



UNDUGU SOCIETY OF KENYA STRATEGIC PLAN (2023 - 2027)

Demonstrating responsiveness, strengthening presence
and deepening impact.



UNDUGU SOCIETY OF KENYA (USK)

STRATEGIC PLAN

2023 - 2027

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List of Abbreviations and Acronyms

BoD	Board of Directors
BoT	Board of Trustees
CDI	Community Development Initiatives
CF	Commonwealth Foundation
FCG	Friend Circle Germany
FFEC	Family for Every Child
FSI	Fragile States Index
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IGA	Income Generating Activity
KIPRA	Kenya Institute for Public Policy Research and Analysis
KPI	Key Performance Indicator
KPOS	Kitengela Place of Safety
PMERL	Planning, Monitoring, Evaluation, Reporting, and Learning
SDG	Sustainable Development Goal
SFRTF	Street Families Rehabilitation Trust Fund
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
USK	Undugu Society of Kenya
VSLA	Village Savings and Loan Association
WSH	WeSeeHope

Foreword



As a pioneer organisation facilitating rescue, rehabilitation, and reintegration of street-connected communities for over four decades, the Undugu Society of Kenya (USK) is primed to promote and protect the rights, interests, and needs of the most vulnerable in society. Challenges faced and experienced by street-connected communities are human rights shortfalls expressed as justice claims, which need to be fulfilled, because the Bill of Rights in the Kenyan Constitution offers all safeguards for people's rights.

The rapidly shifting development world and the operational environment in which USK operates point to the urgency of reengineering the organisational culture and style of service delivery to respond and remain relevant in a highly competitive civil society space. The expanding street connectedness and

homelessness in cities and urban environs beyond Nairobi, Kisumu, Mombasa, Eldoret, and Nakuru are recognised. At the same time, the phenomena are gaining traction due to socioeconomic challenges. We are aware of the efforts made by successive governments to scale down and eliminate street connectedness. We are also aware of the shortfalls such interventions have had. The explosion of street communities in the past decade, demonstrated by an estimated 46,639 street persons in the country as of 2018 (GOK, 2018) is one of the most traumatic demonstrations of a slowly decaying and rapidly collapsing society where dysfunctional families quickly become the norm.

The 2023-2027 Strategic Plan analyses USK's internal and external environment, identifies where USK needs to go, and provides direction



The strategy aims to develop USK's capacity to identify and exploit opportunities while effectively mitigating risk.

for its growth and development to reduce street connectedness in the country. The strategy aims to develop USK's capacity to identify and exploit opportunities while effectively mitigating risk. By leading the development of this strategic plan, the Board of Directors and the Board of Trustees underscore the importance of a reenergised USK into an actor seen as credible and legitimate by all its stakeholders.

In recognition of the challenging task of ending homelessness, this strategic plan emphasises the sustainability of USK through capacity development for individuals and communities, organisational impact, advocacy for sector

reforms coupled with people learning, and leadership. These four themes give us the framework to remain vibrant and innovative while demonstrating the courage to venture into new grounds or areas as a sector leader.

Francis Kiilu

Francis Kiilu

Chairperson, Board of Directors

Acknowledgments



This five-year strategic roadmap results from the enduring commitment, optimism, and belief amongst the USK fraternity to address the dire situation of homelessness in Kenya. Many people were instrumental in the development and finalisation of this strategic plan.

We first acknowledge the Chairman of the Board of Directors, Mr. Francis Kiilu, for leading his colleagues in USK's governance organs to prioritise the development of a realistic and forward-looking strategic plan to guide USK for the next five years. The story of the strategic plan benefitted from the immense organisational knowledge, experience, and expertise of the members of USK's Board of Directors: Dr. Pauline Kamau, Dr. Joseph Yuaya, Stephen Kang'ethe, Mrs. Carren Ogoti, Fr.

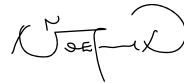
Innocent Maganya, and Mr. Francis Aywa. The strategic plan benefitted from the institutional memory and introspection by USK's Trustees, Mr. Lennard Membo (Patron), Dr. (Rev) Zachary Wanjohi, Hon. Amos Wako, Justice (Rtd.) Effie Owuor, and Ms. Wambui Njuguna.

For the inner workings of USK and the technical content, we appreciate the active contributions of USK's secretariat. In particular, we acknowledge the contribution of Job Mwaura, Caroline Njuguna, Dan Oniare, Ann Mburu, Racheal Bitengo, Patrick Mbere, Linet Olando, Irene Okon'go, Lorine Akoth, Alloys Odhoch, Roy Mwai, Joseph Nandwa, John Odhiambo, Grace Moraa, Melphin Nyaboke, and Austine Okuku. The review of USK's performance on its previous plan, facilitation of the planning meetings, and drafting of the strategic plan was

led by Act for Change Consulting under Ms. Stellamaris Mulaeh, to whom we also owe a debt of gratitude.

Special thanks go to the Taksvarkki (Finland) programme team, who provide part of the financial support to enable the development of this strategic plan. We celebrate the rest of our development partners, especially WeSeeHope (WSH), Community Development Initiatives (CDI), Commonwealth Foundation (CF), Friend Circle Germany (FCG), Family for Every Child (FFEC), and a representative of the now defunct Friends Circle Netherlands, Dr. Martien Jacobs, for their strong belief in the values of USK's founder, Fr. Arnold Grol, and steadfastly supporting USK.

Since we cannot thank each person individually, we pass our gratitude to all those who found time within their busy schedules to offer wisdom to this strategic plan development process in diverse ways. We are pleased to note that every person's presence demonstrated a strong desire to support USK to surmount its past and present challenges to thrive in the future. I am pleased to invite USK's entire stakeholder array to join us in our journey to a brave new future.



Eric Odongo Mukoya
Executive Director



Background and Introduction

Undugu Society of Kenya (USK) is a not-for-profit organisation founded in 1973 by the Late Father Arnold Grol, a Dutch priest who lived and worked in Kenya till his demise in 1997. Fr. Grol founded USK in response to the increasing number of children living and working on the streets of Nairobi. Since then, USK has been implementing curative and preventive interventions to address the multifaceted challenges faced by street children, youth, and communities on the margins of society in Kenya. Almost daily, these individuals and communities must confront numerous challenges ranging from abject poverty to various forms of deprivation. The most significant challenge is access to necessities such as food, shelter, clothing, education, and healthcare.

Addressing vulnerability is at the core of USK's efforts since it constantly interacts with exploited individuals. As such, USK adopts an integrated community development approach with interventions targeting children, youth, women, and vulnerable families. In addition to

rescue, rehabilitation, and reintegration work, USK undertakes interventions to ensure access to justice for all the groups it works with, for and alongside.

Efficiency, impact, and sustainability are at the core of the principles that guide the operations of USK. This has seen the organisation test and continuously build creative approaches. Examples include the street children association model, which allows innovative rehabilitation to reach more vulnerable children than the institutional model. USK also adopts tailor-made initiatives designed to contribute towards the holistic empowerment of children, youth, and families to sustainably protect their dignity and promote the well-being of the vulnerable. This strategic plan was developed with the core idea of refocusing the USK work after 5 years of the last strategic period to build a vibrant organisation dedicated to building a society that upholds justice and dignity of vulnerable children, youth, and families.

Confronting our Core Challenge



“Statistics on the state of homelessness in Kenya are scanty due to stakeholders’ failure (for many years) to give it the attention it deserves.”

Homelessness or houselessness – also known as a state of being unhoused or unsheltered – is defined by a lack of stable, safe, and functional housing. The United Nations (UN) provides the following continuum of homelessness in the developing world or Global South (The state of homelessness in developing countries, presented to the United Nations office in Nairobi, by Dr. Suzanne Speak in 2019):

1. **‘Rough sleeping’**, - literally lying down on the street, under a bridge, or in a public place to sleep at night - temporary, seasonal short or long term.
2. **Pavement dwelling**, whereby a regular ‘pitch’ is used over a long time and some very

rudimentary shelter of card, cloth, or plastic is erected – short to medium term.

3. **Squatting** in the same derelict building regularly – short to medium term.
4. **Living in abjectly poor**, often dangerous, dwelling (inc. boats and other floating platforms), without security or services and which fails all tests of adequacy – long term or permanent.
5. **Living in refugee camps** without the foreseeable possibility of returning home -long-term or permanent.

According to the United Nations (UN) Special Rapporteur on the Right to Adequate Housing



300,000

Estimated number of children that had been rendered homeless between 2019 and 2021



250

Number of organisations in Kenya that work to combat homelessness



46,639

Street persons lived on the streets nationally in 2018 (SFRTF, 2018)



37.5%

Kenyans risked being homeless or returning to their former rural dimension in 2021



25,000

The number of children and youths reached by USK through quality-tailored programmes addressing individual needs.



USK's history of working with at-risk children and youth has demonstrated several successes in interventions to meet the needs of homeless people and those threatened by homelessness.



