current value?	<b>TARGET</b> What is the target value?	<b>DATA SOURCE</b> How will it be measured?	<b>FREQUEN CY</b> How often will it be measured?	<b>RESPONSI BLE</b> Who will measure it?	<b>REPORT ING</b> Where will it be reported?
<b>Goal 1</b>	To promote gender equality and empowerment through amplification of women and girls' participation in governance and development	%age of platforms of women and girls' involvement and engagement increased and strengthened	10%	50%	Field Reports, Attendance Sheets, Evaluation Reports	Annually	Programs Coordinator	Annual Project Reports
<b>Outcome 1</b>	Wellbeing and activity of women and young girls is guaranteed and safeguarded	%age of forums conducted to guarantee and safeguard activities of women and young girls	20%	70%	Field Reports, Attendance Sheets, Evaluation Reports	Quarterly	Programs Coordinator	Quarterly Project Reports
<b>Output 1</b>	Enhanced spaces for women and girls' participation and voices	%age of spaces for women and girls' participation and voices	15%	70%	Media reports, field reports and	Monthly	Programs Coordinator	Monthly Project Reports

					attendance sheets			
<b>Goal 2</b>	To advocate for and promote improved access to good governance, budget accountability and effective public participation	%age of forums conducted and organized to advocate for improved access to good governance, budget accountability and effective public participation	10%	50%	County Budget Forum Reports, Activity Reports	Annually	Programs Coordinator	Project Annual Reports
<b>Outcome 2</b>	Accountable institutions, structures and processes for quality service delivery	%age of institutions, structures and processes held accountable for quality service delivery and how	30%	80%	Accountability Reports, Program Reports, Minutes of Forums	Quarterly	Programs Coordinator	Project Quarterly Reports
<b>Output 2</b>	Awareness meetings held on citizen participation in public planning and budgeting	%age of awareness meetings held on citizen participation in public	15%	75%	Meeting Minutes, Project Reports	Monthly	Programs Coordinator	Monthly Reports

		planning and budgeting						
<b>Goal 3</b>	To promote access to sexual reproductive health rights	%age of forums held to promote access to sexual reproductive health rights	10%	50%	Reports from Service Providers and Project Reports	Annually	Programs Coordinator	Annual Project Reports. Baseline Survey
<b>Outcome 3</b>	Increased awareness and access to sexual reproductive health rights information and related services and affordability	%age of increase in awareness and access to sexual reproductive health rights information and related services and affordability	10%	70%	Project Reports and Surveys	Quarterly	Programs Coordinator	Project Annual Reports
<b>Output 3</b>	Youth & AGYW's community social movements/accountability cells established to advocate for SRHR programs and demand accountability in SRHR Programs and services	No. of Youth & AGYW's community social movements/ac countability cells established to advocate for SRHR programs and demand	20	70	Project reports	Monthly	Programs Coordinator	Monthly Project Reports

		accountability in SRHR Programs and services						
<b>Goal 4</b>	To promote the realization of sustainable climate justice, environment and natural resource conservation	%age of women and youth with increased capacity to adopt and practice agroforestry	30%	80%	Project Field Reports	Annually	Programs Coordinator	Annual Project Reports
<b>Outcome 4</b>	Sustainable environment and climate change mitigation and adaptation	%age increase in no. of sustainable environment and climate change mitigation and adaptation forums held	10%	60%	Project Field Reports	Quarterly	Programs Coordinator	Annual Project Reports
<b>Output 4</b>	Increased capacity of women and youth to adopt agroforestry	%age increase in no. of youths adopting and practicing agroforestry	20%	80%	Project Field Reports	Monthly	Programs Coordinator	Annual Project Reports
<b>Goal 5</b>	To promote youth and women economic empowerment and	%age increase in number of youth and women	10%	70%	Field Reports	Annually	Programs Coordinator	Annual Project Reports

	realization of economic rights and livelihoods	involved in economic empowerment and realization of economic rights and livelihoods						
<b>Outcome 5</b>	Enhanced skills and capacities of youth and women to promote sustainable and decent livelihoods	%age of increase in number of youth and women with enhanced skills and capacities to promote sustainable and decent livelihoods	10%	60%	Training reports, Project Reports	Annually	Programs Coordinator	Annual Project Reports
<b>Output 5</b>	Increased access to relevant knowledge, skills and capacities on entrepreneurship by the youth	%age increase of access to relevant knowledge, skills and capacities on entrepreneurship by the youth	10%	50%	Project Reports	Quarterly	Programs Coordinator	Quarterly Reports

## CHAPTER EIGHT: - THEORY OF CHANGE

The Theory of Change is like making a roadmap that outlines the steps by which we plan to achieve our goal. It will help us define whether our work will be contributing towards achieving the impact we envision, and if there is another way that we will need to consider as well.

