



2024 – 2026

Changu Ni Chema Strategic Plan

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Executive Summary

Changu Ni Chema CBO (CNC) Strategic Plan 2024-2026 builds on the progress made since her founding in the year 2007, and formalizes its efforts to position the organization to a greater height of excellence. This plan recognizes that if we are to continue with provision of quality health, education and environmental services to the community, we must ensure that CNC has a strong infrastructure to sustain current and future programs.

The purpose of this document is to:

- í Foster the Vision, Mission, Values, and Motto of CNC Community Based Organization.
- í Define a clearer picture and a united identity for what CNC is about and what we actually do.
- í Describe which program areas will be the focus for the period 2024-2026 in order to clearly chart out the direction and course of action CNC intends to take.
- í Prioritize program activities and develop annual targets within the agreed program areas.
- í Identify the organizational structure and core competencies needed to implement the strategic plan.

CNC Strategy 2024-2026 addresses all goals and objectives in alignment with the thematic areas through:

1. **Strengthening** organizational Capacity for better projects outputs
2. **Evaluating** the Intended Projects' Outcomes
3. **Empowering** youths and women for a dignified livelihood.
4. **Engagement of** Community and other multi-sectoral stakeholders for positive healthy living.

CNC strategic direction included in this plan is a response to what her community values for development. This strategic plan was developed in collaboration with the community, staff, BoD and management.

CNC plans to expand its coverage into three key areas: (1) Education, (2) Environment sustainability, and (3) Elevating the CBO status to Non-Governmental Organization. This strategy addresses how CNC will expand to these three areas in order to strengthen her role Nationally and respond to development priorities locally. Most importantly, CNC Strategy 2024- 2026 will attempt to address the challenges facing community especially youth and women in rural Homabay county, Kenya.

I. Vision, Mission, Values and Motto

The CNC **vision** sets out our purpose; it is the positive long-term strategic outcome that CNC seeks to achieve her vision and mission in respect to her **values** and core principles.

Vision:

A stable healthy and united community
Mission:
To contribute to a sustained good health and wellbeing of communities through; Agri Innovation, education and public healthcare awareness.

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Values:

- í **Excellence:** We strive for quality in service delivery and learning outcomes.
- í **Innovation:** We nurture talents to enhance innovation, creativity, and entrepreneurial spirit.
- í **Respect:** We recognize and advocate for the uniqueness and dignity of every individual.
- í **Integrity:** We demonstrate high standards of ethical conduct that includes honesty, accountability, transparency and trust.
- í **Partnership:** We are committed to teamwork and positive collaborations.

Motto:

positive mind for positive living

II. Organization History and Profile

Changu ni chema is a health led model CBO uniquely positioned to transform health systems to different disadvantaged group of people in the community of Arujo ward Homa bay town sub county Homa bay county, this group was initiated in the year 2007 by Dorothy Akinyi Juombo as a PLHIV support group which later transited and registered as a CBO in 2021. Changu ni Chema CBO, stands as a beacon of resilience and innovation in the realm of HIV and AIDS advocacy in Homabay county. Our vision is a world free from the stigma of HIV, where communities thrive with comprehensive education and support. Our mission centers on providing holistic solutions, combining rigorous HIV education, adherence support, and a unique circular economy model for sustainability.

In our community context, we operate in regions deeply affected by the HIV epidemic, where societal misconceptions and economic challenges exacerbate the issue. Changu ni Chema CBO emerged from a grassroots effort, fueled by a passionate team of individuals who have witnessed the impact of HIV firsthand. Our background is woven with stories of transformation, from individuals breaking the chains of stigma to communities building resilience through education.

Changu ni Chema is implementing the HIV Prevention, Sexual reproductive health and Right Projects to promote healthy and positive living , promote gender parity and increase Youth and women empowerment focusing on Education and Environmental conservation to enhance sustainability .Changu ni Chema was started at a times when the community was faced with challenges ranging from death, traumas, gender inequalities, ravaging in poverty and stigmatization as a result of HIV/AIDS which was a global number one cause of deaths in our communities.

In a bid to respond to the aforementioned challenges, CNC was elevated to CBO in 2017 to create awareness and mobilize the community to stand up and fight this pandemic, this was made possible by consistent fundraising and mobilization through donors and well-wishers to create a stable and healthy community.