(Special Rapporteur on the right to adequate housing Report to the United Nations, 2019),

“Homelessness is a profound assault on dignity, social inclusion, and the right to life. It is a prima facie violation of the right to housing. It violates many other human rights besides the right to life, including non-discrimination, health, water and sanitation, security of the person, and freedom from cruel, degrading, and inhuman treatment.” Statistics on the state of homelessness in Kenya are scanty due to stakeholders’ failure (for many years) to give it the attention it deserves. Global comparisons are also not accessible due to the inability of governments to collect linear panel data: while one country may provide 2020 statistics, another may only offer 2014 statistics, making comparisons between countries difficult (See <https://www.greaterchange.co.uk/>, 2022). With an estimated 250 organisations in Kenya that work to combat homelessness, the problem festers, and recent research shows that it is growing – exacerbated by various factors. The Human Rights Pulse estimated that over 300,000 children had been rendered homeless between 2019 and 2021, with about 600 missing.

The Street Families Rehabilitation Trust Fund (SFRTF) census reported that 46,639 street persons lived on the streets nationally in 2018 (The 2018 Street Families Rehabilitation Trust Fund Annual Report). According to a 2021 report of the Kenya Institute for Public Policy Research and Analysis (KIPRA), before the coronavirus disease 2019 (COVID-19) pandemic, only 6.6%

of Kenyans risked being homeless or returning to their former rural dimension, by the end of 2021, the percentage had risen to 37.5%.

USK’s history of working with at-risk children and youth has demonstrated several successes in interventions to meet the needs of homeless people and those threatened by homelessness. The organisation has reached an estimated 15,000 children and 10,000 youth besides vulnerable families through quality-tailored programmes addressing individual needs. Despite these achievements, given the ongoing impact of climate change, war/civil unrest, and global economic uncertainty, homelessness will likely increase. With it, the number of children and youth living and working in the streets will increase. Consequently, USK must boost its efforts and challenge itself to address a growing problem.

The challenge that USK must confront from now on is bolstering its commitment and capacity to contribute more effectively to ending homelessness in Kenya. Consultations with many stakeholders revealed the need for USK to be a leader in protecting and empowering vulnerable children and young people. Ending homelessness will require shifting from historical investments to cope with homelessness to tangible, bold, and concerted action to address its root causes. This strategic plan is USK’s first indication of the commitment to walk in this new direction.

The Internal Environment



USK has been working to improve the rights and welfare of an estimated 15,000 and 10,000 street-connected children and youth, respectively, for the past forty-seven years. Despite the many challenges, between 2017-2021, USK internally demonstrated a growth trend that affirmed the organisation as a pacesetter and leader in promoting the rights of children and youth. USK is structured to remain competitive by effectively and prudently managing the organisational overall risk and resources.

Strengths: USK has a rich history and remarkable reputation for protecting and promoting the rights, interests, and needs of street-connected communities, particularly youth, and children. This continues to serve as the foundation upon which rescue, rehabilitation, and reintegration interventions are based. Over time, despite

challenges, USK has built trust and a portfolio of development partners who believe in and promote the course of improving the lives of street-connected families, youth, and children, besides expanding the support base in their circles. This is supported by a strong foundation of organisational assets, where rental income

is generated, besides some investments in farming, which, on anticipation, continue to provide food and revenues for part education and other basic needs of children at the Kitengela Place of Safety (KPOS).

Weaknesses: Financial prudence and integrity are important for an institution with two distinct revenue streams. There is a need to upgrade the financial management system presently serving the organisation, which should stop instances of misuse of financial resource(s). Escalating programmatic interventions is central to the ambitions framed in this strategy. Innovativeness and grassroots responsive projects will continue to guide the competencies that the organisation seeks. This, alongside improving other welfare and remuneration issues, should, in part, lead to reduced staff turnover. USK desires to observe, respect, and execute its obligations in grants and partnership management in a way that diminishes mistrust. Attention will be paid to documentation, reporting, timely communication, information fielding, and feeding.

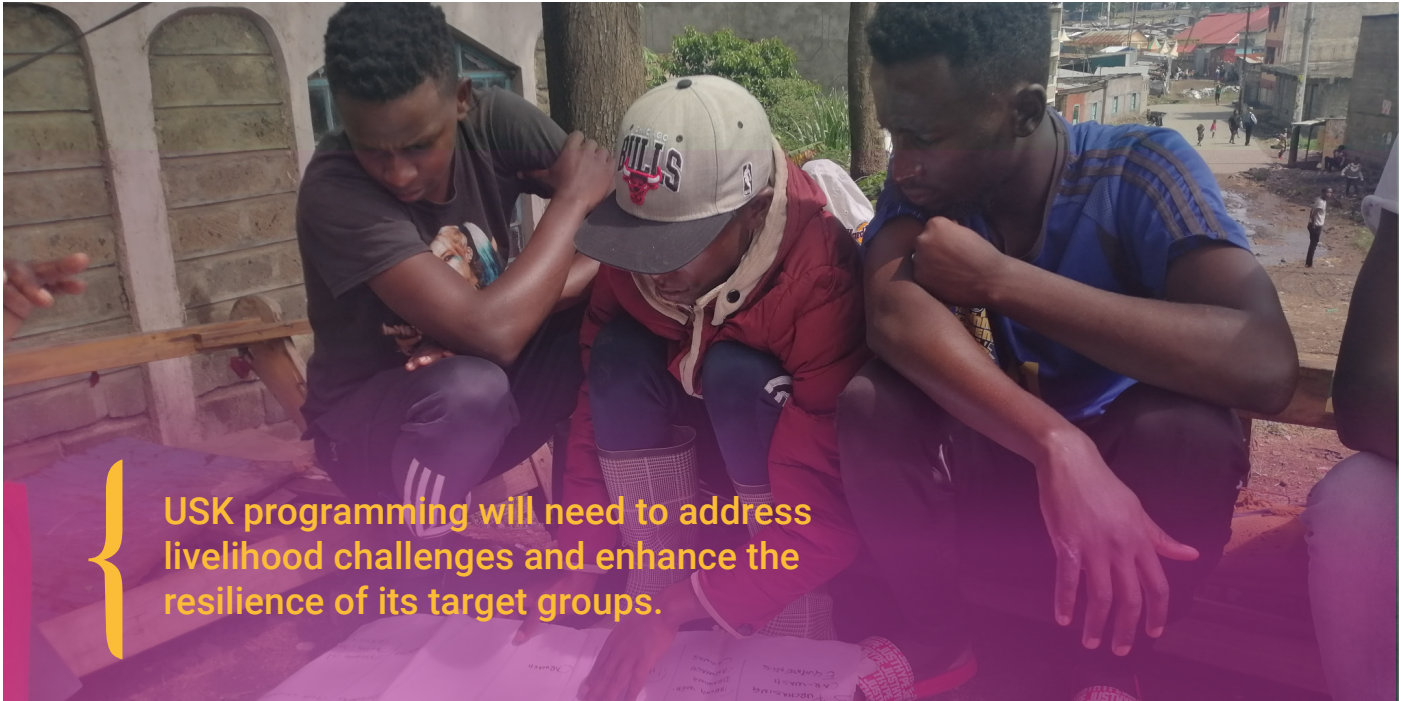
Opportunities: Sound corporate governance culture is foundational and strategic in creating the right vibes in donors' and stakeholders' circles. Besides promoting the character and image of the institution, it offers room, tools, and processes for the supervision of the secretariat. As a nonprofit entity, we are fundamentally

poised for sustainable program work since the optimum utilisation of assets and realisation of revenues gives us a head start on accessing unrestricted financial resources. We endeavour to increase our grant-making from fifteen million to about a hundred million annually. In ring-fencing the capacities and areas of growth and development, we will review and update our policies to capture all concerns and to match market practices in our organisational manuals and procedures. We will seek to acquire more assets and improve resource mobilisation and fundraising strategies, significantly optimising the willingness of individual and institutional supporters to establish and maintain long-term relationships.

Threats: We work in a sector where experience and skills for engaging with hard-to-reach communities play a more critical role than academic qualifications, though necessary. We constantly face the threat of losing some of the best staff to competing organisations owing to better terms. A change in government usually results in a shift in policy and the legal landscape, which makes the operational environment fluid and unpredictable, which may, at times, pose a direct threat to the organisation's operations. A clear risk mitigation map should be developed to reduce vulnerability shocks and allow for adequate adjustment to mitigate the related impact.

