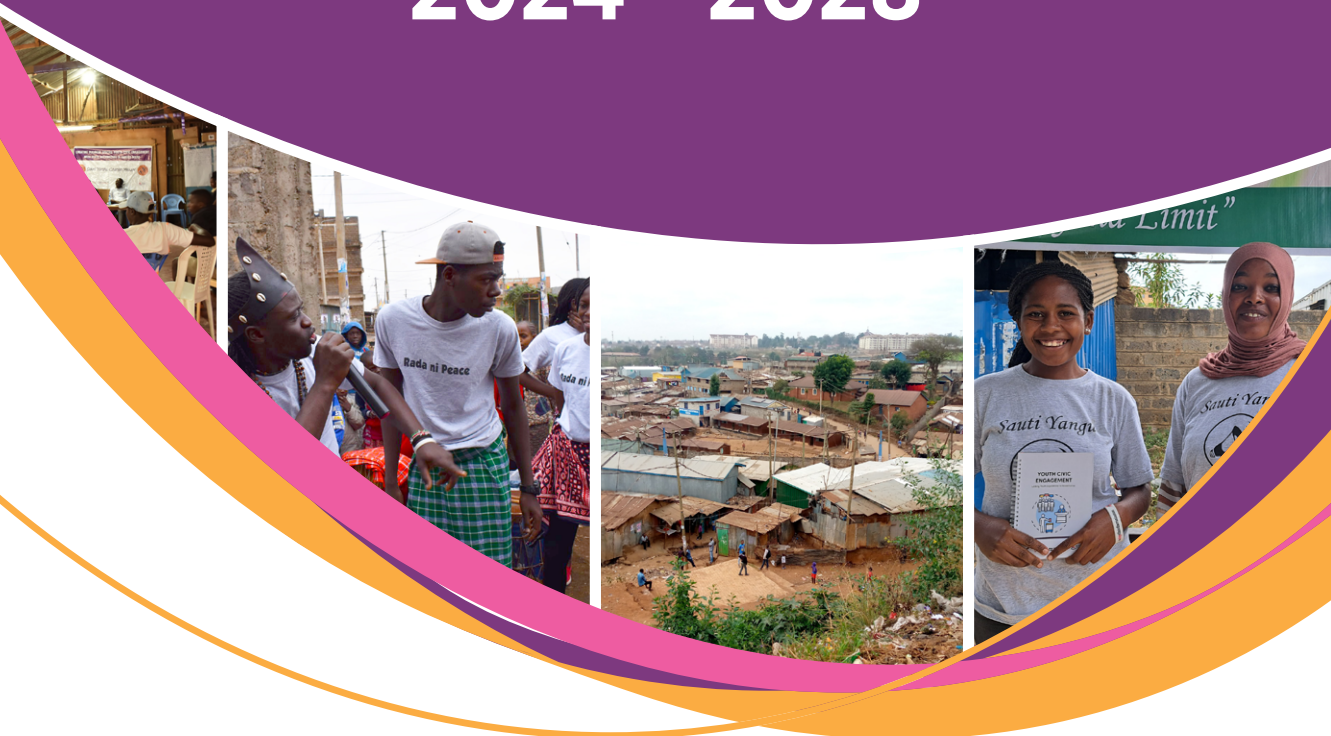


STRATEGIC PLAN 2024 - 2028



With the support of GIZ-CPS



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List of Abbreviations

ASA	Alcohol and Substance Abuse
CBOs	Community Based Organizations
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CPS	Civil Peace Service
CSOs	Civil Society Organisations
DKA Austria	Dreikönigsaktion der Katholischen Jungschar
EGBV	Electoral Gender Based Violence
GBV	Gender Based Violence
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
ICT	Information Communication Technology
MCA	Member of County Assembly
MEAL	Monitoring Evaluation Accountability and Learning
NACADA	National Campaign Against Drug Abuse
NGOs	Non-Governmental Organizations
PBO	Public Benefits Organizations
PESTEL	Political Economic Social Technological Environmental Legal (Analysis)
PFiM	People First Impact Method
PWD	Persons with Disabilities
SCOT	Strengths Challenges Opportunities and Threats (Analysis)
SDGs	Sustainable Development Goals

Foreword

In today's dynamic and ever-changing world, the importance of a clear, strategic direction cannot be emphasized enough. Acknowledging the challenges confronting the communities we serve, the country as a whole, and the world at large, the year 2023 marked an important milestone for Community Education and Empowerment Centre (CEEC). Together with our stakeholders, we paused to undertake a comprehensive review of our work, assessing our success, challenges, and areas of improvement. This consultative and participatory reflection resulted in this Strategic Plan for 2024-2028, which captures our vision for the future and provides a road map that will guide us towards our shared goal for the next five years.