III. Summary of Core Strategies

a. CNC Core Strategies

The following four overarching strategies will inform CNC's goals and objectives for the next three years.

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1. **Capacity Strengthening** of staff and volunteers of the organization for better projects outputs. Through training, collaboration, knowledge management.
2. **Evaluating** our Intended Projects' Outcomes. *This involves monitoring and evaluation of our work as CNC and give our best for better outcomes to ensure meaningful skill development, knowledge and attitude for staff to thrive socio-economically in rural Kenya.* Our goal is to define healthy and stable community outcomes at all levels as relates to Community development, and align them to CNC, County Development Plan goals, and other Kenya Vision 2030 goals in order to develop outcomes-based assessment plans that clearly defined measures, targets, and findings. The objective of expanding assessment of outcomes is to monitor and evaluate meaningful evidence on ways to improve implementation methodologies, community engagement and projects to ensure we are achieving positive outcomes, building resilience and essential life. These methods

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would be based on real-life projects and community engagement.

3. **Empower** our target beneficiaries, staff and partners so that we can have equal opportunities to have in society.
4. **Engage** youths and women to have a robust discussion on how to move out of a vicious cycle of poverty. Our women and youth when in productive and involved in measures which prevent gender inequality and opportunities for all and participates in community SMEs, this leads to improve development in society.

CNC Visual Strategy Diagram



IV. Objectives and Supporting Activities

a. Strategy Map

For each core strategy, long term objectives were identified using four perspectives They are both internal and external to ensure that balance is maintained throughout the strategy and its implementation.

To identify the objectives, each perspective asks a specific question:

1. **Beneficiaries:** What must we achieve to realize our goals for our beneficiaries?
2. **Internal Processes:** What must we excel at to realize our goals for our beneficiaries?
3. **Learning and Growth:** Where do we need to invest in order to ensure we have the skills to realize our goals?
4. **Resources:** How will we ensure we are adequately resourced to realize our goals?

CNC Beneficiaries

CNC’s direct beneficiaries are the community. However, to address their needs the whole community must be engaged and supported especially those responsible for them or providing services to them. The objectives are presented in the form of a strategy map below.

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CNC Strategy Map 2024- 2026

Vision: A stable healthy and united community

Mission: To contribute to sustained good health and wellbeing of communities free from social discrimination.



b. CNC Objectives and Supporting Activities

For each objective, tactical supporting activities are identified below. The activities are the short term targets that move us in the direction of achieving our strategic goals and objectives.

5. Core Strategy #1: Engage Community and other multi-sectoral stakeholder for positive healthy living.

Objectives	Supporting Activities
Increase multi-sectoral engagement and leadership in growth of CNC	<ul style="list-style-type: none"> i Conduct more sensitization with community groups, to breakdown stigma against CNC and increase community ownership ii Design programs with staff and community assistance to increase community problem solving and leadership.

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<p>Increase access to Community sensitization to make a positive economic and social impact in Homabay County</p>	<ul style="list-style-type: none"> □ Expand our coverage to include new projects applicable for the education, staff and youth community □ Document and improve upon all existing community work to improve community development.
<p>Engage other local community organizations and contribute to community development</p>	<ul style="list-style-type: none"> □ Organize regular meetings with stakeholders to further advance youth work readiness programming □ Organize exchange visits with local organizations to train and strengthen our programming.

Core Strategy #2: Strengthen the organization Capacity for better projects outputs in quality management systems, infrastructure and sustainable financing to professionalize all aspects of CNC.

Objectives	Supporting Activities
<p>Strengthen by Investing in Quality Management Systems.</p>	<ul style="list-style-type: none"> í Attain NGO certification í Conduct comprehensive analyses for CNC to identify capacity gaps, and improve the operational and management efficiency and effectiveness of CNC í Implement strong IT systems to improve day-today management, reporting and analytics. □ í Refine CNC Identity: what CNC is about and what we actually are, CNC Theory of Change, M&E Framework, Vision, Mission Values and Strategic Plan.
<p>Improve infrastructure to support the anticipated increase in programs, as well as meet our community and staff's needs</p>	<ul style="list-style-type: none"> í Expand your reach and programs to support the anticipated increase in beneficiaries needs. í Develop a system for the organization
<p>Identify and develop the various funding models to be used for CNC in order to become an exemplary</p>	<ul style="list-style-type: none"> □ Change financial structure to ensure all requirements as per finance policies are available and in order

