



2021-2023 STRATEGIC PLAN

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FORWORD

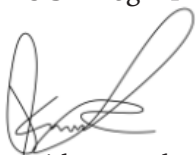
We are pleased to present the 2021 – 2023 Strategic Plan for Miss Koch Kenya (MKK) to our stakeholders. MKK has been working to address youth vulnerability, especially of young girls, in Korogocho since 2001. From a community-based organization (CBO) founded by young people to pull Korogocho out of the grip of crime and other social ills, it has grown into a reputable non-governmental organization that is recognized by many as a credible and authentic actor in Korogocho and its environs.

We are many things to many people. For the family of civil society organizations, we are a reputable local organization that has garnered considerable community goodwill in the areas in which we work. For the youth, we are a well-known institution in supporting education and establishing creative arts in Eastland's through a growing social enterprise model. For the girls and women that inspired the birth of MKK, we are a champion for the inclusion of girls and women in matters of health, leadership, education, and human rights.

This inaugural strategic plan is the product of much reflection over many years and is the culmination of many years of work and reflection over the results of that work. The initial ideas for a strategic plan were put together in 2014. The process was reactivated in 2016, but it was not until early 2020 that a complete draft was first produced. Its finalisation was nevertheless hampered by the COVID-19 pandemic and the related containment measures. The period between February and June 2021 was the crest of the process, marked by intense consultations with the staff to rationalize these long-developed ideas into a final coherent document to guide our work in the next 3 years.

Getting to this final stage has been an interesting journey in which several people played a key role, and we would like to acknowledge their contribution to the process. First, our Advisory Board for taking full ownership of the task and providing the necessary guidance at critical points in the process. Next, our resilient and indefatigable staff and volunteers whose technical contributions and industry are at the heart of the document. We owe a huge debt of gratitude to Nduko o'Mmatigere (former Program Officer at the Kenya Human Rights Commission), Dr. Catherine Kyobutungi (Executive Director, African Population and Health Research Centre), Paul Savage, Kerubo Okioga (Grant Manager, Porticus), George Wasonga (Executive Director, Civil Society Urban Development Program, Prof. Bard Andreassen (University of Oslo) and Maurice Makoloo (former Regional Director of the Ford Foundation's Eastern Africa Office) for their technical inputs at various points in this journey. Last, but not least, we would like to convey our heartfelt thanks to Francis Aywa (Lucid Options Consulting Limited): his can-do spirit, engaging style, advice, and facilitation came at the right time and was a significant boost for the completion of this Strategic Plan.

To you our stakeholders, we promise our focused, flexible, and thoughtful implementation of the ideas in this Strategic Plan and look forward to engaging with you on this exciting journey!



David K. Mathenge
Chairman



Emmie K. Erondanga
Chief Executive Officer



1. INTRODUCTION

Background

Miss Koch Kenya (MKK) is a not-for-profit youth empowerment organization. It was founded in 2001 as a community-based organization (CBO) to address the vulnerability of girls and young women in the Korogocho slum of Nairobi. At the time of establishment crime and gender-based violence were rife in Korogocho. The situation was so dire that the local administration and police, were unable to visit certain areas that were the preserve of organized criminal gangs. The culture of silence that existed at the time led to impunity, lawlessness, and much suffering of the local population, especially women and girls. The few groups, organizations, and individuals that tried to address the situation were not successful due to fragmented approaches and lack of supportive structures.

In response, a group of committed young people decided to establish a platform to address the situation and to push for change in their community. Christened Miss Koch Initiative, it started as a girl's emancipation and empowerment organization - as an intervention against the endemic socio-economic and political problems facing the residents of Korogocho, especially the insecurity and disempowerment of the girl child and young women.

Since then, MKK has continued to develop and gain experience across a range of areas critical to the youth, building its competence and refining its vision and mission as to what is the best way to address the many issues facing the youth of Korogocho as well as the wider area of Ruaraka. In 2010, after many years of work, MKK transformed from a CBO to a non-governmental organization (NGO). To better account for a growing pot of resources and report to her partners both locally and internationally.



MKK implements Programs in and around the informal settlement of Korogocho including Kariobangi North and the wider Ruaraka constituency. Korogocho informal settlement consists of nine villages and is approximately just 1.05 km sq. in size. The Korogocho Electoral Ward, which covers most of Korogocho, has a population of about 42,000 people, and it is estimated that 50% of that population is youth aged between 15 and 34. Both Korogocho and Kariobangi are located within the Ruaraka Constituency with a total population of 192,000 –half of whom are youth.

