



Resources Oriented Development Initiatives

STRATEGIC PLAN (2020 - 2024)



Promoting Human Dignity Among Communities

ACKNOWLEDGEMENT

We are pleased to share RODI Kenya’s strategic plan 2020 – 2024. This five-year Strategic Plan is based on an appreciation of the political, economic, social and environmental dynamics shaping RODI Kenya’s operational context and responds to the global development agenda as based on the sustainable development goals. The Strategic Plan is also shaped by issues derived from the consultative processes with RODI Kenya staff and key stakeholders in which they shared their views, opinions and ideas on the future of RODI Kenya.



We are grateful to all our partners and stakeholders who supported our strategic plan 2015 - 2019. The lessons learned from its implementation have greatly informed the development of the current strategy. We remain grateful to our partners and stakeholders who contributed to the development of this strategic plan.

The feedback and inputs from staff, stakeholders, development partners, government agencies at the national and county level, at various stages of the development of this strategic plan, were useful to ensure we developed a document that takes into account the needs of the people we seek to serve and partner with.

We acknowledge the input of Jeremy Riro and CORAT Africa, who developed the first draft of the strategic plan that provided a foundation to shape a document that took into account the organizational road-map and interventions to meet the needs of our stakeholders.

We thank all our funding partners for the Support, advice and partnership without which this process would not have taken place.

As RODI Kenya Management, we pledge to oversee the successful implementation of the Strategic Plan and documentation of the success stories.

Esther Bett
Executive Director
RODI Kenya

FOREWARD

It is my great pleasure and honour to present the RODI Kenya Strategic Plan for the period 2020 to 2024. The plan lays down RODI Kenya's road-map and critical thematic areas of focus for the next five years. It also focuses on addressing development issues related to food security and agro-ecology, social and legal justice, health and WASH, as well as institutional capacity strengthening. The plan builds on the success and lessons learned during the implementation of the previous strategic plan.



RODI Kenya has been creating tangible social-economic impact within communities where it operates by working with its stakeholders towards eradicating poverty and crime; while promoting social and legal justice at the grassroots level.

This Strategic Plan for 2020-2024 sets out our understanding of the success factors and drivers that will shape the organization's future while identifying strategic interventions to achieve the strategic goals and objectives.

RODI Kenya is committed to actualize this strategic plan which envisions among others; strengthening organizational capacity and deepening efficiency by reviewing organizational policies and operational procedures to enable staff to maximize their potential during the implementation period.

I would like to recognize the dedication and commitment shown by my fellow board members, the management team and entire staff throughout the strategic planning process. I believe the team will take the same commitment to work towards the successful implementation of the plan.

As RODI Kenya Executive Management Board, we look forward to implementing this plan in close partnership with all our stakeholders and development partners.

Christopher Ngatia
Board Chairman,
RODI Kenya

Table of Contents

| | |
|--|-----------|
| Acknowledgement | 2 |
| Foreward | 3 |
| Acronyms And Abbreviations | 7 |
| Executive Summary | 8 |
| 1.1. Background | 10 |
| 1.2. Who We Are..... | 10 |
| 1.3. Overview Of The Strategic Plan 2014-2019..... | 10 |
| 1.4. Achievements Of Strategic Plan 2014 To 2019..... | 10 |
| Chapter 1: Institutional Review | 10 |
| 1.5. Rationale Of The Strategy..... | 11 |
| 1.6. Strategic Planning Process..... | 11 |
| 2.1. Internal Context Analysis..... | 12 |
| Swot Analysis: Strengths, Weaknesses, | 12 |
| Opportunities And Threats..... | 12 |
| Chapter 2: Strategic Situation And Context Analysis | 12 |
| 2.1 The Outcomes Are Consolidated In The Matrix Below:..... | 13 |
| 2.2. External Context Analysis | 14 |
| 2.2.1. Political Context Analysis | 14 |
| 2.2.2. Economic Context Analysis..... | 14 |
| 2.2.3. Social Context Analysis..... | 14 |
| 2.3. Stakeholder Context Analysis..... | 16 |
| Chapter 3: Institutional Strategic Pillars | 17 |
| 3.1. Vision Statement..... | 17 |
| 3.2. Mission Statement | 17 |
| 3.3. Core Values..... | 17 |
| 3.4. Rodi Kenya Principles..... | 17 |
| 3.5. Strategic Result Areas, Goals And Outcomes..... | 18 |
| 3.6. Strategic Result Areas, Goals And Outcomes..... | 18 |
| Chapter 4: Strategic Intervention- 2020-2024 | 19 |
| 4.1. Strategic Area Of Focus..... | 19 |
| 4.2. Theory Of Change..... | 20 |
| Chapter 5: Strategic Plan Implementation Management | 22 |
| 5.1. Implementation Context..... | 22 |
| 5.2. Strategic Leadership..... | 22 |
| 5.3. Institutional Framework..... | 22 |
| 5.4. Critical Success Factors..... | 23 |

| | |
|---|-----------|
| Chapter 6: Monitoring, Evaluation And Reporting..... | 24 |
| 6.1. Monitoring, Evaluation And Reporting Framework..... | 24 |
| 6.2. The Role Of Monitoring And Evaluation Unit Team..... | 24 |
| 6.3. Monitoring And Evaluation Methods And Tools..... | 24 |
| 6.4. Contribution To Sdgs | 25 |
| Chapter 7: Financing Plan..... | 26 |
| Financing Plan- 2020 To 2024..... | 26 |