Strengths	Weaknesses
<ul style="list-style-type: none"> - Good property and assets portfolio - Strong brand and philosophy - The willingness to learn on best ways to reduce street connectedness among vulnerable groups - Governance organs that are responding to the changing corporate dynamics in the market. - Strong donor and partner relations 	<ul style="list-style-type: none"> - Servicing of long-term financial liabilities - Low visibility - Passive stakeholders' engagement and communication - High staff turnover
Opportunities	Threats
<ul style="list-style-type: none"> - A growing pool of alumni setting the ground for a give-back scheme - Opportunities presented for expansion by the current donor relationships. - Innovative clean energy and other initiatives to cut the cost of power - Commercialisation of the farm in Kitengela Place of Safety - Building on the properties and assets in Nairobi and Kisumu for sustainability 	<ul style="list-style-type: none"> - Unfavourable shifts in government policies (e.g. taxation) - Likely occurrence of natural and artificial calamities that may interrupt service delivery (e.g. pandemics) - Competition over the shrinking donor resources - Proliferation of organisations implementing the association model - Reduced donor confidence

Analysis of the External Environment



USK programming will need to address livelihood challenges and enhance the resilience of its target groups.

Political Context

Kenya's political context is fluid and complex. Although the country has so far avoided the complete breakdown of law and order that is evident in the region, it is still fragile: it has been in a state of "warning" for several years on the Fragile States Index (FSI) compiled by the Fund for Peace and had a score of 88.2 in the 2022 FSI. Its winner-take-all politics, clientelist culture, tensions at election time, and grinding poverty are the critical drivers

for state fragility. Public sector corruption remains high, with the country scoring 30/100 in the 2021 Corruption Perceptions Index compiled by Transparency International. Political processes heavily influence how policy is developed and implemented, thus affecting service delivery processes, with those on the margins of society bearing the brunt of policy failures. With decision-making usually favoring formal service delivery systems, the vulnerable are disadvantaged. Left unattended, this may be the driver for future instability. To succeed,



The breakdown of traditional social structures and a more individualistic perception has played a part in escalating the youth's various challenges, resulting in mental health and drug and substance abuse.



USK will need to design “politically smart” interventions, taking advantage of opportunities presented by the current focus on those at the bottom of society, identifying entry points for accelerating positive policy interventions, and working around blockages to pro-poor public investments.

Economic Context

Continued economic progression has seen Kenya's Gross Domestic Product (GDP) grow into the seventh largest in Sub-Saharan Africa with a nominal GDP of US\$114.858 (International Monetary Fund, Kenya Country Report of 2022). Projections by the World Bank further indicated that continued expansion of the GDP would oversee a decline in the poverty rate to 33.4% by the end of 2022 compared to the 34.4% recorded in 2019 (The World Bank Report on Kenya's Economy in 2022). A thriving private sector and a skilled human capital base characterise the economy. Despite the promises of an expanding economy and job market, high inequalities mean that the marginalised do not feel this growth, and youth unemployment remains high, deepening vulnerabilities. USK must position itself strategically to support expanding opportunities, especially for young people.

USK programming will need to address livelihood challenges and enhance the resilience of its target groups. A combination of factors, including the COVID-19 pandemic, the war in Ukraine, and world's reaction to the devastating earthquake in Syria and Turkey, has exposed the Kenyan economy to more economic shocks. This has led to a surge in the cost of living, with the cost of essential commodities, including food prices, drastically rising, reducing the purchasing power for families.



US\$114.858

Kenya's Gross Domestic Product (GDP) growth being the seventh largest in Sub-Saharan Africa

Socio-cultural Context

SFRTF data indicate that an increase in the number of children living in the streets of Kenyan Urban centers is one of the notable outcomes of urbanisation (The 2018 Street Families Rehabilitation Trust Fund Annual Report). It is also noted that despite the various interventions to counter this trend, the push and pull factors driving the growth in the number of families living on the streets are challenging. They include weakening the family unit, gender-based violence, unemployment, an economy less responsive to vulnerability, drug abuse, teenage pregnancies, and peer pressure. Focusing on the root causes using a multi-sectoral approach is important to contain this trend.

The breakdown of traditional social structures and a more individualistic perception has played a part in escalating the youth's various challenges, resulting in mental health and

drug and substance abuse. Fortunately, there is a changing attitude toward mental health and parenting. The Kenya Mental Health Policy 2015-2030 has proposed interventions for securing mental health system reforms, including its integration into the general health system. Stakeholders are also more aware of the parenting gaps ailing our society. Despite ongoing efforts by both state and nonstate actors to mitigate some of the contributing factors, more needs to be done if the well-being of current and future generations is to be protected.

Technological Change

Technology has been rapidly evolving each day changing how people connect, access information, and work. Through various initiatives, such as the Ajira Digital programme, the government of Kenya has been working with multiple stakeholders to build the capacity of young people to tap into opportunities in the digital space. The importance of technology in both social life and the world of work was further amplified by the COVID-19 pandemic, which triggered a surge in the utilisation of modern communication technology. Information and communication technology (ICT) promises to continually grow and provide even more livelihood and learning opportunities that USK can tap into to empower the vulnerable.

On the downside, some technology upgrades could pose risks for USK. The ever-growing



46%

Children between the ages of 18-24 had faced at least one type of physical, sexual, or emotional violence in 2019. (UNICEF)



32.2% & 34.3%

of boys and girls respectively between 13-17 had faced emotional violence. (UNICEF)



47.3% & 50.5%

of boys and girls respectively thought spousal abuse was acceptable.

threat of cybercrime as banking and organisational knowledge gets digitised also calls for prioritising cyber security. The danger of abuse of ICT leading to addiction, disinformation, and exposure to the risk of harm and cyber-bullying is real. USK should work closely with relevant stakeholders to protect those living on the margins and those working with the organisation to deliver critical services.

Ecological/Environmental Trends

The Constitution of Kenya enshrines the right to a clean and secure environment and environmental justice. The vulnerable families and communities who are the constituents of USK's core mandate are the population most devastated by a lack of access to a clean, safe, and healthy environment. This exposes them to disparate health risks exacerbated by limited access to quality healthcare. USK has a mandate to actively advocate for environmental

stewardship and to act towards protecting those living on the margins from environment-related harm. Climate change and its effects have further worsened this outlook, threatening a vicious cycle of "rough living" across generations. Development and humanitarian action are not ecologically neutral as they tend to contribute in one way or the other to environmental degradation. Ecologically, USK should have a significant footprint.

Legal Context

Existing data reveal that children and youth in Kenya are prone to abuse. The Violence Against Children Survey' conducted by the United Nations International Children's Emergency Fund (UNICEF) in 2019 'revealed that 46% of the respondents between the ages of 18-24 had faced at least one type of physical, sexual,

or emotional violence. The survey also revealed that 32.2% of boys and 34.3% of girls between 13-17 had faced emotional violence. Even more worrying was the finding that 47.3% of boys and 50.5% of girls thought spousal abuse was acceptable. These statistics reinforce the need for intentional efforts to support social change and protect the vulnerable.

Kenya has regulatory frameworks for protecting children's rights and youth development. The government enacted the Sexual Offences Act of 2006, the Basic Education Act of 2013, and the Children's Act of 2022, among other laws protecting children. It has also promulgated the National Guidelines for Charitable Children's Institutions and the National Guidelines for

Alternative Family Care of Children in Kenya. The country is also a signatory to the United Nations Convention on the Rights of the Child and the Optional Protocol on Involvement of Children in Armed Conflict. These laws, policies, and guidelines are designed to protect children from abuse and mainstream sustainable ways of addressing the concerns of vulnerable children. Unfortunately, the effectiveness is affected by poor compliance, enforcement, and inadequate resources by the government to fund institutions to oversee implementation and adherence. USK should operate within legal and policy structures supporting the rights of vulnerable children, youth, and families and challenge those that do not.



The government has also promulgated the National Guidelines for Charitable Children's Institutions and the National Guidelines for Alternative Family Care of Children in Kenya.

Stakeholders' Analysis



Due to the high presence of intersecting violations, we are constantly working to reduce inequalities and inequities faced and experienced by street-connected communities.

Revamping the presence, image, products, services, and position of USK as a premier institution addressing the plight of street-connected communities demands that we have partners with technical and financial resources to support our course. It is deliberate of us to identify, form, and nurture relationships that open the organisation to more opportunities and platforms of peer-to-peer reviews. USK will significantly pursue specific legal, policy, and practice reforms. In this context, engage with institutions and community groups

who operate the policy-influencing space to facilitate regulation and legal reforms. We will work with stakeholders who, at the very least, ease the burden of rescue, rehabilitation, and reintegration of street youth, children, and families, including the provision of alternatives thereof. Our hard-to-reach communities constantly need representation and protection, which calls for a robust referral system in which socioeconomic interventions can be facilitated more effectively.

Due to the high presence of intersecting violations, we are constantly working to reduce inequalities and inequities faced and experienced by street-connected communities. In this regard, we plan to continually optimise several stakeholders' strengths. In the downstream, we are looking at community-based organisations and other nonprofit institutions besides youth associations to help us mobilise and set contacts with vulnerable youth and children living and working in some of the most challenging, undefined, and untraditional informal settlements. Some downstream partners will be points for mentorship, accompaniment (solidarity), and coaching to influence community behaviour change and provide pathways through which legal and justice claims can be channeled and handled. We will selectively work with upstream partners such as line ministries, the Department of Justice, and county governments to attract support and improve service and justice opportunities for the street-connected communities. We anticipate partnerships with upstream high-influence institutions will hasten the journey to defeat hopelessness, helplessness, and homelessness.