Since inception, the organization has evolved to advocate and push for participation of young people, through education, talent development and awareness through human rights and governance and sexual reproductive health. With the emergent issues in its ever-changing environment, the organization has also experienced other shifts in its mandate to serve its constituencies in an increasingly competitive environment. This has led to a start of a social enterprise that will support MKK to reduce its dependency on shrinking donor funding.

The shift to incorporate social enterprise came in as an emergent strategy to tackle youth unemployment and build meaningful skills for young people to be independent and start their own enterprises. It started with the establishment of an entrepreneurial arm to fit in the talents program. This started with a disc jockey (DJ) studio and was later followed by training in dance; a music/recording studio; photography; modelling; fine arts; agribusiness; and waste management.

Achievements

The following are the achievements of MKK in its close 20 years of existence:

- I. Supported over 8000 households with food supplies during Covid-19 pandemic and supporting children with cerebral palsy to get physiotherapy treatment through our partners.
- II. Capacity building over 100 reformed youth in urban farming techniques such as; vertical gardening, sack farming and mushroom farming as alternative sources of income to better their livelihood as opposed to illegal works.
- III. Trained 80 teachers on interactive teaching techniques and the use of e-learning resources to better the learning experience of learners post Covid-19.
- IV. Provided and maintained 18 community hand washing water points to aid with the Covid-19 measures in reducing spread of the deadly virus and providing face masks to reduce the scourge of C-19.
- V. Helping in reclaiming riparian land into proper use of urban farming and recreation parks in Korogocho
- VI. Reached out to 1000+ girls with sanitary towels during this Covid-19 pandemic and dignity packs from UNFPA.
- VII. Supplied to over 300 young men in Korogocho with male condoms
- VIII. To date, MKK runs a 12-year school scholarship and mentoring Program. It has raised Ksh 8 million towards educational assistance to over 150 poor students (mainly girls) go to Secondary School - many to Our Lady of Fatima School (a public school) in Korogocho. In 2013-2019 MKK transitioned 441 pupils (most of them girls) who attained a pass mark of 250 and above to various secondary schools for their O level (272 girls and 169 boys). MKK is also giving mentorship support and guidance to the students under the scholarship Program and has transitioned over 20 students to public universities countrywide since 2010.

- IX. MKK offered afterschool instructional support to over 700 girls in numeracy, literacy, and life skills to improve their learning outcomes. This was done in partnership with Africa Population and Health Research Centre (APHRC) over a period of 3 years (2013-15). This was done through a two-hour session on the weekends where qualified Form Four leavers taught the girls English, Mathematics and Life Skills as well as helping them out in doing their homework. The project was scaled up for another 3 years (2016-19), targeting 600 girls and boys.
- X. In a project designed to include community participation in the education of girls from the informal settlements, MKK has counseled over 300 parents on how to support their children's education. Over the 3 years of the project (2013-15), there is evidence that the girls whose parents received counselling performed better in school.
- XI. We have trained over 140 youth in 6 art forms (music, dance, photography, fine arts, modelling and disc jockeying) with elements of entrepreneurship, exposure visits and mentorship as part of improving their livelihoods through creative arts and linking them to opportunities for both self and formal employment (2017-2019). In addition, we have provided a platform for them to involve themselves in civic engagements and other processes in their communities with duty bearers and policy makers in our Programs.
- XII. Through our sexual reproductive and health rights (SRHR) Program we have trained 1,200 adolescents in Korogocho on life skills sessions with emphasis on child protection and SRHR Information in 15 schools. Through the program 20 mentors were trained on effective facilitation skills, SRHR issues and child protection. We also developed a child protection policy as a mandatory requirement for all staff, board members and volunteers in MKK.
- XIII. With support from the Israeli Embassy and CopyCat, we trained over 100 young people in information and communication technology (ICT) in 2012-13.
- XIV. Since 2011, MKK has trained 90 DJs to work level in an intensive 3-month training Program and trained 165 youth dancers - also getting life skills and mentoring support. For both groups, MKK has run various events for over 200 creative artists to showcase talent drawing crowds of 500-3000 youth per event – often used for critical message campaigns with the Miss Koch Skills and Talent Pageant run yearly. MKK hosted and oversaw the financing of the Koch Festival supported by UN-HABITAT in 2011, in partnership with Hope Raisers and Seismic.
- XV. MKK trained 100 Youth Peer Providers and Educators in last 4 years in support of 3,170 clients on database for SRH services funded by Planned Parenthood Global USA and linked locally with Kariobangi Health Centre; Hope Clinic & Laboratory; and Reproductive Health Network.
- XVI. We reached out to 3,500 out of school youth on Sexual and Reproductive Health and family planning throughout Korogocho community and linking clients to health facilities for family planning through our Youth Peer Providers (YPP model).
- XVII. MKK is the winner of various awards, including the Mayor's Award 2004 Safer Cities Program, and Mashinani Award 2005, from Kenya National Commission on Human Rights (KNCHR) in recognition of initiating a vibrant youth movement and Runner-up in UN Habitat Mashariki Innovations in Local Government Awards Program.