This Strategic Plan is informed by lessons learned in the last eleven (11) years, and an analysis of CEEC's operating context. We are committed to leveraging our strengths and innovating in response to emerging needs and opportunities. We look into the future with renewed hope that this document will guide us in breathing a new lease of life into our work of catalyzing communities to become actors in their own development. This is based on our firm belief that communities are best placed to generate homegrown solutions to social problems that they face if they are properly facilitated. CEEC will therefore continue its work of strengthening communities' agency on issues of Good Governance, Gender Equality, Human Rights, and Peacebuilding.

In developing this Strategic Plan, we have endeavored to be both ambitious and realistic. We recognize the importance of setting bold goals that inspire and challenge us, while also ensuring that our objectives are achievable. This Strategy is therefore not just a statement of intent, but a commitment of CEEC to work towards the goal that has been set for the next five years.

We extend our deepest gratitude to all those who were involved in the collaborative process of coming up with this Strategic plan, notably our collaborating partner GIZ-CPS, the CEEC Board, staff, beneficiaries, and consultants. Your unwavering support and commitment have been instrumental in shaping this vision for our future.

Jane Maina
CEEC Board Chair

- * Poor garbage collection services.
- * Insecurity - Increased crime -
- * Unemployment.
- * Drugs and substance abuse.
- * Corruption.
- * Lack of social halls.
- * Lack of school fees and school supplies (CBC)
- * Poor navigable roads.
- * Lack of proper healthcare.

Executive Summary

Community Education and Empowerment Centre (CEEC) is a national non-profit making organization registered in 2012 under the NGO Coordination Act. The organization has its office in Nairobi and implements projects in four Counties (Nairobi, Kiambu, Murang'a and Uasin Gishu). CEEC's main areas of work are Good Governance, Gender Equality, Human Rights and Peace Building. The organization empowers communities to be actors in their own development. To achieve this, CEEC uses different approaches such as trainings, dialogue forums, community outreaches, policy dialogue, theatre, media, advocacy, income generating activities research and documentation.

This Strategic Plan covers the period 2024-2028. It draws on lessons learnt from our extensive work on the above thematic areas and an analysis of our operating context. It also captures emerging issues and provides a road map to achieve the organization's objectives for the next five years. The strategic plan has been developed through a participatory process that incorporates the perspectives of the target communities, CEEC's Advisory Board, management, staff, consultants and development partners.

CEEC's vision is **"An inclusive, peaceful, and equitable society"** and the mission is **"To build community agency on good governance, gender equality, human rights and peacebuilding for social change"**. The organization's core values are accountability, transparency, inclusivity, non-partisanship, integrity, and professionalism. The five-year goal is **"To contribute to a more inclusive society where good governance principles are observed, gender equality is realized, human rights are protected and peace and stability are strengthened"**.

To achieve this, CEEC priority areas will be Good Governance, Gender Equality, Human Rights and Peace Building with a special focus on women, youth and persons with disabilities.

Strategic objectives:

Strategic Objective 1: To empower communities to actively participate in governance processes, and strengthen the capacity of duty bearers to effectively discharge their mandate transparently and with accountability.

Strategic Objective 5: To enhance CEEC's internal systems and resources to achieve its strategic objectives more effectively.

Strategic Objective 2: To contribute to a society where everyone regardless of gender has equal access to resources, opportunities as well as equal representation and participation in social, economic and political sphere.

Strategic Objective 3: To promote the protection and respect of the fundamental rights and freedoms of all individuals.

Strategic Objective 4: To build communities capacity to address the root causes of conflict, manage diversity and promote social cohesion.

For each priority area and strategic objective, CEEC has outputs (anticipated results), activities, key performance indicators, critical assumption, and targets for every year to achieve the overall goal. CEEC's theory of change is that *"IF good governance principles are observed, gender equality is promoted, human rights are upheld and peace is enhanced, THEN, we are likely to have an inclusive, peaceful, and equitable society"*

This Strategic Plan contains a Monitoring, Evaluation, Accountability and Learning (MEAL) and risk management framework. A resource mobilization plan will be developed to ensure this strategic plan is well resourced and implemented to achieve the stated objectives and the goal. CEEC will undertake a mid-term evaluation of the strategic plan to determine the extent of achievement of outcomes and make any necessary adjustments.

Introduction

Introduction

1.1 About CEEC

Community Education and Empowerment Centre (CEEC) is a national non-profit making organization based in Nairobi and registered in 2012 under the NGO Coordination Act. CEEC strives to build the capacity of communities to be actors in their own development. To achieve this, CEEC uses different approaches such as trainings, dialogue forums, community outreaches, policy dialogue, theatre, media, advocacy, income generating activities, research and documentation. CEEC works with communities generally, but it has a special focus on women, youth and persons with disabilities.



