

SHIFTING MINDS AND ACTION

CARE KENYA'S LONG RANGE STRATEGIC PLAN 2013-2018



Table of Contents

Introduction	3
Vision and Mission	3
Programmatic Focus	3
Livelihood	4
Agriculture Value Chains.....	4
WASH.....	4
Climate Change	5
Financial Inclusion	5
Access to Financial Services.....	5
Enterprise Development.....	5
Health.....	6
Maternal, Neonatal and Child Health.....	6
Sexual Reproductive Health (SRH).....	6
HIV, AIDS and Tuberculosis	6
Sexual and Gender Based Violence (SGBV)	7
Non- Communicable Diseases.....	7
Humanitarian Assistance and Emergency	7
Refugee Assistance Program	7
Crosscutting themes	8
Resilience.....	8
Gender and Women’s Empowerment.....	8
Rights Based Approaches	8
Strategic Directions	9
Partnership.....	9
Advocacy and Policy	10
Knowledge Management and Learning	10
Organizational Evolution.....	11
Impact Measurement, Monitoring, Evaluation and Research.....	11

Introduction

CARE Kenya strategic planning process began in 2011, with the intention of moving away from stand alone projects in favour of longer term commitments to a context specific impact population with a clearly articulated theory of change. The shift towards longer term programs was brought about by increasing demand for impact, sustainable change, accountability and aid effectiveness by government, donors and communities. These changes also included a focus on women and girls that was driven by the recognition that in most communities, women and girls are more prone to vulnerabilities that arise from disasters, marginalization and poverty.

Vision and Mission

CARE Kenya's work aims at achieving the overall vision of CARE International:

“a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security”

It does this by addressing the underlying causes of poverty, building capacity for self reliance, working in partnership with all stakeholders at community and national levels, programming based on sound analysis, innovation, research and learning and by addressing all forms of injustice at all levels.

Programmatic Focus

CARE Kenya developed an overarching goal that guides its operations:

“Women and girls in Kenya will be self-reliant, have a sustainable, high quality of life and fully realize their rights”

In order to achieve lasting change for project participants, CARE intends to address the underlying causes of poverty, not simply symptoms of poverty. CARE therefore intervenes in three critical areas (i) human conditions – ensuring that women and girls have equitable access to and control of productive assets, basic services, opportunities and benefits, (ii) social positions – ensuring that socio-cultural practices and processes promote women and girls' well-being and equality, and (iii) responsive institutions – ensuring that institutions at local and national level, have policies and practices in place that enhance equitable development and resilience of women and girls.

CARE Kenya agreed on five programmatic themes that it would implement in the five year period to achieve its goal. These include:

Livelihood

Agriculture Value Chains

The agriculture value chains programme will undertake value chain development by identifying and developing new market opportunities, upgrading of high-potential agricultural value chains such as crops and livestock, building market linkages, organizing and supporting agricultural producers to meet new market requirements and improving the agricultural policy/enabling environment. The program will adopt a value chain approach where smallholder crop and livestock farmers/pastoralists and fisher folk will be linked to markets, finance, inputs and equipment credit services and information. The program will build the capacity of smallholder farmers/pastoralists/fisherfolk to increase the efficiency of their value business with improved production and post-harvest handling practices that include improved and diversified seed varieties, improved livestock breeds and range management techniques, value-addition/product diversification, access to quality agro-vet inputs, water for production, and market access.

WASH

The water, sanitation and hygiene programme will focus on improving the health and quality of life for chronically vulnerable women, girls and boys in both urban areas and rural locations. This will be achieved through increasing their access to safe water and basic sanitation, promoting improved hygiene behaviour and creating sustainable service structure through improved governance and private sector engagement. For both water and sanitation services, support will be given to activities establishing demand-led services and using technology suited to local conditions and local supply chains. This will help communities access the services they need, provide economic growth opportunities for local people, encourage private sector investment and promote sustainable services. The programme will also focus on water sanitation and hygiene in schools and other institutions providing a unique opportunity to build and share knowledge on the importance of having access to safe water, and basic sanitation and to follow good hygiene practices including menstrual hygiene management. The programme will use information and data gathered to influence policy around school WASH. The programme will take on an integrated water resource management approach to provide a coordinated, participatory and transparent process that promotes sustainable development and use of water resources.