ACRONYMS AND ABBREVIATIONS

| | |
|------------|--|
| ACF – | Active Case Finding |
| ADR – | Alternative Dispute Resolution |
| AJS - | Alternative Justice System |
| CJS – | Criminal Justice System |
| CORAT - | Christian Organizations Research and Advisory Trust of Africa |
| COVID 19 – | Corona Virus Disease 2019 |
| CSR – | Corporate Social Responsibility |
| CSO – | Civil Society Organization |
| CUC – | Court Users Committee |
| EAC – | East Africa Community |
| ERP – | Economic Resource Planning |
| FAO - | Food and Agriculture Organization |
| GMO - | Genetically Modified Organism |
| ICT - | Information and Communication Technologies |
| ILUD - | Integrated Land Use Design |
| KRA – | Kenya Revenue Authority |
| KTDA - | Kenya Tea Development Agency |
| LRFT - | Legal Resources Foundation Trust |
| M&E - | Monitoring and Evaluation |
| MOH – | Ministry of Health |
| NCAJ - | National Council on the Administration of Justice |
| NCCJR - | National Committee on Criminal Justice Reform |
| NGO – | Non-Governmental Organization |
| NITA - | National Industrial Training Authority |
| NRM - | Natural Resource Management |
| OFOF - | Organic Farming Outreach Program |
| RODI – | Resource Oriented Development Initiatives |
| SAFCP - | Sustainable Agriculture for Food Security and Crime Prevention |
| SCPLS - | Schools Crime Prevention and Life Skills |
| SDGs - | Sustainable Development Goals |
| SPSC - | Strategic Plan Steering Committee |
| TOR – | Terms of Reference |
| ToT – | Trainers of Trainers |
| TVET - | Technical and Vocational Education and Training |
| UK – | United Kingdom |
| WASH – | Water, Sanitation and Hygiene |



Resources Oriented Development Initiatives

Published by:
Resources Oriented Development
Initiatives (RODI) Kenya
Varsity Ville Estate,
Along – Eastern By-Pass -Ruiru
P.O Box 746-00232, Ruiru, Kenya.
Tel: +254 743 627 329/746 049 123
Email: rodikenya@iconnect.co.ke
Facebook: RODIKenya
Twitter: @RODI_Kenya
Website: www.rodikenya.org

EXECUTIVE SUMMARY

This 5 year Strategic Plan for Resources Oriented Development Initiatives (RODI) Kenya covers the period 2020-2024. It is based on an appreciation of the political, economic, social and environmental dynamics shaping RODI Kenya's operational context and responds to the global development agenda as based on the sustainable development goals. The Strategic Plan is also shaped by issues derived from the consultative processes with RODI Kenya staff and key stakeholders in which they shared their views, opinions and ideas on the future of RODI Kenya.

RODI Kenya is now focused on building on its successes to develop a sustainable model that will transition the organization from being 100% dependent on donor funding; to being 30% self-funded in the next 5 years (2020 – 2024). Cognizant of the fact that this is going to be a radical transformation for RODI Kenya, the 2020 – 2024 strategic plan emphasizes the need for organizational development and strengthening as a key pillar for success. Mainstreaming of resource mobilization and diversification of income sources will also be mandatory for sustainability to be achieved.

To deliver on its mandate, RODI Kenya has a clear vision and mission statement, supported by well-articulated institutional core values and guiding principles as follows;

Vision: A sustained, food secure, healthy and crime free society

Mission: To promote human dignity among communities in Kenya and other Eastern Africa countries, through enhanced food security, health and crime prevention

Core values:

- Integrity
- Accountability and transparency
 - Team work
 - Creativity and innovativeness
 - Appreciation for local resources
 - Upholding human rights
 - Results oriented

The guiding principles are:

1. The inherent potential of each person
2. Crime prevention focus
3. Resources oriented
4. Rolling out capacity building
5. Learning and influencing with others
6. Nature harmony
7. Gender mainstreaming
8. Emerging issues
9. RODI Kenya resilience

To achieve its vision and mission in the 2020 - 2024 strategic plan period, RODI Kenya has identified four strategic result areas of focus; under which all its activities will be aligned

They are:

- Food Security and Agro-ecology
- Health and WASH
- Social and Legal Justice
- Institutional Development and Strengthening

To ensure achievement of its objectives, a complementation monitoring & evaluation framework as well as an implementation plan has been developed to guide the operationalization of the strategic plan to track performance and identify areas of improvement. The M&E Framework contains activities to deliver the expected outputs with clear performance indicators.

The strategic plan a planning blueprint in order to ensure that the organization and its stakeholders operate within the strategic result areas cut out for the 2020 - 2024 period

Structure of the Strategic Plan

This Strategic Plan is divided into six chapters.

- Chapter 1: Institutional review
- Chapter.2: Strategic situation and context analysis
- Chapter 3: Institutional strategic pillars
- Chapter 4: Strategic interventions- 2020-2024
- Chapter 5: Implementation management
- Chapter 6: Financing plan

Rodi Kenya Management Board (Addition)

1.1 Background

This chapter provides a brief on RODI Kenya and a background to the Strategic Plan. It also relays the rationale of the strategic plan and defines the roadmap in implementation of the strategic plan in the next 5 years.

1.2. Who We Are

Resources Oriented Development Initiatives (RODI) Kenya is a Kenyan development organization registered in 1999 as a Non-Governmental Organization (NGO) with the Kenya NGO Co-ordination Board and was also registered as charity in the United Kingdom (UK) between 2004-2018.

The organization started initially as a community-based organization under the name Organic Farming Outreach Program (OFOP) with the intention of promoting organic agriculture among poor small holder farmers who could not afford the expensive and environmental unfriendly package of modern agriculture and therefore skipped by government agriculture extension workers. RODI Kenya identified the need for addressing the high levels of poverty in Kenya which was associated with high crime rates among the poor sections of the Kenyan population whose coping mechanisms were often criminalized. RODI Kenya also noted the gaps in prisoners' rehabilitation both inside the correctional facilities and in their communities.