The Theory of Change tool will not only help to clearly articulate and connect our work to our bigger goal, it will also allow us to spot potential risks in our plan by sharing the underlying assumptions in each step.

Table 7: - Theory of Change

1.What is the problem you are trying to solve?	2.Who is your audience?	3.What is your entry point to reaching your key audience?	4.What steps are needed to bring about change?	5.What is the measurable effect of your work?	6.What are the wider benefits of your work?	7.What is the long-term change you see as your goal?
Gender inequality and low participation of women and girls in governance and development spheres	Women & Girls  Societal Actors  WRO's  CSO's	Formal & Informal Community Structures  -Mainstream media Advocacy  -Social Media Advocacy -Stakeholder forums	Leadership training & awareness sessions for women and girls - Community Dialogues -Media engagement -Civic awareness forums for women - Mobilization & organizing of women into groups -Creation of spaces for women	Increased gender quality and participation of women and girls in governance and development spheres	More women on boarded in decision making spaces  More spaces for women and girls voices and participation	Gender responsive Governance & Development

			and girls voices			
<p>Poor Governance System and Service Delivery to citizens</p> <p>Limited citizen participation in Governance process</p>	<p>Youth and Women</p> <p>Duty Bearers</p> <p>CSO's</p>	<p>Formal and informal community structures</p> <p>Women &amp; Youth Groups</p> <p>Media Advocacy</p> <p>Stakeholder Forums</p> <p>Webinars</p> <p>Public Participation forums</p>	<p>Civic Education</p> <p>Civic Engagement</p>	<p>Women &amp; Youth are empowered to demand accountability on public service delivery</p> <p>Improved attitudes and behaviours of right holders and duty bearers for upholding and defending human rights and democratic culture</p>	<p>Citizen led governance systems</p> <p>Accountable Government to the citizens</p>	<p>Improved citizen access to economic and social rights</p> <p>Improved open Government systems</p>
<p>Limited access to Sexual Reproductive Health and Rights</p>	<p>Young women</p> <p>Adolescent Girls</p> <p>Adolescent Boys</p> <p>Youth</p> <p>Parents</p>	<p>Schools Engagement</p> <p>Church Engagement</p> <p>Media Engagement</p> <p>Community Forums/Sessions</p> <p>Chiefs Barazas</p>	<p>-Peer Education sessions</p> <p>Safe spaces creation for engagements</p> <p>Policy Influence</p>	<p>Improved access to sexual reproductive health rights</p>	<p>Better decision making on SRHR issues leading to a reduction in new HIV infections, SGBV and Unintended pregnancies</p>	<p>Improved Human Rights Based Approach on matters Sexual Reproductive Health Rights</p>

	Societal Actors  Duty Bearers  CSO's	Health Institutions Engagement  Stakeholder forums  Engagement with Government Structures	Budget advocacy  Intergenerational Dialogues  Identification & strengthening of reporting & reporting of referral pathways			
Climate Change & Natural Resource Degradation/Exploitation	Women Youth General Population  Duty bearers including policy makers at the county & National level  CSO's  WRO's	Informal & formal community structures  Media  Stakeholder meetings	Convening stakeholders to influence climate change & natural resource conservation process  Co-creation of innovative solutions to address climate change and natural resource degradation  Media advocacy	CSO's & Community contributions to climate solutions and natural resource conservation are taken into account in policy, practice and budget allocation by Government	CSO's, Community and Government collaborate on shared agenda & co-creating scaled, locally led solutions that benefit people & nature	Improved community response, resilience and adaptation to climate change  Improved conservation of natural resources