2. CONTEXT ANALYSIS

In many ways, Kenya is a different country from what it was when MKK was formed. The world has also changed dramatically over the last 20 years. Despite this progress, certain challenges remain. In this section, we discuss several external and internal factors that may impact the implementation of this Strategic Plan (see SWOT analysis).



Opportunities

MKK's work is implemented within an external context. Awareness of the critical factors in that context is key to the successful implementation of this plan. Although these have been reviewed using the political, economic, social, technological, legal, and environmental (PESTLE) framework, they are summarized here for brevity and coherence. The positive factors are discussed as opportunities while the negative factors are discussed as threats.

There are several trends, forces, events, and ideas that MKK can exploit to improve its effectiveness. Kenya's 2010 Constitution of Kenya is recognized by many as progressive. It has many advantages of the one that was in force before, including a robust Bill of Rights and a radically improved governance architecture that places citizens at the center through public participation. Understanding it, working with it, and defending it should be at the core of MKK's work. The existence of county governments opens possibilities not only of work with the National Government but also with the County Government of Nairobi.

Despite many challenges, Kenya still has a vibrant and rapidly growing associational life. The number of civil society organizations have increased exponentially, and MKK can expect to be part of this body of actors with many opportunities for collaborative work and solidarity. The education sector has also witnessed significant improvements over time. From 2003, the government implemented measures to make basic education more accessible and universal. Current measures aim to take secondary education in this same direction as well.

Regarding law and policy, there are many initiatives and opportunities for engagement, both with a bicameral parliament as well as the Nairobi County Assembly. Compared to many of their counterparts on the continent, Kenyan legislators generally have both the capacity and freedom to promote and table legislation. This raises the possibility that the root causes of some of the issues in MKK's mandate (such as youth employment, education, security, and the environment) can be addressed through law and policy.

After many years of agitation, the legal status of women and girls has witnessed some improvement and there are opportunities for further improvement. Affirmative action provisions, such as gender quotas for elective and appointive offices as well as economic opportunities in government procurement now mean has increased the empowerment women and girls.

Internet penetration has significantly grown over the years and has been hastened by the availability of mobile technology. Riding on this is the proliferation of social media applications such as Facebook, Twitter, WhatsApp, and others. While much of it has found use in social interactions, the added advantage of direct citizen communication with people in authority means that it can be a boon for advocacy and influencing.

The youth population in Kenya is growing extremely fast and is amongst the largest in Africa. According to the 2009 National Census, those between the ages of 15-34 constitute about 35% of the total population, which was about 40 million in 2009 and is now close to 50 million. If managed well, this provides the opportunity of a demographic – and democratic – dividend.

Threats



MKK's work nevertheless faces a few factors that, if not managed, can be constraints to success. For all its potential, the 2010 Constitution is still a nascent framework, and the social contract is still developing. It is threatened by Rule of Law challenges such as official non-compliance with courts orders, and inadequate implementation of some of its provisions (such as transfer of functions to county governments). It is also not clear whether efforts to amend it, such as the Building Bridges Initiative (BBI) may reverse some of its progressive content.

The country's next General Election is expected in 2022. With presidential elections still producing contested outcomes (except the 2002 presidential election), delayed recruitment of most of the commissioners of the Independent Electoral and Boundaries Commission (IEBC), and the likelihood of an intense electoral cycle, there will be some political instability and disruption.

It is apparent from discussions with our youth in various studies that full democracy in Kenya is not yet a present reality for them. Youth in the informal settlements are both the victims and perpetrators of widespread violations of democratic practices (sometimes violently) that are exploited by the very political leaders that they elect to office. Many political leaders use their power and considerable financial resources and exploit youth vulnerability to manipulate elections, play on negative ethnicity, develop self-serving policies, control the distribution of resources, and deny Kenyans' basic rights making genuine democracy an illusion.