In managing sources of our revenues and building our brand, we seek to partner with stakeholders who can promote our business models, articulate our cause, and interface the grant-making to businesses for charity. This discourse demands that we constantly improve



We anticipate that partnerships with upstream high-influence institutions will hasten the journey to defeat hopelessness, helplessness, and homelessness.



the value of our assets and integrate the best practices in the nonprofit and profit-making worlds, which allows us to have partners from whom we can benchmark both in terms of designing products and improving management and engagement tools. Closer to this is our ability to have a corporate governance culture wired to scale up performance and leverage good relationships with development partners to access and retain optimum competencies, systems, knowledge, markets (clients), and brand. This strategic map of stakeholders is a roadmap on how our partnerships, networking, and alliance building will increase relevance, presence, and leadership in a sector where organisations have remained tokenistic.

Table 1: Key Issues Summary

Stakeholder	Area of collaboration	Stakeholder expectations	Strategic action
Core constituents, e.g., the youth, children, and families	<ul style="list-style-type: none"> • Experience sharing • Design and implementation of interventions • Driving community behavioral change • Building or strengthening of grassroots structures 	<ul style="list-style-type: none"> • Quality interventions • Sustainable change, e.g., social and economic empowerment • Active engagement • Transparency and accountability 	<ul style="list-style-type: none"> • Improve the quality of interventions. • Effective communication • Participatory programming
Members of staff	<ul style="list-style-type: none"> • Programme development and implementation 	<ul style="list-style-type: none"> • Capacity building opportunities • Conducive working environment • Career progression 	<ul style="list-style-type: none"> • Resource mobilisation • Create learning opportunities • Harmonisation and implementation of HR policies
Board of Directors (BoD), Board of Trustees (BoT)	<ul style="list-style-type: none"> • Oversight of the organisation and formulation of policies • Institutional strengthening 	<ul style="list-style-type: none"> • Accurate and timely reporting and information sharing • Accountability • Growth of Programme portfolio 	<ul style="list-style-type: none"> • Close follow-up of the status of the organisation • Close collaboration among boards and with the management and staff members • Targeted training on governance

Donors	<ul style="list-style-type: none"> • Funding • Capacity development 	<ul style="list-style-type: none"> • Prudent management of funds (transparency and accountability) • Compliance with the grant agreement, including timely and accurate reporting • Demonstration of results 	<ul style="list-style-type: none"> • Enhance monitoring, evaluation, reporting, and learning • Enhance stewardship • Nurture relationships with donors
Tenants	<ul style="list-style-type: none"> • Rental of space 	<ul style="list-style-type: none"> • Quality service provision 	<ul style="list-style-type: none"> • Proper property management
Suppliers	<ul style="list-style-type: none"> • Supply of services and goods 	<ul style="list-style-type: none"> • Timely payment for services and goods delivery 	<ul style="list-style-type: none"> • Efficient procurement management
Local authorities	<ul style="list-style-type: none"> • Community mobilisation • Provision of security and maintenance of security • Knowledge and information sharing 	<ul style="list-style-type: none"> • Observance of the law • Achievement of positive change in the communities 	<ul style="list-style-type: none"> • Information Sharing • Build working relationship

<p>State actors, e.g., the Children's Department, Court Users Committees</p>	<ul style="list-style-type: none"> • Knowledge and information sharing • Registration and licensing • Advocacy and policy development (reform) 	<ul style="list-style-type: none"> • Compliance with the law and guidelines • Aid in policy development • Support with resources 	<ul style="list-style-type: none"> • Joint research and advocacy for reforms • Design of complementary activities • Compliance with set laws • Collaboration to streamline rescue and referral systems
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Institutional Philosophy



USK's strategic focus is on its vision, mission, and core values. The vision statement defines the future that USK aspires to create. USK's board members, management, staff, and key stakeholders are expected to share its vision and connect with its ideals. The core values form a foundation for USK to manage its operations, programming, and stakeholder relationships.



Vision

A society that upholds justice and dignity of vulnerable children, youth, and families.



Values

Justice: We will work for the creation, protection, and sustenance of safe spaces, cities, and communities, as the epitome of our work.

Solidarity: We will actively promote a sense of belonging and journey with the children and communities we serve.

Integrity: We will be fair and transparent in all our dealings and use USK's resources for the greater good of its stakeholders.

Courage of Conviction: We will champion what we believe to be right and speak truth to power in pursuing our goals.



Mission

To promote the care and formation of vulnerable children and youth, and the resilience of families, through socioeconomic interventions, capacity development, advocacy, and human rights protection.

Strategic Priorities and Initiatives



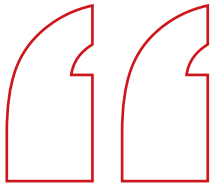
USK will undertake preventive interventions focusing on tackling family and societal factors that lead to the influx of children and youth living on the streets.

As an organisation focused on ensuring synergy creates efficiency and enhances the impact, USK is well aligned with global and national goals towards achieving a prosperous, inclusive, and sustainable society for all, especially the most vulnerable. As such, USK's 2023-2027 strategies are aligned with the Bill of Rights as provided for under Article 43 of the Kenyan Constitution, 2010. The strategies are also aligned to Sustainable Development Goals (SDGs), with a specific focus on SDG1 (no poverty), SDG2 (zero hunger), SDG3 (good health and well-being), SDG4 (quality education), SDG 10 (reduced inequalities), 11 (safe cities and communities) and SDG 16 (Peace, justice, and strong institutions).

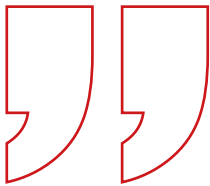
Over the next five years, USK aims to enhance its capacity to address homelessness and its effects at a much larger scale than before through four strategies:

- Capacity development for individuals and communities
- Advocacy for sector reforms
- Organisational impact and sustainability
- Learning, adaptability and leadership

USK will undertake preventive interventions focusing on tackling family and societal factors that lead to the influx of children and youth living on the streets. USK's wealth of experience in the sector has shown that sustainable lifesaving



USK will work with various stakeholders to build their capacity to deliver impactful interventions, including providing psychosocial support, protection, parenting training, and actions against drug and substance abuse.



interventions are only possible if intentional and targeted capacity-building of individuals, families, and communities happen. USK will work with various stakeholders to build their capacity to deliver impactful interventions, including providing psychosocial support, protection, parenting training, and actions against drug and substance abuse.

To enhance impact, USK will seek to achieve systemic change through targeted advocacy for sector reforms. USK will work with other players to generate demonstrable evidence and knowledge and use this to directly or indirectly influence decision-makers, stakeholders, and relevant audiences to act more decisively toward protecting vulnerable children and youth already living in the streets or at risk of ending up in the streets. It will continually learn and adopt innovative and proven models in advocacy, including the rights-based approach. Advocacy and influencing will be mainstreamed across USK's operations and programming.

Delivery of impactful social interventions is increasingly becoming challenging and more demanding in a highly dynamic world. The ability to adequately identify the root causes of the surge in street-connected children and youth and design and implement innovative interventions to deliver sustainable results needs an organisation that is strategically positioned. USK will adopt a holistic approach to organisational impact and sustainability with a particular focus on enhancing resource mobilisation, financial sustainability, corporate governance, accountability and transparency, partnerships, and the capacity of human resources.

The strategic priorities will be operationalised and achieved through the four perspectives of its Balanced Scorecard, described in this section.



The ability to adequately identify the root causes of the surge in street-connected children and youth and design and implement innovative interventions to deliver sustainable results needs an organisation that is strategically positioned.

A. FINANCIAL PERSPECTIVE

To effectively execute its mandate, USK needs to achieve financial status that allows for the delivery of programming and support to operations unimpeded by the shortage of funds. This calls for the optimal utilisation of traditional and non-traditional fundraising approaches for not-for-profit entities. Maintaining financial planning and management that meets international standards and best practices will be a daily practice at USK.

Strategic Objective 1: Enhance the financial health and resilience of USK.

Although USK has sound financial grounding and other fundamentals, it still requires additional strengthening to sustainably withstand operational shocks in its journey toward achieving its mission and vision. To succeed, it will need to rapidly enhance and diversify the source of funds that can be channeled toward the execution of the set mandate. This will give a specific focus on both traditional and innovative approaches to fundraising. The illustrative initiatives to achieve this objective are as follows:

- a) Program development and fundraising
- b) Development of capital assets and financial reserves.

Strategic Objective 2: Maintain a cost-effective organisation.