			<p>Policy influencing</p> <p>Budget advocacy for climate change &amp; Natural resource conservation</p> <p>Capacity development</p>			
<p>Unemployment &amp; Access to Decent jobs for youth &amp; women</p>	<p>Primary Target: Youth &amp; Women</p> <p><u>Secondary Target</u></p> <p>Duty Bearers</p> <p>Formal &amp; Informal Community Structures</p> <p>CSO's</p> <p>Private sector</p> <p>Development partners</p> <p>Financial institutions</p>	<p>Formal and informal groups/networks of youth and women such as Youth Groups, Women Groups, Youth &amp; Women Forums</p> <p>Media Discussions</p> <p>Business Trade fairs/Innovation days</p> <p>Incubation/Empowerment Hubs</p>	<p>Business incubation programmes</p> <p>Referrals and linkages for women &amp; youth</p> <p>Entrepreneurship Trainings</p> <p>Promote Agribusiness for Youth &amp; Women</p>	<p>Empowered youth and women realizing their economic rights and livelihoods</p>	<p>Economically empowered women and youth</p>	<p>Decent Jobs for women &amp; youth</p> <p>Poverty Reduction</p>

	SME's					
KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	STAKEHOLDERS
<u>Only if:</u> National and County Government provide an enabling environment without limiting the universal rights	<u>Only if:</u> The youth and women who are the primary beneficiaries remain responsive to program interventions	<u>Only if:</u> All proposed entry points are available and acceptable to the proposed audience	<u>Only if:</u> All the proposed steps to bring about change are properly aligned to the program goals	<u>Only if:</u> Other interventions add to or build on the proposed interventions in this program	<u>Only if:</u> Other actors align their programs to the proposed strategies	List available elsewhere in this Strategic Plan

## **CHAPTER NINE: - STRATEGIC PLAN IMPLEMENTATION COMMITTEE**

In order to implement this strategic plan, there is established **THE STRATEGIC PLAN IMPLEMENTATION COMMITTEE** to oversee the monitoring of the progress of implementation and advise the Board of Directors.

**1. The membership is as follows: -**

- a. Executive Director
- b. The Programs Coordinator
- c. All Heads of Sections
- d. Two Representatives of The Board of Management
- e. Two Representatives of The Beneficiary Community

**2. The roles of the committee will include but will not be limited to: -**

- a. Be the bridge between the Strategic Plan and all other SIMUN stakeholders
- b. Design a Reward Scheme Manual for Best Practices
- c. Develop Specific Annual Targets
- d. Project annual revenue collection for financing sections of the Strategic Plan
- e. Actualize the implementation of all strategic plan objectives and development of finer details of their implementation including proposing build up activities towards their establishment
- f. Oversee the administrative aspects of the Strategic Plan including development and execution of the procurement plan
- g. Organize quarterly meetings to review the progress of the implementation of the Strategic Plan and propose real time measures to address gaps, encourage progress and reward effort
- h. Work with the Chairman of the Board of Management to provide needed support for the actualization of the Strategic Plan

## ANNEXES

### ANNEXE 1: - LIST OF BOARD MEMBERS

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>GENDER</b>	<b>CONTACT</b>	<b>BACKGROUND</b>
1.	NANCY AKOTH	CHAIRPERSON	FEMALE	0712599173	PROJECT MANAGEMENT & WOMEN & DEVELOPMENT STUDIES
2.	MILDRED ANDERE	ASST. CHAIRPERSON	FEMALE	0721589385	PROJECT MANAGEMENT
3.	FAITH AKINYI	SECRETARY	FEMALE	0720256376	HEALTH RECORDS
4.	JAMES OUMA	TREASURER	MALE	0718947981	FINANCE
5.	YVONNE ACHIENG	MEMBER	MALE	0716897965	ADVOCATE
6.	REV. ADERA GODFREY	MEMBER	MALE	0703313320	THEOLOGY
7.	JUDITH AJWALA	MEMBER	FEMALE	0712712027	COMMUNITY DEVELOPMENT

**ANNEXE 2: - LIST OF CURRENT STAFF**

<b>NO</b>	<b>Name</b>	<b>TITLE</b>
1	Faith Akinyi	Executive Director
2	Hillary Omondi	Founder & Programs Coordinator
3	Francis Nandwa	Finance officer
4	Shirleen Adhiambo	Project Officer
5	Rose Akinyi	M & E officer
6	Beverly Kadega	Community Facilitator
7	Bonface Buoro	Finance Assistant
8	Kevin Otieno	Communications and public relations officer
9	Beatrice Oduor	Community facilitator/mobilizer
10	Juliet Achieng'	Office Assistant
11	Martina Onyango	Community Mobilizer
12	Euphracia Oduor	Project Associate
13	Shalin Obinda	Volunteer
14	Roseline Akinyi Otieno	Community Facilitator
15	Florence Adhiambo	Volunteer
16	Diana Ochieng	Volunteer