RODI Kenya has over the years contributed towards making a difference in the levels of crime in the country. Through its holistic approach the organization identifies and mobilizes local resources within communities to enhance creativity and innovation in order to bring meaningful change in the lives of the beneficiaries.

1.3. Overview of the Strategic Plan 2014-2019

The strategic plan for the period 2015 – 2019 was anchored on 4 strategic objectives as below:

- To improve access to sustainable livelihood

through food security and natural resource management

- To enhance social and legal justice through crime prevention and promotion of human rights
- To improve community health and sanitation through awareness on WASH, Sexual Reproductive Health and Non communicable Diseases (NCD)
- To strengthen institutional and sustainable financial base for RODI Kenya through resource mobilization, partnerships and capacity building

For each of the strategic objectives, RODI Kenya had specific expected outcomes, strategic activities that were aligned with the expected outcomes; as well as indicators to track performance.

1.4. Achievements of Strategic Plan- 2014 to 2019

Over the SP implementation period 2014 to 2019, the following achievements were realised:

1. Contribution to increased food production and income among small scale farmers, prisoners and school pupils household through skills building and adoption of agro-ecological farming practises. Some of the practises adopted by farmers that contributed to the increase in food production include- use of manure and compost, early planting, good crop and livestock management, good quality seed selection among others.
2. Reduced rate of re-offending among ex-prisoners through rehabilitation and reintegration interventions in and out of prison- The rate of re-offending among ex-prisoners followed up by RODI was at 4-6% in comparison to the national annual re-offending rate at 40%;

3. Contribution to improved health standards through Health and WASH awareness, screening and treatment interventions among target population.
4. Enhanced legal awareness and conflict resolution through legal aid, successful ADR/Restorative Justice interventions among target population- pretrial detainees, victims and community members
5. Contribution to improved environmental conservation and climate change mitigation through training and adoption of climate change adaptive technologies such as agro-forestry, water harvesting, agro-ecology practises among small scale farmers, schools and in prisons
6. Increased organisational capacity and resource base for sustainability

accomplish its mission. The development was a multiple step process that adopted a participatory and consultative approach in order to fully engage key stakeholders and draw enhanced participation, learning, ownership, commitment and accountability for decisions that were made. The team who were consulted included the RODI Kenya board, RODI Kenya staff, management and stakeholders.

1.5. Rationale of the Strategy

For over two decades now, RODI Kenya has been creating tangible social-economic impact within communities where it operates by working with its stakeholders towards eradicating poverty and crime; while promoting social and legal justice at the grassroots level.

From its experience, RODI Kenya is now focused on building its successes to develop a sustainable model that will transition the organization from being 100% dependent on donor funding; to being 30% self-funded in the next 5 years 2020 – 2024.

Cognizant of the fact that this is going to be a radical transformation for RODI Kenya, the 2020 – 2024 strategic plan emphasizes the need for organizational development and strengthening as a key pillar for success. Mainstreaming of resource mobilization and diversification of income sources will also be mandatory for sustainability to be achieved.

1.6. Strategic Planning Process

This Strategic Plan is the framework that will define how RODI Kenya will use its finite resources to

CHAPTER 2: STRATEGIC SITUATION AND CONTEXT ANALYSIS

A comprehensive interrogation of the situation and operational context of RODI Kenya is a significant component of this strategic planning process. The process involved a review of secondary data sources and a detailed assessment of the current external and internal realities that RODI Kenya is experiencing. A critical examination of the main stakeholders provided an understanding of their relationship with RODI Kenya. It considered their expectations in a mutually beneficial engagement that was aimed at benefiting RODI Kenya and its' strategic partners during the strategy period..

2.1. Internal Context Analysis

SWOT Analysis: Strengths, Weaknesses, Opportunities and Threats

RODI Kenya operates in dynamic settings that change every day. This has implications on the work environment. By a SWOT analysis of the current environment, RODI Kenya identified factors that have affected its performance. This information is useful as the institution seeks to build on its strengths (positive attributes) while addressing areas of possible weakness (negative attributes).

Further, RODI Kenya is not immune to effects that are not directly under its control. Transitioning RODI Kenya into sustainability will no doubt depend on the extent to which the organization is able to exploit opportunities identified in the external environment, while positioning itself ready to minimize threats or adverse effects in the environment.

In the formulation of Strategic Plan 2020 - 2024, a comprehensive SWOT analysis of RODI Kenya was done as part of the strategic reflection process. The analysis looked at a review of its strengths, weaknesses, opportunities and threats (SWOT analysis).

The strengths place RODI Kenya at an advantageous position over its competitors, while setting a good platform for building on its successes. Knowing the weaknesses or fragile features will commit the institution to design strategies to address them. On

the other hand, exploiting opportunities in the prevailing environment will expand the current programmes niche, while awareness of threats or risks in the environment will prepare the organization to moderate situational effects that may derail the strategy

The outcomes are consolidated in the matrix below:

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> • RODI Kenya has a good reputation and working relationship with the stakeholders some of whom have stood with RODI Kenya since inception • RODI Kenya has a good organizational structure and a strong supportive executive management board • Qualified, dedicated and committed staff • Strong collaboration and working relations with line ministries, departments and agencies and other civil society organizations and networks. • RODI Kenya has equipment that facilitate its work • A strong niche in working in unique environments such as prisons, police stations and schools • A well-established RODI Kenya resource centre where RODI Kenya is able to showcase its work such as agro-ecology projects. • A well-established structure for rehabilitation and after care. | <ul style="list-style-type: none"> • Overdependence on external funding leading to a thin resource base • Inadequate marketing and visibility enhancement strategies • Inadequate funding to implement all project activities to meet the needs of the stakeholders and beneficiaries • Inadequate staffing leading to a thinly spread human and financial resources • Inadequate sustainability structure to ensure buy in of solutions provided by RODI Kenya to the beneficiaries after the project period ends. |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • A growing need for skills in agro-processing and value addition • Increasing global recognition and interest in agro- ecology as an alternative farming system to meet the growing demand for organically grown safe food. • A growing need for health soil, food safety and nutrition to address non communicable diseases • An Increasing need and recognition of vocational and technical training in schools and colleges. • An increasing demand for internship and mentorship for youth as a way of dealing with high unemployment rate in the country by equipping them with soft and technical skills and experience needed in the job market. • Call for solution to climate change | <ul style="list-style-type: none"> • Erratic change in development partners thematic area of focus and approaches. • Increased donor dependence which threatens sustainability of RODI Kenya • Changes in government policies which may interfere and/or not align with RODI Kenya programmes • Overdependence by stakeholders on RODI Kenya, hence draining resources that could have been used to scale the impact of RODI Kenya activities to other regions |

2.2. External Context Analysis

PESTEL Analysis

RODI Kenya recognizes that it operates in an environment that is outside its direct control and must consider this in the Strategic Plan 2020 - 2024. Positive and negative forces impact on the organization from the political, economic, socio-cultural, technological, environmental and legal (PESTEL) contexts. RODI Kenya has positioned itself to take advantage of the good prospects in the environment, while remaining alert to external risks. The analysis enabled the identification of appropriate strategic positioning for RODI Kenya as reflected in this Strategic Plan.

2.2.1. POLITICAL CONTEXT ANALYSIS

Kenya is a considered a relatively peaceful, stable and secure country. Nevertheless, political unrest during electioneering period poses a risk in implementation of development project. Despite Government recognition for NGOs in their contribution to community development, influx policy change and regulations hinder their flexibility to practice and implement projects. In addition, a change in government regime may positively or negatively impact the work of CSOs in Kenya.

IMPLICATIONS FOR RODI KENYA

In light of the above, RODI Kenya will maintain good relationship with the government but strategically position herself to influence policy formulation through collaboration with relevant government line Ministries, Departments and Agencies and other CSOs. RODI Kenya will also engage in policy reforms, dissemination, advocacy and monitoring of human rights adherence in respect to political context to ensure economic, social and political rights for all Kenyans

2.2.2. ECONOMIC CONTEXT ANALYSIS

Over 2015-2019, Kenya's economic growth averaged 5.7%, making it one of the fastest growing economies

in Sub-Saharan Africa. Kenya has enjoyed a decade of strong economic growth, allowing the country to access the status of a middle-income country in 2016, with the agriculture sector being central to the country's economic growth. It is also the third largest producer of tea and first exporter (in volume) in the world, the 9th producer of dry beans, the 14th producer of oilseeds, and is among the 20 largest coffee exporters (FAO).

Agriculture represents 34.1% of Kenyan GDP and employs 53.8% of the workforce. Agriculture and horticulture are the two largest sectors of Kenyan economy. Coffee, wheat, sugarcane, fruit and vegetables are among the main crops, and dairy products, beef, fish, pork, poultry, and eggs are the main animal products. The country exports tea, coffee, cut flowers and vegetables. Despite this fact, the agriculture sector budget allocation has been below 10% of the national budget in the past 10 years. Bank interest rates remain on average of 12% p.a over the decade. The East Africa Community (EAC) trade corridor with more than 200 million population provides a good opportunity for growth. The performance of the economy has been boosted by a stable macroeconomic environment, positive investor confidence and a resilient services sector.

IMPLICATIONS FOR RODI KENYA

The Changing trends in the development world from aid to trade provide an opportunity for RODI Kenya to come up with social enterprises for future sustainability of RODI KENYA. The high interest rates and limited access to credit for smallholder farmers and low-income earners provides an opportunity for financial services by RODI KENYA through village saving and loaning schemes.

2.2.3. SOCIAL CONTEXT ANALYSIS

Over the last two decades, Kenya has enjoyed a steady social environment with its growing population,

improved infrastructure, a new constitution, and its pivotal role in East Africa.

The government has been keen in addressing the challenges of poverty, inequality, governance, the skills gap between market requirements and the education curriculum, climate change, low investment and low firm productivity to achieve rapid, sustained growth rates that will transform lives of ordinary citizens. There is an increase in the level of crimes in the country, with youth forming the highest % in conviction due to petty and state regulated offenses.

There is a global concern on health and safe food production, with Communities getting more conscious and intentional about the choice of food they eat.

Kenya remains a high burden county in malaria, TB, and HIV& AIDS. Kenya is listed by the World Health Organization (WHO) among the 30 high burden TB states

IMPLICATIONS FOR RODI KENYA

In Kenya, and generally in Africa, the number of youth is rising who are willing to learn, accept and adopt new technologies, this provides opportunities for RODI KENYA to strengthen its provision of vocational and technical skills to the youth, creating employment and reducing the levels of crime in the country.

RODI Kenya needs to come up with innovative enterprises within the agri-value chain that attract the youth. The growing interest in consumption of safe food and healthy foods provides an opportunity for RODI Kenya to produce and market agro ecological products for use by small holder farmers. The global campaign to decriminalize petty offences provides an opportunity for RODI Kenya to join other CSOs in advocacy and campaign for policy and law reforms to decriminalize and declassify petty offenses.

2.2.4. TECHNOLOGICAL CONTEXT ANALYSIS

Over the decade, Kenya has seen a tremendous technological growth in all sectors of the economy. Kenya is a regional leader in terms of internet connectivity, general ICT infrastructure investments, value added services, mobile money, and mobile banking services.