Undugu Society of Kenya relies on three revenue streams, which contain and require different business models and strategies of operations. These are revenues from rent(s), farming, and grants. There is a need to ensure

that these sources of income are maintained at their optimum resource-generating capacity while protecting them from mismanagement and decisions not based on evidence. Cost effective protection tendencies will include: rescuing, rehabilitating, and reintegrating numbers of children and youth that are within the organisation's capacity to provide quality care and formation; improving the tenancy portfolio that is less on debts and that is commensurate with market prices but with full occupancy; undertaking a relevant market survey to allow market-driven farm investments; and accessing/acquiring and managing grants through fidelity to contractual commitments, in particular seeking for patronage funding or support. Attention to cutting redundant and unnecessary expenditures alongside prioritised and heightened savings will remain crucial to cost-effectiveness. Key initiatives towards the achievement of the strategic objective will be to:

- a) Develop an elaborate risk mitigation framework.
- b) Develop and implement a budgeting approach that captures income and expenses, allocates and recovers costs, and monitors budgets versus actuals.

Strategic Objective 3: Financial management systems and procedures.

An organisation's backbone is partly organised by its ability to safeguard financial resources from imprudence, misappropriation, and abuse. In addition to the power of reducing loopholes to disallow inflows of illicit and unexplained finances, USK will intentionally build systems to safeguard from corruption and fraud. Therefore, we seek to acquire and tailor financial tools, software, and equipment mainstream demand accountability in all organisation sections. In particular, we strive to match our procurement

and financial management practices to internationally accepted standards, besides carrying out due diligence on service providers and human resources. In doing this, we will specifically:

- a) Review, update, and comply with organisational policies to enhance accountability, transparency, and probity.
- b) Acquire and upgrade financial and program management system(s) to entrench integrity in processes and results.



Attention to cutting redundant and unnecessary expenditures alongside prioritised and heightened savings will remain crucial to cost-effectiveness.

B. STAKEHOLDER PERSPECTIVE

It is incumbent upon the Undugu Society of Kenya as an organisation that is forward-looking to serve its clients and remain accountable to internal and external audiences. It is from these stakeholders that USK will obtain its legitimacy, build credibility, and advance processes. Similarly, a positive relationship with stakeholders will form the foundation for channels of visibility, as summed up in Fred Nikols' words;

“Even profit-oriented organisations are usefully viewed as a web of relationships between and among various stakeholder groups. Indeed, an organisation may be defined as a “nexus of contracts.” These “contracts” or relationships are marked by contributions from the various stakeholders in return for inducements provided by the organisation. Over the long haul, the sustained success of an organisation is a function of the extent to which the needs and requirements of its various stakeholders are integrated and balanced without sacrificing anyone to the other. There is, in this arrangement, mutual influence and accountability”.

Importantly, this perspective will provide the foundation upon which all programming and system strengthening will be undertaken. Policy, legal, and practice reforms cut across the programmes and interventions, for which we will ensure strong partnerships with critical thematic and symbiotic stakeholders to facilitate relevant conversations. This will aid in changing the plight facing vulnerable children, youth, families, and communities connected to the street.

Strategic Objective 4: Contribute to durable self-sufficiency for families.

Families' wellness, rights, and needs are central to our work and key to societal development. We are faithful to Article 45 of the Constitution of Kenya, which, alongside the provisions of Article 28, safeguards the rights, inherent dignity, and physical safety of the street-connected communities. We will use preventive and curative approaches to reduce hopelessness, helplessness, and homelessness. Family therapies, inclusive parenting, and building/

strengthening of economic security, besides pushing for an enabling policy environment, will be the strategic approaches to be pursued in the strategic period under study. Consequently, USK intends to undertake the following initiatives;

- a) Support training and technical assistance for target families/individuals within families.
- b) Facilitate access to services and justice for individuals within families within their local environment.

Strategic Objective 5: Strengthen the resilience of vulnerable youth for sustained participation in their development.

The youth bulge is a reality that we contend with. Our connection and engagement with the street youth is both a social and economic development model, which are the hallmark of the Street Youth Association model. We will continue to help them resist and desist from drug abuse and substance use, besides indulging in other risky behaviors through a peer-to-peer rehabilitation process based in the community. This rescue aims to build resilience in character besides the initiative to find entry points for reintegration into a society that is less tolerant of street-connected youth. We recognise the presence of strained education, vocational, and skill-building institutions that cannot match the high demand of the ballooning unemployed youth. In addition to only a few that have responsively tailored their learning models to the needs and challenges unique to street-connected youths, we seek to scale up the Street Youth Association model to increase social cohesion, build partnerships to advance apprentices, and push for policy reforms. USK will also seek to strengthen mutual relationships between right holders (youth) and duty bearers to entrench administrative and legally oriented problem-solving mechanisms to promote service and justice. To achieve this, USK will:

- a) Support the creation and sustenance of street youth associations besides mentoring the existing ones.

- b) Support the equipping of target associations with adequate entrepreneurship, business management, and craft skills.

Strategic Objective 6: Protect and promote the well-being of children at risk.

Vulnerable children's wellbeing is guided by Article 53 of the Constitution, which emphasises the best interest of the child principle, we recognise the alignment of our child protection work with the ambition and spirit of the Children Act of 2022. Our commitment to promoting and protecting vulnerable children's rights, needs, and interests and those living in the margins with no voice is central to this strategic plan. Our mission to rescue and form the children who have found refuge on the streets will partly be governed by revamped and remodeled Community Children Rights Clubs (CCRCs). The remodeling will broadly link the CCRCs to their host community protection agencies, including Paralegal Networks and Justice Social Centres, which will continue protecting children from harm. For maximum realisation of this objective, USK will:

- a) Implement preventive family interventions to reduce vulnerability and propensity to street connectedness.
- b) Increase and upgrade strategies to identify, rescue, rehabilitate and reintegrate children

C. OPERATIONAL EXCELLENCE

We underscore consistent excellent performance and relevance as twin characters for USK to stand out as a responsive organisation. We know that the grant-making market to serve the oppressed continues to experience social, economic, and political disruptions and constrictions due to various local and global power set-ups, leading to highly stiff competition over funding. Our commitment to becoming a powerhouse is motivated by stunted growth and diminutive presence in the sectors we have traded for the past fifty years. We value experiential learning and wear the courage and strategy to innovate, besides being bold to cut out loss-making and credibility-threatening practices. Our framework is aimed at growth and sector leadership, and improvement in the quality of working tools. Besides, we will deepen our use of information technology in all aspects, improve research, and optimise resources in priority areas. We endeavour to grow and lead.

Strategic Objective 7: Sustain critical partnerships to support project implementation and growth.

Symbiosis is a catalyst for our development and growth. The commitment towards rescue, rehabilitation, reintegration, and resilience building amongst street-connected communities, especially the youth, and children, is a large global initiative where every community member gets space to contribute. We understand the importance of relevant partnerships for resource mopping and facilitating an effective referral system. Besides being anchored on the critical understanding of the stakeholder map, our interaction with state and nonstate actors is supported by our ability to identify and mitigate risk. Besides building an infrastructure portfolio responsive to our constituents' justice needs and claims, we will observe relevant statutory obligations. USK will:

- a) Deliberate partnership with relevant state and nonstate agencies and departments/directorates
- b) Accredited institutional approaches, assets, and facilities to necessary and accepted standards
- c) Integrate financial management into all sectors of staff development.

Strategic Objective 8: Develop innovations in programming.

Several factors have revolutionised programming. Development partners are claiming more value for their money, and demonstrable impact, with clear sustainability futures. What previously came through as cross-cutting has been made central in the development work and world. The thin line between partnerships of state and nonstate agencies has been made complementary rather than adversarial, thus creating an environment



To improve the quality and relevance of our programmes, we will seek to strengthen previously used and successful strategies (since they have withstood the test of time) and bring in new approaches to deepen our impact.



of shared achievement. Towards accomplishing innovation in programming, USK will:

- a) Identify and profile areas/sectors and approaches to create programmes with a holistic impact.
- b) Develop learning products.

- c) Inculcate new lenses of analysis (including political economy analysis of target sectors).

Strategic Objective 9: Improve the quality of programmes and services

Social and economic interventions required by the street-connected communities from relevant state agencies, in our estimation are dichotomous as service and justice. We come from a background that focused more on service and invited justice as a referral mechanism. To improve the quality and relevance of our programmes, we will seek to strengthen previously used and successful strategies (since they have withstood the test of time) and bring in new approaches to deepen our impact. As such, USK will bring on board paralegal networks, Justice Advisory Centres (JACs), and Social Justice Centres (SJC), as well as build consortia and integrate contemporary issues of climate change, gender justice and strategies to address how governance impacts select vulnerability issues such as for those People With Disabilities and thus enhancing inclusion. The focus will strive to:

- a) Develop staff capacities in project cycle management.
- b) Adopt relevant technology in knowledge development and management.