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<p>financially-sustainable education focused social enterprise.</p>	<ul style="list-style-type: none"> □ Acquire additional financial and non-financial resources and donors, as well as continue existing funding relationships, to support the infrastructure, programs and growth envisioned in this strategic plan □ Explore government funding programs to extend CNC to a more opportunities.
<p>Institute a staff development program to improve staff skills and capacity</p>	<ul style="list-style-type: none"> □ Develop holistic range of skills assessments, staff training on need basis and various skills strengthening to grow a culture that promotes experiential learning and personal leadership. □ Create a reward system based on continued learning and growth for staff motivation □ Collect bi-annual feedback on success and areas of improvement from staff and community

1. **Core Strategy #3: Evaluate** our Intended Projects' Outcomes

Objectives	Supporting Activities
<p>Use CNC monitoring and evaluation to improve capacities methodologies and community engagement.</p>	<ul style="list-style-type: none"> i Develop CNC performance appraisals, and align them to CNC and County Intergrated Development Plan goals, strategic plans, and Vision 2030 goals to ensure achievement of outcomes. i Monitor implementation and learning processes to improve evaluations and inform decisions to improve service delivery methodologies.

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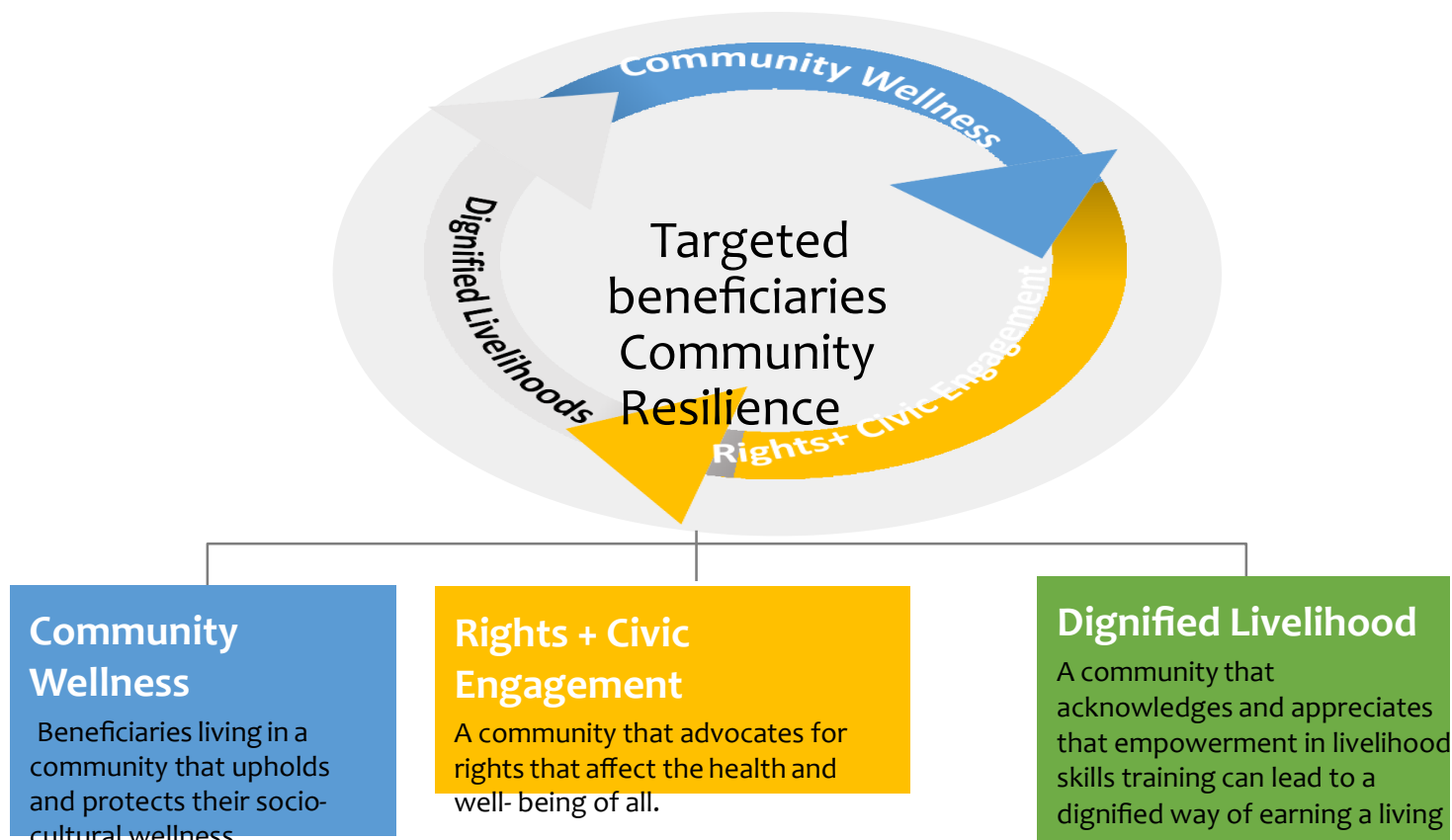
<p>Ensure holistic programming, and appropriate monitoring and evaluation strategies to improve our outcomes</p>	<ul style="list-style-type: none"> í Work with other stakeholders to improve community service delivery and sustainability. í Improve upon existing projects, consider adding new programs.
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1. Core Strategy #4 Empower youth and women to engage in IGAs for better livelihood