The country's ICT sector is set to contribute up to 8% of the country's GDP through IT-enabled services (ITES) and create 250,000 jobs by the end of 2020. Internet access has continued to spur economic growth and led to the government's launch of the Digital Economy Blueprint, a framework to improve Kenya's and Africa's ability to leap from economic growth.

In order for Kenya to meet the critical ICT workforce needs and skills gap, the ICT Authority in collaboration with other ICT stakeholders has developed various skills programs to manage the challenge of the gap between industry talent needs.

IMPLICATIONS FOR RODI KENYA

The advancement in technology provides RODI Kenya with opportunities for digital marketing and media visibility through social media and other digital media such as blogs and online newsletters.

It also provides an opportunity for RODI Kenya to embrace and implement online learning to reach a wider audience of beneficiaries. This can be strengthened through Digital planning, monitoring and evaluation tools and Enterprise Resource Planning (ERPs)

2.2.5. ENVIRONMENTAL CONTEXT ANALYSIS

The core of Kenya's poverty and environmental problems lies at the nexus of population growth, inequality, and high dependence on natural

resource-based incomes. Climate change is accelerating the impact of existing vulnerabilities to environmental shocks such as floods, droughts, and heat waves. Kenya has a wide range of progressive environmental policies, but implementation remains a challenge. While the responsibility for implementing environmental policies has moved to counties, Implementation is often characterized by weak technical and managerial capacity, poor coordination, inadequate budget allocations and slow budgetary transfers to the counties.

Kenya's economic growth is intensifying, and it is crucial that environmentally sustainable approaches are part of this process. The prevalence of climate change and its effects on agriculture is also worsening other environmental concerns including land and environmental degradation, biodiversity loss, increasing pests and diseases and water scarcity among others.

IMPLICATIONS FOR RODI KENYA

In light of the environmental analysis, the situation provides RODI Kenya with opportunities for engaging stakeholders and beneficiaries in environmental conservation and climate change mitigation. Over the next five years, RODI Kenya will build on its work in strengthening communities on climate resilience through support in adoption of climate smart technologies and environmental conservation. RODI Kenya will also provide alternatives to hazardous and harmful fertilizers and chemical through promotion of bio-fertilizers and bio pesticides.

2.2.6. LEGAL CONTEXT ANALYSIS

Kenya legal environment is guided by the constitution of Kenya 2010. Kenya is a signatory of various regional and international legal statutes. The operations of RODI Kenya guided by the Constitution of Kenya 2010, and other legal statutes such as the Public Benefits act which recognizes the role of civil society organizations in development. This 5-year Strategic

Plan is also inspired by Vision 2030 of Kenya and the sustainable development Goals.

IMPLICATIONS FOR RODI KENYA

For the next five years, RODI Kenya will particularly strengthen its capacity to understand and comply with the different legal frameworks that govern NGOs in Kenya. RODI KENYA will also engage in policy reforms relevance to various thematic areas. RODI Kenya will continue to provide legal Aid and support to those who need in the institutions.

2.3. Stakeholder Context Analysis

RODI Kenya recognizes stakeholders who not only occupy a critical niche in the very existence of the organization, but also partake in the delivery of its mandate. Communities, schools, prisons, police and other stakeholders constitute the fundamental reason why RODI Kenya exists.

The 2020 - 2024 strategy revolves around making effective service delivery the primary focus of the organization. RODI Kenya seeks to address the needs of the communities it serves and the beneficiaries therein. RODI Kenya considers its employees the most valuable resource and hence identifies them as principal stakeholders. The organization recognizes the importance of the government and its administrative organs in providing the policy and legal framework while supporting organization operations.

Equally important is the role of collaborators, partners and donors who have continued to fund and support development projects that RODI Kenya implements in communities, schools and prisons. RODI Kenya suppliers and consultants also ensure the institution has goods and services to run its programmes successfully.

The identity and culture of RODI Kenya is embodied in the vision, mission, core values and principles which represent our orientation in the next five years from 2020 - 2024.

3.1. Vision Statement

Vision: A sustained food secure, healthy and crime free society

3.2. Mission Statement

Mission: To promote human dignity among communities in Kenya and other Eastern Africa countries, through enhanced food security, health and crime prevention.

3.3. Core Values

- Integrity
- Accountability and transparency
- Team work
- Creativity and innovativeness
- Appreciation for local resources
- Upholding human rights
- Results oriented

3.4. RODI Kenya Principles

- The inherent potential of each person appreciate the potential in everyone to transform themselves to be useful and valued members of the community.
- Thus the need to use an approach that motivates people to identify their potential and the available resources to address their needs. This approach is different from the commonly used one which assumes that solutions to their problems should come from outside rather than within.
- Crime prevention focus- reaching out to work in situations where we contribute to crime prevention in Kenya and Eastern Africa.
- Crime prevention is the anticipation, recognition, and appraisal of a crime risk, and the initiation of

action to remove or reduce it. Crime prevention is an active approach of utilizing public awareness and preventive measures to reduce it.

- Resources oriented- emphasizing potential resources and opportunities rather than problems in any given situation to enhance self-reliance and sustainability.
- RODI KENYA emphasizes on a resources-oriented development approach which appreciates that people are endowed with various resources and only require support to identify, mobilize and use them for community development.
- Rolling out capacity building- strengthen the abilities of people so that they gain self-esteem and also in turn strengthen others towards improved livelihoods.
- Sustainable approaches in rolling out capacity building involve peer education like child to child and farmer to farmer learning. This ensures that capacity gained by the peer educators in form of skills, information and technologies is passed on to other beneficiaries.
- Learning and influencing with others- this involves learning, networking and collaborating with likeminded organizations and state actors in the interest of complementarities and mutual learning; towards influencing change and enhancing service delivery.
- RODI Kenya identifies organizations and state actors who share similar values and approaches to synergize, share information, collaborate, federate and fundraise to achieve certain targets. Together we also campaign, lobby and advocate for policy change.
- Nature harmony- promoting natural resource management practices that are in harmony with nature.
- RODI Kenya promotes nature harmony through various practices including: natural soil fertility management, ecological land use practices,

Integrated Pest Management (IPM), crop and animal diversification, Eco construction, Natural Resources Management (NRM) among others.