D. ORGANISATIONAL CAPACITY DEVELOPMENT

Developing an organisation's capacity is not abstract; it must be based on the right culture, character, and image. USK has created a world of possibilities for street-connected communities, importantly, the belief in defeating homelessness, hopelessness, and helplessness. For almost five decades, many youths, children, women, and families have been saved from the cruelty and vagaries of street life. The organisation is committed to expanding its reach and deepening the achieved impact. This interventionist trajectory will assume a preventive scheme driven by relevant well-trained human resources and effective organisational leadership and governance. In addition, USK will adopt a responsive culture of accessing and utilising technology, which is essential in creating and maintaining a competitive advantage in the sector that addresses inequalities and inequities faced and experienced by street-connected communities.

Strategic Objective 10: Establish a reputation for excellence.

We strive to make USK the organisation of choice for donors and partners, a sector leader, and a strategic policy negotiator for street-connected communities. As has been in the past, this will begin and be driven by a culture of being effective and efficient in everything we do. Indeed, we will consistently improve tools of management and service delivery. We shall subject these systems and delivery mechanisms to evaluation by different standards. USK will also endeavour to develop a quality standard through which sector assessment can be carried out to reveal the level of competitiveness. As a guiding factor, we will commit to staying by the NGO coordination standards as we pursue an equivalent of ISO Certification for nonprofit making institutions in Kenya. The organisation will:

- a) Develop and maintain dynamic/responsive website and social media pages.

- b) Keep a robust framework of issue-specific information/knowledge/resource hub.
- c) Improve human resources, finance, and program design and delivery systems to attract rating.

Strategic Objective 11: Revamp corporate governance.

The Board of Directors is a critical leadership and governance organ that will help the organisation achieve excellence through various goal setting. The Board will: through its various committees, help set the right goals alongside prudence in terms of accountability, which should stand as the mainstream character of USK's work ethics; design and integrate the suitable management structures and leadership at the different organisational levels: help USK stay true to the work plans that emerge from the 2023-2027 strategic plan; in reference to past lessons over time, guide USK in instituting the right

approach for inciting, retaining and escalating good performance; and finally, work with the secretariat to select the right processes, programmes, and technology to accelerate the continuous improvement process. Some of the core initiatives will include:

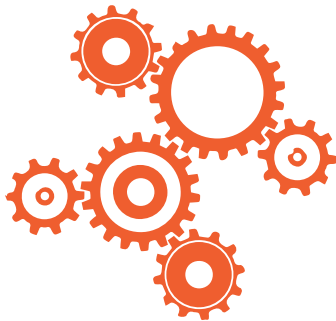
- a) Implementation of Board of Trustees and Board of Directors performance management.
- b) Development and tracking of work performance frameworks.

Strategic Objective 12: Improve the skills and knowledge of staff.

USK staff are the most strategic cog in the service delivery wheel. The work of rescue, rehabilitation, and reintegration, particularly building competencies, skills, and attitudes amongst the rescued, requires well-informed and issue-groomed personnel. Working with women under the Village Savings and Loan Associations (VSLAs), children within Community Children

Rights Clubs and our rescue center in Kitengela, and forming and reintegrating youth through street associations besides tenants and farm customers management calls for relationship-building schemes, alongside justice and service access strategies that are people centred, and dignity fashioned. The internal functionality that must support service delivery requires an administrative framework that is steadfast in transparency and accountability, an effective and elaborate program portfolio, and risk-averse monitoring, evaluation, learning, and adaptation system. Through this strategic plan, we will, amongst others, do the following:

- a) Investment in staff training, mentorship, and coaching.
- b) Development of in-house capacity-building materials.
- c) Implementation of a robust performance management system.



The internal functionality that must support service delivery requires an administrative framework that is steadfast in transparency and accountability.



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Social and economic interventions required by the street-connected communities from relevant state agencies, in our estimation are dichotomous as service and justice.

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Performance Management

Implementation of the Strategy

This strategic plan provides a framework for dedicated focus on desired outcomes within the next five years. The implementation will be done through annual implementation plans developed at the departmental and or programme level through consultations. Departments and programmes will synchronise to ensure synergy in everything done for enhanced efficiency and effectiveness. For successful implementation of the strategic plan, the development process intentionally enhanced ownership through the active involvement of the Board of Directors, Board of Trustees, The Council, USK members of staff, donors, select implementing partners, and select core constituents of USK (children, youth and families). To boost implementation, the following has been put in place:

- The strategic plan has received approval and direct support at the governance level, with a smooth strategy cascading to USK staff members.
- The implementation matrix will be cascaded to every department with deliverables for the departments and individual staff members' performance management objectives.
- A strategic budget will be resourced in line with the strategic plan and yearly work plans.
- A plan to institutionalise Planning, Monitoring, Evaluation, Reporting, and Learning (PMERL) functions has been laid down, which will positively influence the organisation.
- The leadership is live to the fact that the level of implementation will depend on the skill and commitment of the staff members. As such, a commitment has been made to intentionally build human resources capacity and enhance teamwork and motivation.

Table 2: Key performance indicators

Perspective	KPLs	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	Year 4 Milestone	Year 5 Milestone
Financial	1. LUNA months-on hand	3 – 6 months	3 – 6 months	3 – 6 months	3 – 6 months	3 – 6 months
	2. Donor dependency	=<20%	=<20%	=<20%	=<20%	=<20%
	3. Core mission support investment	15% - 25%	15% - 25%	15% - 25%	15% - 25%	15% - 25%
	4. Unqualified audits	100%	100%	100%	100%	100%
Stakeholder	5.# of target families with relevant skills	240	500	800	1,200	2,000
	6.# of reintegrated families	60	150	250	360	500
	7.# of youth with income-generating skills	60	140	240	360	500
	8.# of youth with income	40	90	150	220	300
	9.# of children reintegrated	80	160	240	320	400
Operational Excellence	10. % of projects completed on time, within the scope, and at cost	70%	80%	90%	95%	95%
	11. # of projects scaled up	0	2	4	6	8
	12. # of learning products	3	3	3	3	3
	13. M&E systems quality	OCA score of 25	OCA score of 30	OCA score of 40	OCA score of 45	OCA score of 50.
Operational Capacity	14. # of sector awards	0	1	2	3	3
	15. Performance of Board of Directors	=/> 75% in the BoD Evaluation	=/>80% in BoD Evaluation	=/>85% in BoD Evaluation	=/>90% in BoD Evaluation	=/>95% in BoD Evaluation
	16. Performance of the Board of Trustees	=/>75% in BoT Evaluation	=/>80% in BoT Evaluation	=/>85% in BoT Evaluation	=/>90% in BoT Evaluation	=/>95% in BoT Evaluation
	17. % staff rated above average in annual appraisals	Over 50%	Over 60%	Over 70%	Over 80%	Over 90%



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To improve the quality and relevance of our programmes, we will seek to strengthen previously used and successful strategies (since they have withstood the test of time) and bring in new approaches to deepen our impact.

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Monitoring and Evaluation of Implementation and Performance

Progress monitoring will be institutionalised through tactical weekly departmental meetings, monthly management meetings, and quarterly strategic reviews. The management will also meet quarterly to discuss progress and ratify the consolidated departmental reports for submission to the boards. Annual reviews will be conducted to assess progress in achieving annual targets, followed by joint deliberations on the findings in forms that will bring the boards, management, and representation of staff members. Midway through the implementation (and before the end of the third year), a mid-term review will be conducted to measure results, record lessons learned, and generate recommendations to enhance the impact and sustainability of desired change. At the end of the duration covered by this strategic plan, an end-of-term evaluation will be conducted to generate lessons that can improve subsequent strategic period.

Critical Success Factors and Risks

A strategic plan is as good as its implementation. At USK, every key stakeholder has underlined their commitment to play their respective role in ensuring seamless performance and optimal utilisation of available resources.

Critical Success factors

- i. Teamwork: Teamwork and cohesion determine how successfully the organisation implements the strategic plan. All key stakeholders must trust and support each other as they play their bargain of responsibility. Teamwork will ensure synergy amongst the varied personnel, thus enhancing morale, productivity, and quality delivery of services. Of utmost importance is to ensure all stakeholders freely communicate with each other and supplement each other's gifting and strengths.
- ii. Adequate and requisite human capacity: The right human resources are required to ensure the effective implementation of this strategic plan. USK must stay committed to building and retaining internal capacity through targeted hiring, training, and motivation efforts.
- iii. Resources: The implementation of this strategic plan requires financial resources. The recorded success will depend on how well USK will raise funds from traditional and non-traditional donors, supplementing this through creative income-generating activities.
- iv. Participation of core constituents: The ownership of the interventions by the

primary participants of USK's interventions is critical for smooth implementation, more profound impact, and sustainability. A bottom-up programme planning and implementation model will be adopted in selecting and designing interventions, with strategic planning informing the overall results that need to be achieved.