Objectives	Supporting Activities
<p>Develop new and strengthen existing collaborations and relationships.</p>	<ul style="list-style-type: none"> □ Allocate time to CNC HR manager to coordinate staff identification, interviews and engage employees on induction process.
<p>Create time to visit community saving groups</p>	<ul style="list-style-type: none"> í Facilitate a mapping of SMEs in Homabay town sub County who meet a set of minimum criteria to receive financial literacy. í Create linkages for graduates to access funds for business start-up.

Our strategic Pillars

The Strategic Pillars:



C. Scorecard

The Scorecard defines how each objective will be measured. Each objective has at least one indicator of success and targets. The target sets the degree of improvement required to achieve the objective. For all indicators, target baselines will need to be established in year 1.

These objectives require initiatives or programs to enable them to be achieved. The initiatives require a range of resources. It is critical for CNC to begin implementation by prioritizing the indicators and initiatives. Implementing the strategy and measuring strategic performance using this methodology represents a new way of working for CNC and it will be a learning process throughout the strategy.

Objectives	Indicators	Projects and Deliverables
1. <u>Core Strategy # Engage</u>		
Increase multi-sectoral engagement and leadership in growth of CNC	# of community meetings with CNC # of beneficiaries who benefited from the organization # of community initiatives # of meetings with relevant government offices	Community Engagement Strategy CNC databases Government Engagement

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Engage other local community organizations and contribute to community development	# of exchange visits with other organizations # of meetings where Homabay County government is engaged.	Community Engagement Strategy Exchange Visit Program
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Objectives	Indicators	Projects and Deliverables
Core Strategy #2 Strengthen our organization Capacity for better projects outputs		
Strengthen available Systems by having Quality management system for CNC	# and type of quality assurance initiatives % of staff turnover # of Policies reviewed/updated annually # of publications and communications re: Theory of Change, M&E Framework, and CNC Vision, Mission & Values	Certificate for NGO. Process Capacity Assessment Tool Improve IT System for CNC Theory of Change,CNC M&E Framework, CNC Vision, Mission, & Values Annual Report Annual Strategic Plan Review

Improve infrastructure to support the anticipated increase in CNC projects and targeted project coverage,	# of new projects and departments established. # of tools and equipment added per training program % of building/equipment repairs & maintenance schedule achieved	Planning and schedules Equipment and Materials Annual Procurement Plan
Identify and develop the various funding models to be used for CNC in order to become an exemplary financially- sustainable.	% increase in funding % of core expenses covered by business development revenue # of business plans completed # and types of projects # and type of donors government support received	Fundraising Strategy Business Plans Marketing & Communication Strategy Advocacy with government to provide financial support .