Due to economic challenges brought on by COVID-19 and the ascendancy of right-wing governments in some of the countries from which Kenya's aid originates, there has been a related reduction in donor funding. Exacerbated by the increased competition amongst the country's many CSOs (still dependent on donor funding), this means that resource mobilization will be a significant challenge now and in the future.

Lastly, many of the social problems that necessitated the establishment of MKK are persistent and far from solved. In fact, they may have been worsened by the poor economic outturn discussed above. For instance, free primary and secondary education is still far from a reality due to low capitation to schools by government and many levies by some schools. Insecurity and crime are still a concern, including in Korogocho.

The country's economy is in recession, mainly due to corruption and mismanagement. This is chiefly because of high borrowing without concomitant economic returns. COVID-19 has compounded these worrisome economic effects by slowing down key economic sectors and diverting resources from key investments. As a result, unemployment and poverty have risen and prior gains from the 2003 to 2012 period may have all but been lost. Post-COVID recovery is possible, but it is expected to be long and difficult.

Strengths

There are several factors within MKK that it can build on to achieve its goals. First, its strong roots as an organization established by the community gives MKK significant credibility and legitimacy as an authentic voice in Korogocho. This is an important asset for advocacy and interactions with other stakeholders with an interest in Korogocho and its environs. With donors and other development actors keen on the localization agenda, this positions MKK well for partnerships for which a strong credible actor on the ground is a priority.



By design, MKK is a lean organization working mostly through volunteers and interns. While growth is possible and the balance between employees and other staff cadres can shift over time, the organization will continue to manage its overall size and staff costs. This will enable it to be more cost-efficient than other actors on staff and related costs.

From its considerable period of existence, MKK has built capacities in areas that are core to its work. These include youth programming and entrepreneurship. Going forward, MKK intends to further develop these capacities, in addition to others necessary for the implementation of this Strategic Plan, such as advocacy.

Weaknesses

However, a few internal factors could potentially slow down or prevent MKK from achieving its goals. High expectations from the community MKK works with in respect of material needs, such as school fees, have recently exposed the limits of its financial and other resources. Under this plan, MKK will begin a shift towards a rights-based approach in which it primarily addresses the strategic needs of youth (such as influencing education policy and service delivery), while supporting material needs within its resource capabilities.



MKK's financial resilience and health are threatened by its reliance on donor funding. Some donors also have difficulties understanding the uniqueness of its operating environment in informal settlements and the resources required to achieve results. Consequently, this Plan includes ways and means of improving the organization's financial health, such as diversification of donors and the gradual shift to social enterprise as a business model.



3. STRATEGIC FOCUS

MKK has reflected on its history to redefine the key organizational statements in this section. This strategic plan has been developed using the Balanced Scorecard approach. With this approach, all the objectives and efforts necessary for achieving the over-arching goal are balanced across the following four perspectives:

- Stakeholders: What do we need to achieve for and with them?
- Resources: How will we ensure we are adequately resourced?
- Internal processes: What do we need to excel at to achieve results?
- Capacity: What do we need to invest in to excel?

Vision

Transforming lives by empowering minds.

Mission

To empower young people through education, nurturing talents, mentorship, and life-skills for their sustained social well-being.

Values

The following five values are at the core of our organizational philosophy.

- Trustworthy: MKK and its staff will work and conduct themselves in ways that confirm its status as a trusted agent, pursuing its mission in a way that best represents the interests of the communities it serves.
- Resourceful: The human, financial and other resources in MKK will be prudently used for the sole purpose of achieving MKK's mission.
- Accessible: MKK is an accountable organization. Consequently, it will strive to be accessible to the community and all that seek support from it.
- Caring: MKK believes in addressing every individual issue independently, with empathy and confidentiality.
- Ethical: MKK and its people will always strive to do the right thing, including the principle of do no harm to people and the planet in the interest of serving humanity.

2021 – 2023 Goal

Synergize capabilities for resilience in transforming lives.

Strategic Objectives and Initiatives

The Strategic Plan will be implemented through the pursuit of the 6 objectives outlined in this section. Each objective has several illustrative initiatives that underpin its achievement. However, MKK will remain flexible and adaptive in their implementation, adding new initiatives or dropping some, as circumstances may require.

Objective 1: Young people's education and skills improved.