Climate Change

CARE Kenya will work with communities to participatory identify and promote climate change adaptation strategies for implementation. In partnership with relevant government ministries and CBOs, the programme will ensure capacity building of farmers and other civil society organizations to adopt and promote these strategies. It will also ensure that climate information is delivered in a timely way to intended users to help them make informed decisions on their livelihood options. It will also work with policy makers to raise their awareness on climate change to influence development and implementation of appropriate adaptive policies and strategies.

Financial Inclusion

Access to Financial Services

In the next five years CARE is going to deepen access to financial services through group savings and loan (GS&L) methodology in Kenya. This will be done through capacity building groups in savings mobilization and access to credit from personal savings. CARE will also work with mature savings groups, formal financial institutions and mobile network service providers for bank linkage through mobile technology to address the challenge of poor infrastructure. CARE will achieve this through partnering with donors and the government for expansion and deepening outreach to the rural and informal settlement areas. CARE will also partner with banks and network service providers for development of pro-poor savings and credit products. To enhance this, CARE plans to provide financial education to groups before bank linkage.

Enterprise Development

CARE's experience in developing micro- and small- enterprises (MSEs) underscores the importance of locally adapted market-based approaches for their sustainable growth. Selection, planning and management (SPM) and advanced business training using 'improve your business' (IYB) approaches will enhance the capacity of potential and existing entrepreneurs in business initiation and management. CARE will partner with the government and other development agencies in technical skills training and value addition at the community level. CARE will work particularly closely with county authorities for establishment of conducive markets for local trading. Marketing and market linkages will play a key role in enterprise development along the different value chains. CARE will invest in capacity building to local structures in the form of business advisory service providers at the local level for sustainability purposes.

Health

Maternal, Neonatal and Child Health

Key focus areas for improving maternal, neonatal, and child health outcomes remain focused antenatal care (FANC), skilled birth attendance, essential newborn care and post-partum care along the continuum of care. CARE advocates for strengthening both community as well as facility initiatives to support increasing uptake of these interventions. Prevention and management of common childhood illnesses at the community level through the Government of Kenya's community health strategy and other community level structures, aimed at attaining universal coverage of cost-effective maternal and child survival interventions. CARE will work with Government, communities, partners and stakeholders for increased access of MNCH services, enhanced capacity of health facilities and health workers, outreach services, immunization, focused antenatal care, prenatal and postnatal services. CARE will also focus on promoting integrated approaches to behaviour change at the community level for MNCH including active men engagement, promotion of infant and young child feeding practices as well as advocacy and support to appropriate MNCH policies.

Sexual Reproductive Health (SRH)

CARE in partnership with communities, the Government of Kenya, private sector and other stakeholders, will advocate against retrogressive cultural and religious practices that undermine SRH – including female genital mutilation (FGM) and early marriages, blind generational change of harmful socio-cultural practices through social change and advocate for implementation of comprehensive SRH policies. CARE also intends to contribute to increased access to RH services and enhanced awareness thus addressing the four delays to skilled maternity care. These will include development of relevant evidence based behaviour change methodologies for communities and social analysis and action strategies.

HIV, AIDS and Tuberculosis

CARE will work with communities, civil society organizations, the private sector and the Government of Kenya to reduce new HIV and TB infections, enhance care, treatment and support to the infected and affected persons with respect, acceptance and protection; whilst promoting HIV – TB integration. Further, CARE will focus on reducing socio-economic impacts of HIV and AIDS at household and community level including among orphans, vulnerable children, women and girls while reducing stigma and discrimination and enhancing partnership and advocacy to address underlying causes for HIV, TB and malaria. Capacity building and systems strengthening remains a key area of focus for health service

providers, community level organizations as well as communities. CARE will also work with various stakeholders to ensure enhanced prevention, care and treatment of malaria.

Sexual and Gender Based Violence (SGBV)

CARE with the support of other relevant agencies will strive to facilitate implementation of prevention of SGBV policies and community sensitization; to end the silent suffering when such acts have been committed. Secondly, CARE will try to align core interventions to help women and girls who bear the brunt of such acts with basic skills to empower and enable them to access productive assets and health services and rights.

Non- Communicable Diseases

CARE's focus for NCD's prevention, care, support and treatment include advocacy for affordable quality treatment and care, advocacy for increased investment at all levels for NCDs, capacity building of health workers and systems to enhance prevention, screening, treatment and care, enhancing positive behavioural practices as relates NCDs, advocacy for and supporting the formulation of supportive policy framework for NCDs, support to localized research and development as well as advocate at donor level and other corporate institutions to support cancer, diabetes interventions as well as other NCDs.