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Institute a staff development program to improve staff skills and capacity	# and type of staff trainings completed # of Performance based reviews # of feedback surveys collected from staff and community	Staff Development/Training Program Feedback Survey (Bi-annual)
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Objectives	Indicators	Projects and Deliverables
1. Core Strategy #3: Evaluate our Intended Projects' Outcomes		
Use CNC evaluation report to improve methodologies and community engagement	% of CNC target beneficiaries reached exit stage due to meeting project requirement % of staff employed by CNC # of feedback sessions received	CNC reports Evaluation report

Objectives	Indicators	Projects and Deliverables
1. Core Strategy #4: Empower youth and women to have better livelihood		
Develop new work plans and objectives	# of youths and women involved in income generating activities # of new business curriculum used #of women owning their business	Report and attendance list Brochures, training modules booklets Databases

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V. Implementation Plan

a. Annual Targets

All objectives tied to the CNC goals must be planned for and prioritized in order to ensure they are achieved. Each supporting activity has been listed below as annual targets for the years 2024 – 2026. The aim is to primarily focus on evaluation and sharing of annual targets in years 2025 and 2026.

<i>Core Strategy #1: Engage Community of Multi-sectoral Stakeholders</i>		
2024	2025	2026
Conduct elections and establish CNC Governance Board	Capacity development for CNC Board	
Establish Partners & stakeholders meetings with community; and Commence meetings with local government, esp. Homa bay County		Ongoing M&E and continual improvement of monitoring programs with community engagement
Launch new program; and Begin Planning	Ongoing M&E and continual improvement Evaluation frameworks	
Document & transition existing community and staff programs of CNC	Expand programming to environment and youth programs trainings	Ongoing M&E feedback sessions

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<p>Conduct community based programs / Utilize evidence based for community based training programs</p>	<p>Organize feedback sessions with local partners to partner with us to support implementation of strategic plan.</p>	<p>Organize staff and interns capacity building on effective delivery of services</p>
<p>Formalize M&E data collection and all CNC documentation</p>		<p>Annual review of M&E data collection</p>

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2024	2025	2026
Conduct situation analysis for CNC; and establish CNC M&E system	Improve internal processes, policies & procedures based on analyses. Commence quarterly staff Capacity building.	Attain NGO Certification
Organize One Exchange visits		Review and monitor outcome
Formalize Building & Maintenance Processes		Improve Building & Maintenance Processes
Create a CNC website	Improve CNC marketing & update intervention and Evaluate CNC Impacts	
Finalize & develop CNC Theory of Change, and M&E Framework. Publish new CNC Vision, Mission, Values & Motto.	develop Theory of Change and Strategic Plan annually and Evaluate CNC Strategic Plan and begin Strategic Planning - next 3 years	

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Analyze each department unit, and identify improvement opportunities	Hire ICT officer	Establish ICT development team
Expand programming to staff/business and education	Engage professionals to assist in developing ideas and methods	Establish reward system for staff motivation
Collect bi-annual feedback from staff & community		