MKK will continue and broaden its investments in children's and young people's education and skills. MKK's work in the creative arts and talent development for young people in dance, disc jockeying, fashion and design and modelling, film and photography, fine arts and music has been a huge success. The organization has also had reasonable success in training young people in innovative urban farming techniques. It keeps young people usefully occupied and enables them to earn an income from their talents, thereby diverting them from crime and other social ills.

MKK will seek resources to have the equipment and people available to train and mentor and support young people as they develop their skills in these areas. This will include enhancing its recruitment processes, onboarding, training, and motivation of volunteers and interns. MKK will conduct an analysis of the root causes to the problem of education and work together with other stakeholders on advocacy campaigns to address the factors that deny the young people of Korogocho access to education. This approach will be also applied to address many of the other challenges that MKK seeks to address, such as youth unemployment. This will be linked to a good social media strategy which will seek to get the products from such training out to the wider world.

We propose the following illustrative initiatives for the achievement of this objective:

- Engage in career awareness, counselling, and mentorship.
- Strengthen school governance.
- Conduct teacher capacity building.
- Support service learning and apprenticeship.
- Support parental engagement.
- Hold talent fairs and marketing campaigns.
- Conduct exchange and learning initiatives to enable sharing and adaptation of good practices.
- Support youth enrolled in various art forms and in urban farming in networking and creating linkages for motivation and inspiration.
- Engage in advocacy to address all constraints to young people realising their potential.
- Support in-job training of interns and volunteers.
- Implement a Youth Fellowship Program to develop skills.
- Strengthening internship and volunteer policies.
- Carry out peer to peer learning.

Objective2:

Youth human rights defended.

One of the root causes of disempowerment and deprivation in informal settlements such as Korogocho is the rampant violation of rights by various duty bearers, sometimes with impunity. Gender based violence, for instance, is still prevalent in the informal settlements. Unless these diverse violations are addressed, it is difficult to sustainably tackle the human security, education, unemployment, and other challenges in these settlements. MKK will develop Programs to place human rights at the center of its work, as well as address specific human rights challenges in the Korogocho community.

Some illustrative initiatives to achieve this objective are:

- Strengthen gender desks at designated police posts.
- Raise awareness on gender-based violence.
- Strengthen peer to peer discussions in schools and other institutions.
- Community civic engagement.
- Establish accountability forums.
- Engage leaders on performance scorecards.
-



Objective 3: Funding sources diversified.



MKK's work has been supported by a limited set of funders over the years, a situation that imperils its financial health and resilience. A diversified set of funders, as well as sources of funding, would alter this problematic situation.

MKK will analyze the current funding landscape, develop, and implement an action plan to alter this situation and improve its financing to ensure adequate resources for the implementation of this Strategic Plan as well as to manage financial risk overall. For both Program and financial sustainability, MKK is exploring a social enterprise business model in which it will raise some or most of the resources required to keep doing its mission-driven work.

Social enterprise combines business and social justice, using small business and enterprise as a force for good, and a way of making social change. It is both a response to shrinking donor funding to the NGO sector as well as an investment in the resilience that communities can build to shift the balance of power in addressing their problems.

The proposed illustrative initiatives for the achievement of this objective are:

- Conduct regular donor mapping and prospecting.
- Increase unrestricted funding through various own source revenue initiatives.
- Pursue core funding from donors with whom MKK has strong relationships.
- Strengthen donor engagement.
- Develop a giving Program.
- Recruit fundraising ambassadors.
- Make donation pages on the MKK website mobile responsive.
- Forge strategic partnerships for co-hosting fundraising events.
- Create a waste management company to sustain MKK activities.
- Establish a model farm that will realise income to support activities.
- Establish a deejaying academy.

Objective 4: Institutional processes and systems strengthened.



Strengthening MKK requires improvement of several of its processes and systems. A 2018 organizational capacity assessment (OCA), facilitated by Viwango, identified areas of organizational capacity that need attention if MKK is to attain Gold Standard (currently Bronze Standard). By implementing the recommendations of the OCA, MKK will ensure it has the right kind of institutional processes and systems for excellence.

The illustrative initiatives proposed for this objective are:

- Strengthen financial management.
- Revamp the Advisory Board and improve its performance.
- Develop a board policy manual.
- Streamline communications strategy.

Objective 5: Market linkages and networking improved.