- Gender mainstreaming- advocating for gender mainstreaming in all our work.
- In RODI Kenya's context, gender mainstreaming refers to a process of assessing the implications of any planned action for both women and men. It is a strategy that takes into account their concerns and experiences as an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes. The ultimate goal is to achieve gender equality.
- Emerging issues- RODI Kenya monitors emerging issues and, as much as possible, responds to those in line with its work.
- RODI Kenya collects and collates information on emerging issues relevant to its work in order to inform the course of action.
- RODI Kenya resilience- working towards being a resilient organization that is able to increasingly become self-sustaining through identification and mobilization of local resources.

RODI KENYA develops strategies and mechanisms to help mitigate, cope and adapt to adverse situations and occurrences.

3.5. Strategic Result Areas, Goals and Outcomes

RODI Kenya's key strategic result areas for the plan period 2020 – 2024 are:

- Food security and agro-ecology
- Health and WASH
- Social and legal justice
- Institutional development and strengthening

Each of the four strategic result areas contributes to an overall goal that will assist RODI Kenya to work towards effective implementation of its mission and vision. A strategy implementation matrix has been developed to guide the organization during

the implementation period and it is attached at this strategic plan.

3.6. Strategic Result Areas, Goals and Outcomes

RODI Kenya's key strategic result areas for the plan period 2020 – 2024 are:

- Food security and agro-ecology
- Health and WASH
- Social and legal justice
- Institutional development and strengthening

Each of the four strategic result areas contributes to an overall goal that will assist RODI Kenya to work towards effective implementation of its mission and vision. A strategy implementation matrix has been developed to guide the organization during the implementation period and it is attached at this strategic plan.

CHAPTER 4: STRATEGIC INTERVENTION- 2020-2024

This chapter elaborates on the four strategic result areas which RODI Kenya shall undertake to implement the SP detailing the strategic areas, objectives, and expected outcomes of the plan.

4.1. Strategic Area of Focus

This section explains the result areas, the related strategic objectives as well as the key strategies that the plan shall achieve.

4.1.1. Strategic Result Area 1 – Food Security and Agro-ecology

| | |
|----------------------------|---|
| Strategic Objective | To promote food security by mainstreaming agro-ecological practices in food production, nutrition, processing and marketing |
| Desired Outcomes | <ul style="list-style-type: none"> • Increased adoption of agro-ecological farming practices by small holder farmers in food production • Increased safe food production and diversification of farming enterprises • Reduced pre and post-harvest losses during food production • Increased farmers income through processing and marketing of farm products • Increased cottage industries in the rural areas through value addition and processing of agro-products • Increased dietary diversity and practices at the household level |

4.1.2. Strategic Result Area 2: Health and WASH

| | |
|----------------------------|---|
| Strategic Objective | To enhance community awareness and intervention strategies on Non-Communicable Diseases (NCDs), communicable diseases, Water, Sanitation and Hygiene (WASH) |
| Desired Outcomes | <ul style="list-style-type: none"> • Increased awareness on prevention and management of NCDs (cancer, diabetes, hypertension and hypotension) • Increased awareness on communicable diseases (TB, HIV and water borne diseases) • Increased awareness on WASH • Improved behavior change in relation to WASH leading to reduced infection among men and women targeted • Reduced use of toxic pesticides for targeted beneficiaries (by gender) reached • Improved health seeking behavior among targeted men, women and their communities |

4.1.3. Strategic Result Area 3: Social and Legal Justice

| | |
|----------------------------|--|
| Strategic Objective | To enhance community capacity and awareness on social and legal justice to facilitate effective prisoner rehabilitation, access to justice, school-based crime prevention and sustainable prisoner reintegration interventions |
| Desired Outcomes | <ul style="list-style-type: none"> • Increased number of youth engaged in income generating activities • Reduced rate of re-offenders among ex-prisoners • Increased capacity among the prisoners on legal rights, life skills and conflict resolution • Increased capacity among school going children on life skills and conflict resolution • Increased capacity among community leaders on legal issues, Alternative Dispute Resolution (ADR), Alternative Justice System (AJS) and crime prevention • Increased number of cases dispensed in a timely and speedy manner during a specific period • Increased coordination among criminal justice actors • Contribute to policy changes in administration of justice |

4.1.4. Strategic Result Area 4: Institutional Development and Strengthening

| | |
|----------------------------|---|
| Strategic Objective | To transition RODI Kenya into a financially sustainable organization with a strong organizational structure and visible brand |
| Desired Outcomes | <ul style="list-style-type: none"> • Increased sustainability and self-reliance of RODI KENYA through resource mobilization • Increased visibility of RODI Kenya and its activities through organization publicity, sharing and learning • Increase RODI Kenya's board and staff capacity for effective and efficient service delivery |

4.2. Theory of change

The Theory of Change follows the following results pathways:

- If Prisoners are effectively rehabilitated by empowering them with technical, legal and life skills and being provided with technical and psychosocial support for effective reintegration to their home communities as well as with start-up kit materials to enable them start income generating enterprises, then they will have access to sustainable sources of food, shelter and income leading to reduced re-offending, self-reliance and improved livelihood
- If community members and small holder farmers are effectively organized and equipped with skills in agro-ecology, Health and WASH and other technical skills in business enterprises, then they will have improved

health living, farm and income enterprise diversification, ensuring access to sufficient healthy and nutritious food, increased income thereby leading to improved and sustainable livelihood.