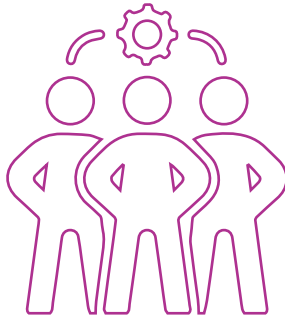
Risks

The presence and functionality of an effective risk mitigation framework is central to the realisation of the objectives set in this strategic plan. Following the analysis of USK's operational internal and external environment, several things require structured gathering of relevant and responsive information to help create evidence, mitigate risks, and effectively manage the likely adverse outcomes. For instance, inadequate systemic checks and balances were identified as a significant cause for worry. There is a need to ensure that oversight mechanisms in the organisation are not only being complied with but enforced to halt destructive managerial and programme delivery behaviours. The BOD must act within its powers to steer and govern USK in a way that protects the interests and rights of beneficiaries and development partners.

Human resources, as mentioned earlier, are central for USK to realise and achieve the ambitions penned in the strategic plan 2023-2027. Organisational staff have been identified to wear two faces, both as assets and liabilities,

with a probability fall of 50% to either side. There is a need to improve staff recruitment and onboarding approaches in the organisation. To be consistent with international practices, interventions that set up baselines are critical to consistently and progressively monitoring human resources development. We anticipate undertaking capacity needs assessments (training needs assessment) and review of job vacancies (in line with programmes) to generate the most appropriate work descriptions, besides investing in other due diligence systems to ensure that comprehensive and responsive competencies and skills match the desired image of the organisation.

Covid-19 and the war between Russia and Ukraine, besides the slow financial glut that seems to be looming in the West, have proved that economies can be as fragile. A change in global economic stability has severe ramifications on the locals, especially if the government in place does not promote inclusive social protection measures. We remain vigilant to the likely drastic shift in the Kenyan economy. In mitigating this, besides relying on the advice of the Central Bank of Kenya, amidst other ministerial advisories, we will keep our asset base healthy, ensuring that revenues generated from their operations can continue to support our work moving. We will also work to make savings and requests for reserves from developing partners in preparation for some eventualities like those that Covid-19 presented. We will



Teamwork will ensure synergy amongst the varied personnel, thus enhancing morale, productivity, and quality delivery of services.

seek to diversify our investment portfolio but informed by careful planning and environmental surveys.

The Constitution has provided opportunities for people to challenge all discrimination and violations. Work in the youth and children's sectors has experienced good growth and development. New laws have emerged, while

the review and amendment of old ones continue to happen at a pace that requires us to play a significant part in the process. Should there be a shift in the way the government views solutions of ending or treating street connectedness, which is very likely going by the decision of the county government of Nairobi to blame street youth for increased insecurity at the end of 2022, USK will have to tap into its partnerships and advocacy groups that are actively being strengthened to resist systemic victimisation. Unfavourable government policies are a risk that USK must contend with, and navigate to achieve the milestones for youth, families, and children protection.

Aligning the Strategy with the Organisation

A strong balance and synergy are needed between various facets of the organisation, including departments, programmes, governance bodies, and all stakeholders. Desired results can only be realised if all relevant key stakeholders, especially the staff and the board members, fully understand and appreciate the strategy and commit to supporting the implementation process. The following steps will be taken to ensure needed alignment happens:

- i. Enhancing understanding of the strategy will involve training and communicating about the strategy. Orientation will be carried out for the new staff. A clear understanding of the vision, mission, and core values among key stakeholders will

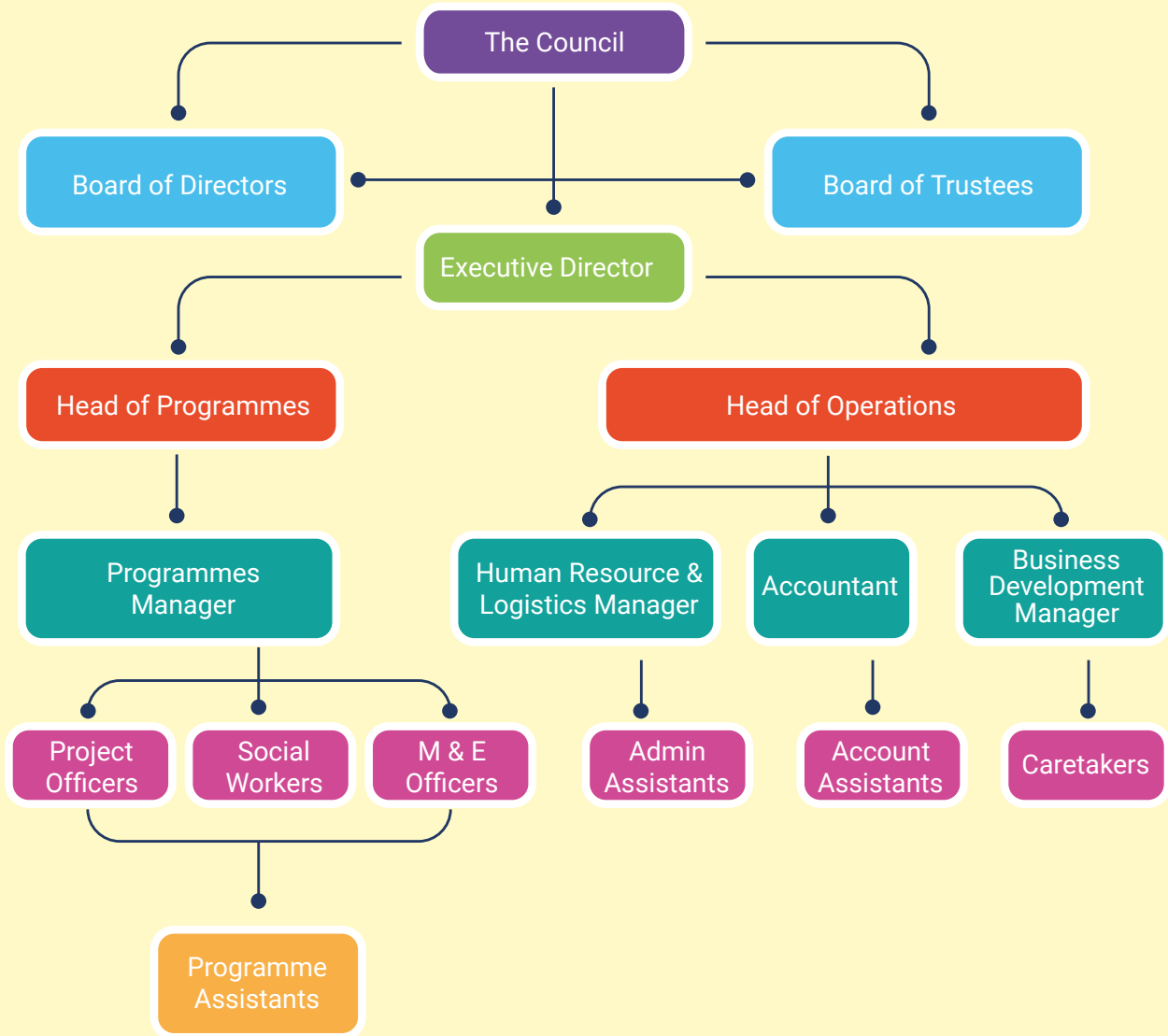
Desired results can only be realised if all relevant key stakeholders, especially the staff and the board members, fully understand and appreciate the strategy and commit to supporting the implementation process.



- be sought to boost morale and unity of purpose. This will be followed by linking the various interventions to the core mandate.
- ii. Cascade strategy map and a balanced scorecard to departments: a mapping of how each department will contribute to the overall operationalised of the strategy map will be completed.
- iii. Linking employees' roles, objectives, and incentives to the strategy: after understanding the strategy, employees will be requested to create personal goals aligned with the USK's vision and strategic priorities. This will link each staff member's roles to their objectives, strategic priorities, and vision.
- iv. Align human resource capacity development to organisational needs: The intention will be to carry out need-based

- capacity development in a way that will respond to prioritised organisational needs. This will focus on targeted knowledge, skill, value, and corporate culture development.
- v. Restructuring the organisation to fit the new strategic direction: An organogram best structured to aid in the optimal execution of the strategic plan for maximum impact has been adopted. The Council will be mandated to hold the different organs accountable for meeting set objectives and vision. The Executive Director will serve as a link between the three governance structures, programmes, and operations. Under the leadership of the Executive Director, the Head of Operations will oversee the effective implementation of programmes. In contrast, the Head of Operations will manage the organisation's day-to-day running.