1.2 History of CEEC

In the wake of the violence that broke out in 2007/8 after the disputed presidential poll results, sexual and gender-based violence, death and destruction of an unprecedented magnitude occurred. This stirred the desire to build the capacity of affected communities, especially in Nairobi's informal settlements, on gender sensitive active nonviolence and human rights. That is how Community Initiative for Change (CIC) Trust was registered in February 2009 by four women, with a diversity of knowledge, skills, and expertise in the areas of law, gender, human rights, nonviolence, conflict resolution, leadership, and governance. The legal status and name of the organization changed from a Trust to a Non-Governmental Organization, Community Education and Empowerment Centre (CEEC) in March 2012. Since 2012, CEEC has implemented many projects in four counties in the areas of gender equality, positive masculinities, human rights, peace building, leadership and good governance.



Julius Mwelu/IRIN

Nairobi

2012

Gender Sensitive Active Non-violence (2012); Understanding Human Rights (2012); Inter-ethnic Harmonious Co-existence (2012);

2013

Youth for Peaceful Elections (2013); Youth participation in Devolved Governance through Sauti Mtaani online platform (2013-2017);

2017

Giving Women a Voice - Advocacy against Electoral Violence against Women Candidates (2017);



2019

2023

Youth Civic Engagement - Dialogue between Youth and State Authorities (2023-2024); and Promoting Gender Equality in the Cultural and Creative Industries (2023).

2022

Theatre for Peace - Youth say No to Electoral Violence (2022);

2020

GBV Prevention and Response during COVID-19 (2020-2021);

Promoting Respect for Diversity in Five Informal Settlements in Nairobi (2019 & 2021); Youth Active Nonviolent Advocacy Against Police Brutality within Nairobi's Informal Settlements (2019);



Kiambu

2014

Positive Masculinities- Working with Young Men to Combat Gender based Violence (2014-2017);

2018

Working with Women MCAs from Kiambu and Murang'a Counties to Promote Gender Inclusive Governance (2018);

2024

Addressing Alcohol and Substance abuse through Policy Dialogue (2018-2021); and Preventing Alcohol and Substance Abuse in High Schools through Life Skills (2022-2024).



Murang'a

2012

Promotion and Protection of Women's Inheritance Rights (2012-2013); Standing up for Women's Inheritance Rights (2012-2013);

2014

Women in Devolved Governance - Dialogue with MCAs (2014);

2016

GBV Prevention and Response - Cultural learning through exchange visits;

2017

Women and Governance - Building the Capacity of Murang'a Women MCA Aspirants to vie for the 2017 General Elections (2017); Giving Women a Voice - Advocacy against Electoral Violence against Women Candidates (2017);

2018

Working with Women MCAs from Kiambu and Murang'a Counties to Promote Gender Inclusive Governance (2018).

Uasin Gishu

2014

Gender-based Violence Prevention and Response (2014 - 2016);

2015

Women Economic Empowerment (2015);

2016

Promoting Gender and Ethnic Inclusive Governance (2016);

2017

Anti- Bias Training (2017)

2018

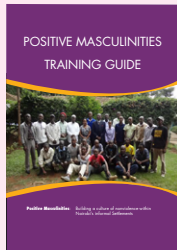
People First impact Method (PFIM) Training (2018);

2019

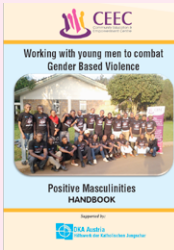
Curbing Electoral GBV using Positive Masculinities and Femininities (2019-2020).



Some of CEEC's publications include:



Positive Masculinities Training Guide



Positive Masculinities-Working with Young Men to Combat Gender Based Violence.



Understanding Gender Based Violence



Promotion and Protection of Women's Inheritance Rights: Community Trainers Manual,



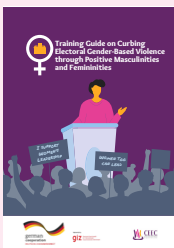
Standing up for Women's Inheritance Rights



Walk the Talk: A call by Women to Electoral Duty Bearers



Promoting Gender Inclusive Governance: A Handbook for Women Members of County Assemblies



Training Guide on Curbing Electoral GBV Through Positive Masculinities and Femininities



Youth Civic Engagement: Linking Youth Aspiration to Governance



Promoting Gender Equality in the Cultural and Creative Industries.