Humanitarian Assistance and Emergency

CARE Kenya will strengthen relationships with partners in emergency preparedness and planning to increase the speed of the response, increase access and reach, add technical resources, knowledge, and experience, and enhance the relevance and legitimacy of CARE's intervention. In order to enhance the effectiveness of CARE's humanitarian action, and in recognizing that diversity is an asset in the humanitarian community, the sector is committed to building and nurturing effective local partnerships and networks. CARE focuses on food and livelihood security, WASH and prevention of sexual and gender based violence in humanitarian response.

Refugee Assistance Program

CARE is a major implementing partner of UNHCR and WFP in Dadaab refugee camps. We distribute food and non-food items in Ifo, Ifo II and Dagahaley camps. We also run seven primary schools in Dagahaley, as well as implementing a prevention of sexual and gender based violence project. We provide WASH services to refugees in Dagahaley and Ifo camps, and we support the UN, Government and some other partners in maintenance of vehicles.

The RAP program will focus its interventions on water, sanitation and hygiene by enhancing the capacity of the refugees to undertake maintenance of the water supply systems, improving water quality, enhancing awareness on waterborne diseases prevention and engaging in a sustainability pull out strategy in environmental health; education through teachers training and in gender and community development by providing counselling for refugees especially those considering returning to their countries of origin and enhancing male involvement in prevention of SGBV.

Crosscutting themes

Resilience

As part of working in partnership with other countries within the horn of Africa (defined by CARE as Kenya, Ethiopia, Somalia and South Sudan), we have agreed to use a resilience approach to achieving sustainable and long-term improvements in the lives of the poor. For pastoralist communities/areas, this approach is being consolidated into a sub-regional strategic resilience results initiative (SRR). Once completed, the SRR will be a policy framework for programming in arid and semi-arid areas of Kenya. All CARE Kenya's program will be supported to review project interventions through a resilience lens, in order that we maximize the impact of our work. M&E systems will be similarly reviewed to include indicators of resilience in their design.

Gender and Women's Empowerment

CARE Kenya seeks to promote gender equity and diversity in line with CARE's vision and mission. This is a vital component of CARE's work to address the underlying causes of poverty that impinge on behaviour, attitudes, practices and policies. Recognition of these social and institutional differences means that in our programming, we will ensure that we review the causes of poverty for women, men, girls and boys as poverty affects these different groups in different ways. When designing project interventions, we will ensure that we will recognize the different ways that project interventions affect different groups, and we will specifically include activities to enhance gender equity and to increase participation and inclusion of different groups of people.

Rights Based Approaches

The rights based approach (RBA) recognizes the intrinsic link between poverty and human rights at policy and strategy levels and ensures that development efforts address the broad concepts of poverty and poverty reduction. CARE Kenya aims at strengthening the duty bearers to fulfill their obligations and to empower the right holders to invoke their rights. It

also aims at ensuring that all its interventions are conducted in a manner that upholds and preserves the rights of the beneficiaries and all stakeholders.

Strategic Directions

CARE Kenya's goal over the next five years focuses on changing its current operating model to one that places greater emphasis on quality partnership and collaboration with others, and shifts the organizations focus from access and control to fostering more responsiveness in national and local institutions and transformed practices. CARE has adopted four strategic directions that will enable it achieve this goal: partnership, advocacy and policy, knowledge management and learning, and organizational evolution.

Partnership

Partnership is at the heart of CARE International's programming principles and is an essential strategy for achieving CARE's vision for 2020. CARE's aim to tackle the underlying causes of poverty and social injustice requires making transformative changes in society that CARE cannot achieve on its own. It will require mobilizing people and ideas and working together with civil society organizations, government and communities. In order to achieve this kind of change, CARE Kenya expects that a significant proportion of its programme initiatives will be implemented in partnership with others, building on our commitment to work through, build capacity of, and work alongside partners in strategic ways that yield greater impact.

In our efforts to achieve greater impact in the lives of women and girls, CARE Kenya will build alliances and partnerships with those who offer complementary approaches, are able to adopt effective programming approaches on a larger scale, and who have the responsibility to fulfil rights and reduce poverty through policy change and implementation. CARE recognizes that there is great potential to learn from its partners' strategies and approaches to empowering women and girls, and tackling social injustice.