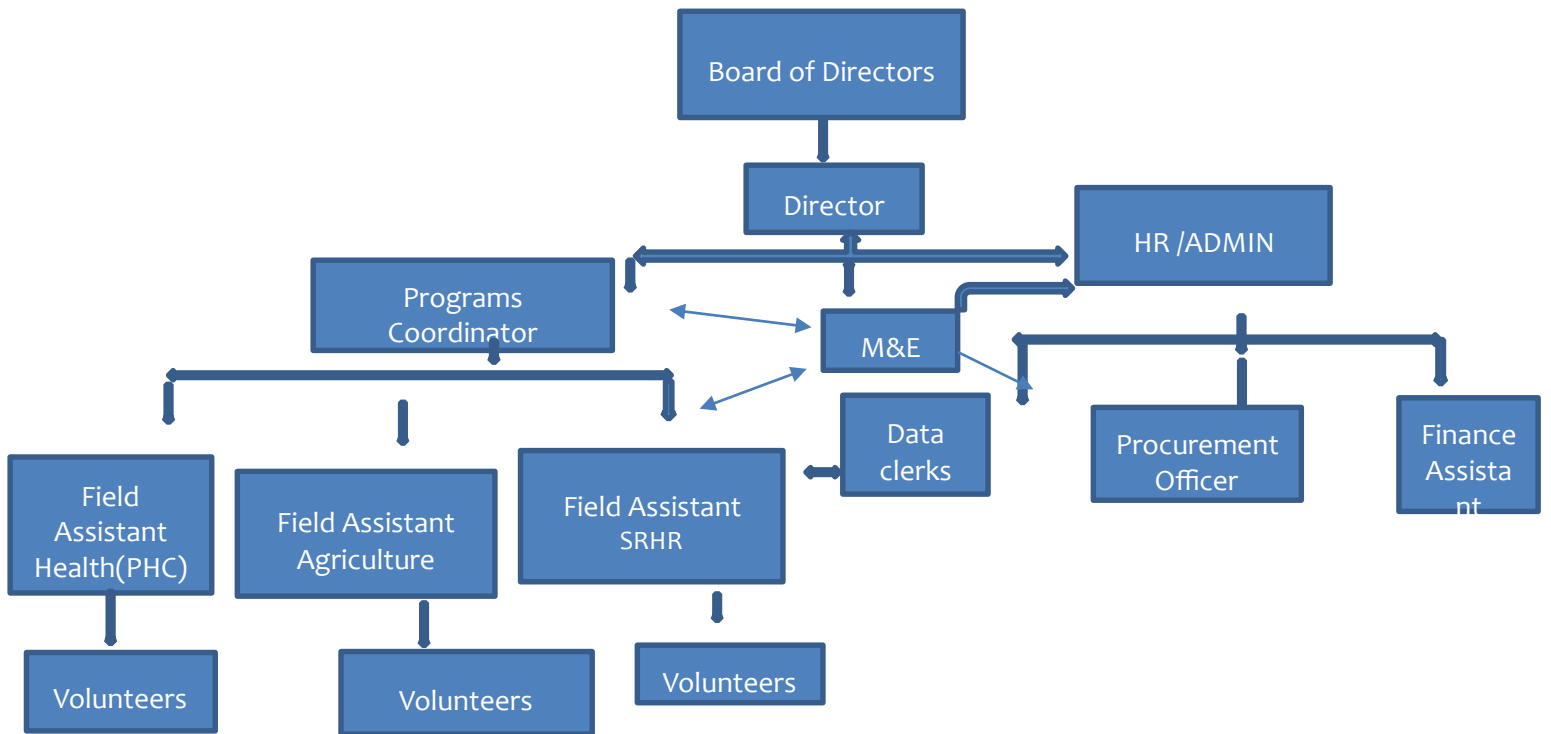
2024	2025	2026
Develop CNC Roadmap for both projects	Include project log frames, policies and matrices	Commence M&E based on tools development and work with partners and evaluate our work for better impacts
Improve upon existing project performance		Consider adding getting new projects. Evaluate all existing projects
Increase Number of skilled staffs	Begin by accepting interns and volunteers	Improve programming & outputs
Offer capacity building for staffs. Evaluate programs		
Look for additional findings Develop internal processes and fundraising teams		Evaluate abilities of staffs Evaluate CNC's ability to develop and become national NGO
Start community work	Offer Work Readiness to community & staff	Commence consultancy if possible and Conduct feedback surveys on CNC Work

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b. Budget

c. Structure

The organizational structure to implement the CNC Strategy 2024 - 2026 is presented below:



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VI. Risks and Mitigation

The strategy highlights key risks for CNC to consider over the next 3 years. Where possible, mitigation strategies have been identified.

#	Identified risk. What could happen? How could it happen? What might be the consequences?	Mitigation Strategies
P	Politics	
P1	CNC is unable to operate in the community due to political instability	Policy of non-political association
P2	CNC is unable to make a positive impact due to local corruption	Community mobilization and sensitization. Institutional Strengthening.
Ec	Economy	
Ec1	Community saving groups are not able to survive the economic climate	Business management trainings SME Engagement Strategy
Ec2	High inflation rates or weakened currency could prevent CNC from affording equipment needs	Budget review. Fundraising Strategy.
S	Social	
S1	The socio economic and cultural factors have entrenched attitudes and poverty is structural, CNC cannot overcome these factors	Organizational focus on process, and Institutional Strengthening
S3	Negative culture and community gossip could affect CNC's reputation	Effective Communications and Honest dealings with the beneficiaries
	Transparency and Accountability	Every office dealings to be in the open

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CNC 2024 – 2026 Strategic planning process involved a M&E officer who conducted various workshops and discussions to gather the necessary inputs. This included participatory strategic planning sessions with community youth, community group representatives, CNC staff, CNC current beneficiaries, Gov. staff. CNC Board Members were engaged in the plan's review and refinement. For more information, please reference the *CNC Strategic Plan 2026 Planning folder*.

VIII. Strategic Planning Committee Members

CNC Consultant
 CNC Executive Director
 CNC MEAL CNC
 Coordinators
 CNC Board Rep