As MKK seeks to transform into a social enterprise, it will require a business model to support this transition. Early in the life of the Strategic Plan, ongoing discussions on the right business model will be finalized. An important criterion for success is the quality of MKK's market linkages for the sale of its products and services. Overall, we will also enhance our networking with like-minded CSOs, funders who share our ethos and vision and key decision makers in government agencies whose mandates are aligned with MKK's work.

Some illustrative initiatives to achieve this objective are:

- Develop plans for the linkages and networking required to support social enterprises.
- Hold regular publicity events and manage relationships with partners.
- Develop business strategic alliances, collaborations, and partnerships for fundraising and Program implementation.

Objective 6: Investment in staff skills and tools improved.



Competent staff are the engine of any organization. To succeed, MKK must invest in the capabilities of its people. It will therefore develop and implement a broad range of activities to ensure that its staff – employees, volunteers, and interns alike – are well-trained and have the right skills to competently perform their roles.

MKK's capacity will also be maintained by ensuring it has the right equipment and infrastructure for delivery of its Programs. This includes the acquisition of required equipment as well as the maintenance of existing equipment.

The proposed illustrative initiatives for the achievement of this objective are:

Establish staff training Programs

- Improve staff motivation and recognition.
- Improve equipment and infrastructure management.
- Strengthen asset management.



4. PERFORMANCE MANAGEMENT

Like its development, the implementation of this Strategic Plan will also be guided by the Balanced Scorecard approach. Accordingly, each strategic objective has measures of performance as well and associated targets. Managing people and performance also requires that mechanisms be put in place for assessing progress and adjusting it for necessary course corrections. In this section, we describe the key elements of our approach to managing performance under the Strategic Plan.

Implementation Planning

With the Strategic Plan providing the long-term direction for MKK, it is necessary to invest in the right kind of short-term and medium-term planning to guide its efforts. The 2021 implementation plan will be adjusted as necessary to align with this Strategic Plan. At the beginning of successive year, MKK staff will develop an implementation plan considering progress towards the expected results in this Strategic Plan, any changes in MKK's operating context, and lessons learned from the prior year's implementation. With the guidance and approval of the Advisory Board, MKK will flexibly implement these implementation plans in pursuit of its long-term results.

Coordination of Implementation

Upon adoption of this Strategic Plan by the Advisory Board, the Senior Management Team will be responsible for ensuring that staff in their respective departments understand the Plan and work towards its successful implementation. Day to day management will be guided by the Strategic Plan as well as the annual implementation plans. As indicated elsewhere in this Strategic Plan, while focus on the achievement of the objectives will be maintained unless they are changed following a review, initiatives and tactics will be adjusted by Senior Management in response to operational and other realities.

Monitoring, Reporting and Learning

Quality monitoring supports the implementation of any organization's initiatives, Programs, and projects. As part of its implementation planning, MKK will put in place measures to collect and analyze data on the progress of implementation as well as the immediate and intermediate results arising from that implementation. Every quarter, MKK will review data on various aspects of implementation against indicators and the related targets. At staff level, these reviews will also incorporate reflections and learning events. The results of these reviews will be summarized in quarterly reports to the Advisory Board and other critical stakeholders. This will enable reflection and guidance on what works (or does not) and how to improve implementation is succeeding quarters. At the end of each year, MKK will prepare an annual report summarizing the results of each year's implementation. Through enhanced monitoring, reporting, and learning, MKK will improve the duration of its development journey and the lessons learned from it.

Accountability and Risk Management

Successful implementation of this Strategic Plan will be further undergirded by a strong framework of vertical and horizontal accountability among MKK's stakeholders. Vertical accountability will be maintained through secretariat reports to the Advisory Board, funders, and other important stakeholders. Horizontal accountability will be achieved through interdepartmental and intradepartmental meetings, and regular staff meetings. MKK will also strengthen the staff performance appraisals as the basis for managing performance at the individual level and taking remedial measures to maintain staff performance at the right level.

Risk management will be improved through the proactive analysis of key categories of risk (Program, political and fiduciary) and putting in place measures to ensure that both the Advisory Board and Secretariat are aware of the risks and how to mitigate them. Risk management plans will also be reviewed on a quarterly basis and necessary adjustments made to ensure they are up to date and relevant to the identified and new risks.

Evaluation

Evaluations are useful tools for deepening Program and organizational learning to ensure effectiveness. Every year, MKK will reflect on the preceding year's Program implementation and synthesize the key results, especially at outcome level, obtained from implementation of activities. This synthesis will be incorporated in the annual reports for stakeholder consumption.