- If youth are effectively organized and trained in technical and vocational skills matching the job market opportunities, then they will be well empowered for self-employment, employability and employment creation, resulting to increased employment opportunities among the youth leading to increased income generation, reduced crime and improved livelihood.
- If school children/students are equipped with technical and vocational skills matching the job market opportunities, then they will be well prepared and empowered to utilise and pass on the skills to their parents/household therefore creating opportunities for self-employment among the parents leading to increased food production, income generation and improved livelihood.

dreamstime.

5.1. Implementation Context

The Strategic Plan outlines the strategic direction and broad objectives that the RODI KENYA will follow in the 2020-2024 planning period. It will be the master reference for organizational decisions and operational plans.

However, its success will depend heavily on committed and focused leadership, result-driven organization management and inspired teams to handle expected change. Thus, it will be critical for departmental/project managers to understand its contents and apply change management skills to facilitate ownership and action especially in radical accountabilities associated with performance-based management and quality management systems. Consulting technical expertise is a vital component of the strategic plan implementation. Managing the implementation will require cognizance of the critical successful factors, mobilization of resources, and extensive sharing the plan.

The implementation of the RODI Kenya strategic plan will require proactive leadership, management and commitment of the key stakeholders. The implementation also requires a deeper understanding and conceptualization of change management skills required to realign stakeholder programmes, infrastructure, ICT, budgets, human resources, and operational guidelines. Therefore, the organization requires committed and qualified teams at the board, management, staff and stakeholders levels to address the changes and sustainable approaches recommended in this strategic plan.

Project management skills and the general framework will be critical in the management of the implementation of this Strategic Plan. Good leadership, based on the principles of good governance and accountability will enhance internal

efficiency, effectiveness, cooperation and the general level of service delivery and sustainability during the plan period.

The RODI Kenya Board and the management team will ensure that management, administrative systems and procedures are developed and institutionalized. To oversee the implementation of the RODI Kenya Strategic Plan 2020 – 2024, a Strategic Plan Steering Committee (SPSC) shall be formed

5.2. Strategic Leadership

One key role of the SPSC, RODI Kenya Board, the management team and departmental/project managers is to use all their energy and enthusiasm to provide strategic leadership for their staff to enhance organizational performance.

During the period, the leaders are expected to exhibit characteristics of high-performing organizations including clear vision, eloquence, consistency, commitment, being well informed, willingness to delegate, empower and mainstreaming resource mobilization across the whole organization.

5.3. Institutional Framework

The implementation of the Strategic Plan 2020-2024 is hinged on the effectiveness and flexibility of the organizational structure. The structure is designed to facilitate cascading and feedback on the implementation of the strategic plan. The organization is also aware that the commitment and ability of staff at all levels in the structure as well as the levels of resource allocation will determine success in the implementation of the strategy.

During the strategic planning period, RODI Kenya will focus on the following among other areas:

- a. Increase strategy ownership by promoting

- regular management and departmental/project meetings and holding general staff forums for sharing experiences and for dissemination of information
- b. Equip staff with skills and knowledge that match their responsibilities
- c. Periodically conduct staff performance appraisal and reward systems
- d. Develop and implement the job evaluation structure and scheme of service progressively

5.4. Critical Success Factors

While many internal and external dynamics will influence the implementation process, several factors are considered most critical. The following will be critical in the success of the Strategic Plan:

- a. Skilled and competent staff: Equipping staff with correct knowledge, skills and general attitude to match their responsibilities is expected to pay dividends because performance is directly related to competence.
- b. Level of income: RODI Kenya plans to scale up its efforts to mobilize resources beyond income from operations and partners, while promoting accountability.

- c. Teamwork: Consolidating efforts and support of all staff is important. The organization is a pool of diverse skills and abilities that the leadership aims to coordinate and synergize towards the strategic focus.
- d. Continual ownership: The Strategic Plan formulation drew inputs from different stakeholders. Reaching these stakeholders through wide dissemination will draw continued ownership and involvement. Departmental meetings and general staff forums are among the channels to exploit.
- e. Performance-based management: Setting performance targets and appraising results is one way of enhancing productivity among employees at all levels.
- f. Effective information sharing and communication: Enhancing information sharing and communication is a priority focus in this plan. While the organization nurtures the strategy, it will maximize the use of available information and channels to support implementation.
- g. Effective Monitoring and Evaluation: A good monitoring and evaluation framework within this plan will guide its implementation.
- h. Networking and Collaboration – Collaborators and partners are important players in this strategy as they offer technical and financial support and require prudence in appropriation of resources.

CHAPTER 6: MONITORING, EVALUATION AND REPORTING

Monitoring, evaluation and reporting are critical management tools that are useful in tracking implementation of policies, programmes and projects and in assessing how well the stated organizational and programme objectives have been met. The success of the Strategic Plan will be based on the quality of coordination and management between the SPSC, RODI Kenya Board, management team and programme officers through periodic reporting on the progress of implementation.

RODI Kenya will strengthen the monitoring, evaluation and reporting team responsible for periodic monitoring, evaluation and reporting functions. During implementation of the plan, periodic monitoring and evaluation will ensure progress is tracked and identified challenges are addressed appropriately.