Organogram



Undugu Society Strategy Map

Vision	A society that upholds justice and dignity of vulnerable children, youth and families.		
Mission	To promote the care and formation of vulnerable children, youth and the resilience of families, through socioeconomic interventions, capacity development, advocacy and human rights protection.		
Strategic Priorities	Capacity development for individuals and communities	Advocacy for sector reforms	Learning, adaptation and leadership
			Organisational impact and sustainability

Strategic objectives	KPIs	Targets	Illustrative initiatives
<p>Financial</p> <ul style="list-style-type: none"> Enhance financial health and resilience. Maintain a cost-effective organisation. Strengthen financial management systems and procedures. 	<ol style="list-style-type: none"> -LUNA months-on-hand Donor dependency Core mission support investment Unqualified audits 	<p>3 – 6 months =<20% 15% - 25% 100%</p>	<ul style="list-style-type: none"> - Program development and fundraising - Development of capital assets and financial reserves. - Development of an elaborate risk mitigation matrix - Review, update, and comply with organisational policies to enhance accountability, transparency & probity
<p>Stakeholders</p> <ul style="list-style-type: none"> Strengthen the resilience of vulnerable youth for sustained participation in their development. Contribute to durable self-sufficiency for families. Protect and promote the well-being of children at risk. 	<ol style="list-style-type: none"> 5. # of target families with relevant skills 6. # of reintegrated families 7. # of youth with income-generating skills 8. # of youth with income 9. #of children reintegrated 	<p>2,000 500 500 300 400</p>	<ul style="list-style-type: none"> - Advocacy and influencing - Facilitate and support families/ individuals within families to access services within their environment. - Support equipping target youth with adequate entrepreneurship, business management, and craft skills. - Implementation of preventive interventions for families in vulnerable situations.
<p>Operational Excellence</p> <ul style="list-style-type: none"> Sustain critical partnerships to support project implementation and growth. Develop innovations in programming. Improve the quality of programmes and services. 	<ol style="list-style-type: none"> 10. % of projects completed on time, within the scope, and at cost 11. # of projects scaled up 12. # of learning products 13. M&E systems quality 	<p>95% 8 3 OCA score of 50.</p>	<ul style="list-style-type: none"> - Development of technical capacity of staff in programs and financial management. -Broaden programme design and approaches. - Development of learning products. - Development of staff capacities in project cycle management.
<p>Organisational Capacity</p> <ul style="list-style-type: none"> Revamp corporate governance. Establish a reputation for excellence. Improve the skills and knowledge of staff. 	<ol style="list-style-type: none"> 14. # of sector awards 15. Performance of Board of Directors 16. Performance of the Board of Trustees 17. % staff rated above average in annual appraisals 	<p>3 =/>95% in BoD Evaluation =/>95% in BoT Evaluation Over 90%</p>	<ul style="list-style-type: none"> - Development and maintenance of a dynamic website and social media channels - Implementation of a robust performance management system - Implementation of Board of Trustees and Board of Directors performance management - Investment in staff training, mentorship, and coaching

Justice

Solidarity

Integrity

Courage of Conviction

BUDGET OVERVIEW						
BUDGET ITEMS	2023	2024	2025	2026	2027 Total	
Stakeholders Perspective						
Associations	19,657,000	24,185,150	30,807,659	39,668,916	51,583,983	165,902,708
Community Child Rights Club	4,952,550	5,544,743	6,232,506	7,039,029	7,994,931	31,763,759
Village Savings & Loaning Association	6,126,800	7,805,160	10,050,986	13,070,886	17,148,326	54,202,158
Kitengela Place Of Safety	3,294,420	3,753,800	4,307,844	4,984,291	5,820,507	22,160,861
Sub Total	34,030,770	41,288,852	51,398,994	64,763,122	82,547,748	274,029,485
Finance Perspective						
Implementation of Doing Development Differently	120,000	132,000	145,200	159,720	175,692	732,612
Conferencing & rental services	120,000	132,000	145,200	159,720	175,692	732,612
Water Infrastructure setup	2,735,000	3,008,500	3,309,350	3,640,285	4,004,314	16,697,449
Farm investment at KPOS	630,000	693,000	762,300	838,530	922,383	3,846,213
Development and review of value for money framework (Staff Meeting/ Programme meeting)	784,000	1,078,000	1,482,250	2,038,094	2,802,379	8,184,723
Formulation of Risk Matrix	37,500	51,563	70,898	97,485	134,042	391,489
Annual Audit	937,500	1,041,563	1,159,898	1,295,385	1,451,732	5,886,079
Strategic plan evaluation-Mid & end term	652,500	717,750	789,525	868,478	955,325	3,983,578
Sub Total	6,016,500	6,854,375	7,864,622	9,097,697	10,621,559	40,454,753
Operational Excellence Perspective						
Research	1,954,000	2,149,400	2,364,340	2,600,774	2,860,851	11,929,365
Conferencing	596,000	655,600	721,160	793,276	872,604	3,638,640
Development of policy working/position papers by project leads	60,000	74,250	93,019	117,918	151,157	496,344
Establish/strengthen/host thematic discussions	1,344,000	1,815,000	2,459,325	3,341,642	4,550,835	13,510,801
Strategic issue positioning meeting	230,000	316,250	434,844	478,288	657,701	2,117,123
Technical working committee meeting with Senate's Justice legal affairs & human rights committee leadership	300,000	412,500	567,188	779,883	1,072,339	3,131,909
County technical working group leadership meeting with sectoral committee	180,000	247,500	340,313	467,930	643,403	1,879,146
Technical assistance/ training to directorates	210,000	280,500	376,613	507,860	687,326	2,062,299
Strategic/Public interest Litigation	700,000	770,000	847,000	931,700	1,024,870	4,273,570
Public diplomacy webinars(issue specific webinars)	380,000	434,500	500,638	581,897	682,980	2,580,014
Annual sports Event with Duty bearers & stakeholders(Marathon)	1,090,000	1,199,000	1,318,900	1,450,790	1,595,869	6,654,559
Host an annual dinner	735,000	808,500	889,350	978,285	1,076,114	4,487,249
Celebration Of International Days	2,200,000	2,530,000	2,934,250	3,435,644	4,065,165	15,165,059
Quarterly CUC Meetings	841,500	925,650	1,018,215	1,120,037	1,232,040	5,137,442
Development of Learning Products	1,121,000	1,463,000	1,925,413	2,552,608	3,405,519	10,467,540
Knowledge Development	1,220,000	1,677,500	2,306,563	3,171,523	4,360,845	12,736,431
Sub Total	13,161,500	15,759,150	19,097,128	23,310,094	28,939,618	100,267,490
Org. Capacity Building Perspective						
BOD/BOT Training-each year-13 pple	241,000	265,100	291,610	320,771	352,848	1,471,329
BOD Meetings	495,500	232,650	599,555	659,511	725,462	2,712,677
Capacity needs assessment	825,000	115,500	998,250	1,098,075	1,207,883	4,244,708
Staff Training Workshops	320,000	220,000	605,000	831,875	1,143,828	3,120,703
Annual staff/BOD retreat	3,186,000	1,502,600	3,855,060	4,240,566	4,664,623	17,448,849
Continuos professional development	530,000	715,000	968,000	1,314,363	1,788,947	5,316,310
performance appraisal system	810,000	99,000	980,100	1,078,110	1,185,921	4,153,131
Improvement of websites & social media channels	325,000	176,000	393,250	432,575	475,833	1,802,658
Visibility	350,000	385,000	423,500	465,850	512,435	2,136,785
Bi-annual Program Review meetings	2,520,000	467,500	3,049,200	3,354,120	3,689,532	13,080,352
Development of capital assets & financial reserves	1,500,000	-	1,210,000	-	1,464,100	4,174,100
Benchmarking other organisations	300,000	330,000	363,000	399,300	439,230	1,831,530
Equipment	1,195,000	214,500	732,050	805,255	885,781	3,832,586
Sub Total	12,597,500	4,722,850	14,468,575	15,000,370	18,536,421	65,325,716
Operations Budget						
Administration cost	13,000,100	14,300,110	15,730,121	17,303,133	19,033,446	79,366,911
Personnel Costs	20,664,428	22,730,870	25,003,957	27,504,353	30,254,788	126,158,397
Infrastructure Investments	-	-	-	-	-	-
Sub Total	33,664,528	37,030,980	40,734,078	44,807,486	49,288,235	205,525,307
Grand Totals	99,470,798	105,656,207	133,563,397	156,978,769	189,933,581	685,602,752

A man wearing a light blue V-neck shirt and a light-colored baseball cap is standing and speaking to a group of people. He has his hands raised in a gesturing motion. The background is a wall with a textured, light-colored pattern. The foreground shows the backs of several people's heads, indicating an audience.

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Adequate and requisite human capacity: The right human resources are required to ensure the effective implementation of this strategic plan. USK must stay committed to building and retaining internal capacity through targeted hiring, training, and motivation efforts.

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UNDUGU SOCIETY OF KENYA (USK)

Arnold Plaza 5th Floor Woodvale Groove,
Westlands Nairobi, Kenya

Tel: +254 (0) 710 607 277 | **Email:** undugu@undugusociety.org

Address: P.O.Box 40417-00100, Nairobi, Kenya

Website: www.undugusociety.org