MKK will also evaluate Programs and projects in accordance with funding agreements. Where necessary, case studies and deep dives will also be incorporated to support the acquisition of evidence for reflection and learning. Midway through the implementation of this Strategic Plan, MKK will conduct a mid-term evaluation and implement recommendations arising from it. Towards the end of this Strategic Plan, MKK will conduct a final evaluation to inform the development of the next Strategic Plan.



5. CAPACITY DEVELOPMENT

Organizational capacity is an organization's capability to deliver services and products that satisfy present stakeholder expectations continually anticipate and respond to future opportunities. Consistent with the Balanced Scorecard approach, over five of the objectives in this Strategic Plan relate to capacity. This section includes additional capacity concerns that are necessary for the implementation of the Strategic Plan.

Organizational Structure

An organizational structure outlines how certain activities are directed to achieve the goals of an organization, including rules, roles, and responsibilities. The organizational structure also determines how information flows between various levels within the company. Under this Plan, MKK has determined a few structural issues that will need to be addressed to improve its ability to fulfil stakeholder expectations.

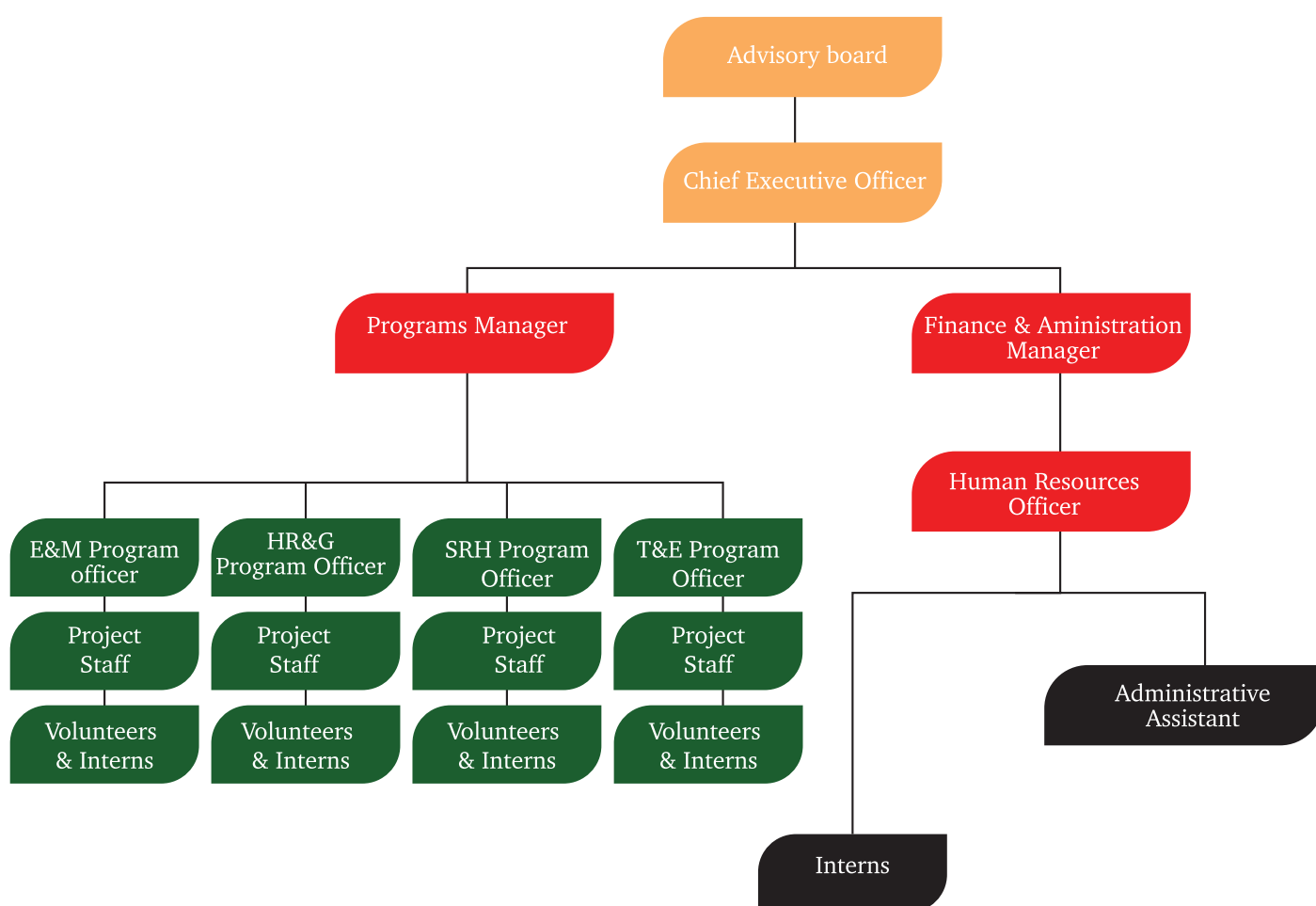
The Advisory Board

The MKK Advisory Board has a seminal role of advising and guiding the organization towards attainment of its vision. More specifically, the Advisory Board identifies and secures essential opportunities for the growth and development of the organization, provides technical support, establishes horizontal and vertical linkages, raises funds, and formulates strategies, policies, and frameworks critical for the fulfillment of Miss Koch Kenya's mandate. MKK will institute several measures to improve the functions of the Advisory Board, including training and an annual evaluation.

Secretariat

The secretariat team is composed of the Executive Director, Finance and Administration Manager, Programs Manager, Program officers, and project staff who run the day-to-day activities of the organization. The MKK staff team is mandated to implement projects for the organization and report back to the Board, and their local and development partners at all levels. The staff work under the direction of the Chief Executive Officer who works under the supervision of the Advisory Board. The MKK Advisory Board also oversees recruitment for the organization. Under this Strategic Plan, MKK intends to follow through on its growth plans in line with a new organizational structure.