Over the next five years CARE Kenya will seek to strengthen its own capacity, and those of its partners, to partner more effectively, diversify the number and type of partnerships, and learn from its partnership experiences to improve the impact of its programmes. Key to this change will be further review of how we can be a better partner to those we work with.

Advocacy and Policy

CARE intends to contribute to positive policy changes that transform the way the society works and addresses poverty, marginalization and inclusivity in development. As CARE strives to address the underlying causes of poverty and social injustice, it can no longer only deal with the symptoms of poverty but must influence the governmental and institutional policies and practices that perpetuate poverty and social injustice. Achieving change in this area requires changes not only in policy but in the democratic space available for dialogue between governments and civil society, and the social norms and practices that influence the extent to which policies can be implemented. CARE recognizes that poverty and discrimination are influenced by decisions at the household level and by decisions made within community leadership structures, all levels of government, national and international organizations, the media and powerful institutions. Changes in these institutions, along with greater transparency and accountability at all levels, are essential for social transformation.

Knowledge Management and Learning

CARE International in Kenya will establish the culture, systems and processes to create, manage and share organizational knowledge. Over 44 years of working on innovative programmes in Kenya, CARE has actively learned from its experiences and improved its programming. However, this learning and improvement has not been systematic, in large part because we have not had the knowledge management policies, systems and procedures in place to guide staff's efforts to learn and innovate. Instead, knowledge management has tended to be ad hoc and driven primarily by particular monitoring and evaluation needs. This approach limited CARE Kenya's ability to create, share and use knowledge to bring about positive change in the vulnerable communities where we work.

CARE International in Kenya operates in a complex development environment grappling with issues of urban poverty, vulnerability to climate change and the consequences of political and environmental instability. The operating environment is highly competitive and CARE is increasingly being asked to provide more impact with fewer resources. Strengthening the way CARE creates uses and shares knowledge will enable CIK to improve its ability to innovate and increase its competitive advantage. KM systems and procedures are expected to improve productivity, effectiveness and impact throughout the organization and help respond to external pressures and needs. Building a culture of learning and knowledge sharing is also expected to increase employee satisfaction and commitment to the organization.

Organizational Evolution

CARE Kenya will build the requisite skills, capacities, resources, behaviour and leadership to maximize and support impactful programming for women and girls in Kenya. CARE International's Vision 2020 calls on CARE to achieve greater impact by working programmatically with and through others, by advocating for key policy changes and by working to shift behaviours that act as barriers to transformational change. And at the same time, CI is striving to lighten its footprint so that it can remain flexible and competitive. In order to meet this challenge, CARE Kenya will need to develop a new set of skills and improved ways of working that support a better balance between its current focus on compliance and a more strategic focus on building knowledge and practices that promote innovation and greater impact, and make the local to global connections that influence global decisions.

As CARE Kenya shifts its strategic emphasis to mobilizing people and ideas, it recognizes that its staffs are its most important asset. Early and sustained investment in staff is required to develop the new skills and behaviours they will need to act as advocates, conveners and facilitators, action researchers, networkers, alliance builders, and recognizers of local talent.¹

Over the next five years CARE Kenya will shift the organizational culture to promote performance and learning, and put in place the organizational structure and processes best suited to enhance CARE Kenya's efficiency and effectiveness in maximizing impact on women and girls.

Impact Measurement, Monitoring, Evaluation and Research

CARE Kenya is embarking on a process of developing an organisational M&E system as a response to the weaknesses in the current M&E system. The organizational M&E system is intended to support impact measurement initiatives, strengthen monitoring and evaluation at the different levels, co-ordinate monitoring, evaluation, research, learning and capacity strengthening initiatives with a view of improving the quality of programming. The development of the organizational M&E system will be done through an established technical working group with oversight from the senior management team and support from the program teams. This process will be conducted parallel with the development of comprehensive programs by program teams as indicated above. These program documents will serve as a basis for impact measurement, monitoring and evaluation by clearly

¹ CI2020

articulating program specific theories of change, development for relevant indicators and M&E initiatives as well as mobilising resource to support M&E initiatives. The country office will support the development of annual operational plans as constituents of the LRSP and subject these to performance measurement both for accountability and learning. Research initiatives will be undertaken to inform future programming, support evidence-based advocacy and design innovative interventions. Partnerships and collaboration with relevant organisations, government agencies and institutions of higher learning for research will be sought out. Inter-linkages will be created with knowledge management and accountability mechanisms so as to develop a coherent, holistic system and capacities for enhancing impact measurement.