6.1. Monitoring, Evaluation and Reporting Framework

RODI Kenya's monitoring, evaluation and reporting will be based on a framework which consists of various components, namely: a definition of responsibilities, tracking of key performance indicators (KPIs), adoption of monitoring and evaluation mechanisms, reporting processes, timeliness and financing. Tracking of the strategic plan will be done at all levels of the organization (SPSC, RODI Kenya Board, management team and programme officers) and its outputs will form part of the organization's quarterly and annual performance reports. RODI Kenya will develop tools and schedules for periodic/annual review of the Strategic Plan implementation and conduct mid-term and end-term review to identify success factors, areas for improvement and lessons learnt for next plan period.

6.2. The Role of Monitoring and Evaluation Unit Team

RODI Kenya will strengthen the M&E unit to enable it spearhead monitoring and evaluation of the Strategic Plan and assign responsibilities to its team. The M&E unit will:

1. Develop a reporting template and other M&E instruments
2. Receive reports, analyze, consolidate and forward them on a timely basis to management as per specific deadlines
3. Develop mid-term, end term and any ad hoc

evaluations

4. Report on performance targets
5. Conduct data collection, maintenance and management functions with standardized tools
6. Give feedback on quality of service, timelines of reporting and partnerships

6.3. Monitoring and Evaluation Methods and Tools

The following shall be the main methods and tools:

1. Periodic Reviews and Analysis: There will be Quarterly Review Meetings targeting strategic stakeholders including SPSC, RODI Kenya Board, management team and department heads/ programme officers. A performance management and evaluation system will be put in place to ensure periodic or quarterly review of performance against the targets set out in the operational plans.
2. Periodic Reporting to the Board: RODI Kenya Management will prepare pre-scheduled periodic status-reports to be presented to the RODI Kenya Board communicating the performance of the organization.
3. Operational Planning and Budgeting: RODI Kenya Management will develop yearly work plans and budget to implement the Strategic Plan. The first work plan covers the year 2020/2021. The RODI Kenya management will review implementation of the annual work plans quarterly.
4. Resource Mobilization: The RODI Kenya work

plan will be accompanied by a detailed budget. The budget will guide the organization in resource mobilization efforts by illustrating available resources, potentially identified funding sources and financial gaps over the year. RODI Kenya will capacity build all its internal stakeholders from the board level to the staff members to ensure resource mobilization is mainstreamed and not left to be a burden of a few individuals in the organization.

5. Annual Strategic Review: During the last month of the year, RODI Kenya management will review progress in implementing the operational plan, identify challenges and recommend ways to address them. This may provide an avenue for adjusting the RODI Kenya's annual plans for the next year.
6. Feedback and Information Sharing: RODI Kenya will enhance information sharing at all levels. Lessons learnt will be documented and shared not only internally but with other key stakeholders. Internal communication policy will facilitate enhanced communication, information sharing and feedback within the organization. On the other hand, external communication policy will facilitate enhanced corporate communication, branding and public relations for RODI Kenya.
7. External Audits and Evaluations: RODI Kenya management will ensure timely annual external audits are conducted while at the same time strengthening internal controls. A mid-term external evaluation of the activities in this plan will be carried out at the end of the second year of operation. This evaluation activity will endeavor to assess the level of achievement of the outcomes as envisaged by this Plan. Towards the end of the Strategic Plan period, a Strategic Planning forum will be instituted to inform the process and activities for the next phase.

6.4. Contribution to SDGs

Considering the centrality of Sustainable Development Goals (SDGs) in defining the global development discourse, RODI Kenya will pursue and monitor its performance on key SDG indicators that resonate with its work. Specific focus shall be placed on the following SDGs;

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all at all ages
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Achieve gender equality and empower all women and girls
- Ensure availability and sustainable management of water and sanitation for all
- Ensure access to affordable, reliable, sustainable and modern energy for all
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Ensure sustainable consumption and production patterns
- Take urgent action to combat climate change and its impacts
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Strengthen the means of implementation and revitalize the global partnership for sustainable development

CHAPTER 7: FINANCING PLAN

Implementation of the Strategic Plan requires adequate and timely financial resources. This calls for continued collaboration with development partners and broadening the RODI Kenya funding base. Funding is envisaged from:

- Donor agencies
- Local resource mobilization
- Own generated income
- Income from the RODI Kenya Training and Conference Centre

Financing Plan- 2020 to 2024

| | Year 1 (2020) | Year 2 (2021) | Year 3 (2022) | Year 4 (2023) | Year 5 (2024) | Total |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | (Kshs) | (Kshs) | (Kshs) | (Kshs) | (Kshs) | (Kshs) |
| SRA 1: Food security & agro-ecology | 15,980,000 | 24,260,000 | 23,060,000 | 19,460,000 | 20,960,000 | 103,720,000 |
| SRA 2: Health and WASH | 13,970,000 | 18,380,000 | 20,210,000 | 21,740,000 | 22,220,000 | 96,520,000 |
| SRA 3: Social and legal justice | 17,830,000 | 28,110,000 | 29,190,000 | 30,270,000 | 31,350,000 | 136,750,000 |
| SRA 4: Institutional development and strengthening | 15,234,000 | 19,879,000 | 19,539,000 | 19,679,000 | 25,039,000 | 99,370,000 |
| Total | 63,014,000 | 90,629,000 | 91,999,000 | 91,149,000 | 99,569,000 | 436,360,000 |



ROD 
Kenya

Resources Oriented Development Initiatives

Published by:
**Resources Oriented Development
Initiatives (RODI) Kenya**
Varsity Ville Estate,
Along – Eastern By-Pass -Ruiru
P.O Box 746-00232, Ruiru, Kenya,
Tel: +254, 743 627 329
Email: rodikenyai@iconnect.co.ke
Facebook: **RODIKenya**
Twitter: **@RODI_Kenya**
Website: www.rodikenyai.org