The Senior Management Team consists of the Chief Executive Officer, the Programs Manager and the Finance and Administration Manager. They are responsible for planning and directing work groups of individuals, monitor their work and take corrective actions when necessary. The rest of the staff complement consists of people on either permanent or temporary contracts, as well as volunteers and interns. In keeping with the need to maintain an efficient structure, volunteers and interns will continue to constitute a significant part of this structure. The type of contracts will depend on the growth of MKK's operations and funding arrangements. Projects, for instance, will be staffed for the duration of their respective funding arrangements, with staff either being declared redundant or reassigned at the close of each project.



Staff Capacity Development

As indicated under the objectives, MKK will significantly raise its investment in the skills and talents of its staff. This will be coordinated under the Capacity Development Plan that was developed following the OCA alluded to in Objective 7 of this Strategic Plan. These investments will be carefully sequenced in accordance with the capacity development goals of MKK. The Senior Management Team will be responsible for ensuring a coordinated approach to capacity development, monitoring improvements in capacity and adjusting as necessary in the spirit of flexibility.

Strategic Partnerships, Networks and Linkages

MKK does not work in isolation and must, of necessity, form partnerships, networks, and linkages necessary for the achievement of its objectives. Senior Management is responsible for, amongst others, determining the strategic partnerships with funders, suppliers, government agencies, and other implementers that are necessary for achieving MKK's objectives. They will follow up on and maintain effective, productive, and harmonious relationships with partners. Networking and linkages will also be guided by similar considerations.

Strategy Map

Vision		Transforming lives by empowering minds.	
Mission		To empower young people through education, nurturing talents, mentorship, and life-skills for their sustained social well-being.	
Goal		Synergise capabilities for resilience in transforming lives.	
Strategic Outcomes		Measures	Targets
Stakeholder	Young people's education and skills improved	• # policies • # scholarships • # youth with skills • # human rights campaigns • # youth mentored	• 2 per year • 30 per year • 100 per year • 3 per year • 4,000 per year
	Youth human rights defended		
Financial	Funding sources diversified	• # volunteers • \$ funding • # funding sources	• 80 per year • KSh. 10M per year • Up to 10 sources
Internal processes	Institutional processes and systems strengthened	• # policies • Quality of systems • Quality of audits • Quality of reports • Value for money	• 4 policies • OCA score of 4 • Unqualified audits • OCA score of 3 • OCA score of 3
Capacity	Staff skills and tools improved	• Quality of equipment • # markets • Quality of networks • Quality of skills	• OCA score of 3 • 5 markets • OCA score of 3 • OCA score of 3
	Market linkages and networking improved		
Trustworthy ■ Resourceful ■ Accessible ■ Caring ■ Ethical			



MISS KOCH KENYA
3rd Floor, Engyo Plaza
P.O. BOX 5076 00100 Kenya | T: +254 721 350 365
E: emmie.erondanga@misskoch.org | misskoch.org