In the implementation of its programs CEEC has among others realized the following outcomes;

Community networks to champion against gender based violence

Increased participation of women in the electoral process in Kenya

Better management of diversity as well as enhanced inter-ethnic and political tolerance

Increased community understanding of human rights, governance and social accountability

1.3 CEEC Working Context

Kenya is a signatory to many international and regional treaties, charters, conventions, and protocols through which it has committed to put measures in place to ensure social, economic and political protection for all its citizens. Some of the most significant commitments that are of interest to CEEC include the SDGs, CEDAW the Africa Charter on Human and Peoples' Rights and its Protocols, the African Charter on Democracy, Elections and Governance and Agenda 2063.

CEEC believes that communities have the ability to determine their future, and all that is needed is a catalyst to give them the tools to spur the necessary change. Over the years, CEEC has observed that people lack information to facilitate them to participate in decision making processes, a good example being the budgeting process- when it begins, what spaces exist for public participation etc. If given this information and capacity to participate, people are able to engage the policy makers to ensure their priorities are articulated in these processes.

To this effect, CEEC will contribute to SDG 1 (No Poverty), SDG 3 (Good Health and Well Being), SDG 5 (Gender Equality), SDG 7 (Affordable and Clean Energy), SDG 11 (Sustainable Cities and Communities), SDG 13 (Climate Change) and SDG 16 (Peace Justice and Strong Institutions).



CEEC believes that there can be no justice without gender equality, peace, and effective inclusion of the different segments of the society in development.



Kenya has a young population, with the median age being 20.1 years as of 2020. Besides that, over 50 percent of Kenyans are aged under 25 years old. An expansion of the working age population is expected, which should lead to a lower dependency ratio. However, this has been dimmed by high unemployment among this ballooning young population which has produced other challenges like high crime rate, alcoholism and substance abuse and a general apathy towards life among this age group. High prevalence of alcohol and substance abuse among adolescents and youth especially in central Kenya is alarming. CEEC will therefore have a special focus on youth as its target group.



Kenya has a young population, with the median age being 20.1 years as of 2020. Besides that, over **50 percent** of Kenyans are aged under 25 years old.

The 2010 Kenya Constitution introduced devolution, which aimed at decentralizing power and resources to 47 sub-national units. This aimed to have more equitable distribution of resources and services across the 47 counties. However, corruption, nepotism, negative ethnicity, political polarization and other vices still exist and continue to impede the realization of the ideals of devolution. CEEC will use its approach of capacity building of communities to effectively participate in governance processes.

The Kenyan Constitution has a progressive Bill of Rights which enshrines principles such as equality, equity, inclusiveness and non-discrimination. Article 27 on Equality and Freedom from Discrimination states that every person is equal before the law and has the right to equal protection and equal benefit of the law. It further states that women and men have the right to equal opportunities in political, economic, cultural and social spheres. On affirmative action, Article 81 (b) states that “not more than two thirds of the members of elective bodies shall be of the same gender”. However, although the country has made commendable strides in addressing gender inequality including the development of an enabling legal, policy and regulatory framework, gender inequality is still pervasive. Discriminatory social norms and violation of human rights lie at the heart of gender inequality affecting both men and women.

Using positive masculinities and femininities approach, CEEC will contribute to equal access to resources, opportunities as well as equal representation and participation in social, economic and political sphere of all regardless of gender.

Kenya's population living in urban areas is estimated at 30 percent. According to a United Nations HABITAT report, 56 per cent of Kenya's urban population lives in the informal settlements. In Nairobi about 6 per cent of the total residential land area covers informal settlements housing 60 per cent of the city's population. Globally, informal settlements have been recognized as visible manifestations of legal, economic, political and social exclusion and inequalities in the society. Therefore, against the backdrop of abject poverty and deplorable living conditions, social-economic based conflicts are inevitable in these settlements. These neighborhoods have been the worst affected by post-election violence, crime, poverty, gender-based violence and other violations of human rights like extra judicial killings. In addition, Kenya has a history of election-related violence, with the 2007-2008 post-election violence being a significant and tragic example. This has led to frequent loss of lives and property and continued ethnic animosity after elections in some of the cosmopolitan areas. Uasin Gishu and Nairobi's Informal Settlements have particularly been affected over several electoral cycles. CEEC will continue working with the communities in Nairobi and Uasin Gishu counties to promote social cohesion and management of diversity.




According to a United Nations HABITAT report,

56 per cent


of Kenya's urban population lives in the informal settlements.

1.4 Emerging Strategic Issues


For CEEC to be dynamic and adaptable, we have considered the evolving needs and challenges of the communities in the four counties. Three issues have stood out for CEEC because they are gaining unprecedented importance in the Kenyan and global development landscape and these need to be mainstreamed within its interventions and institutional operations. These identified issues will be articulated within all the programmes, projects and activities that will be developed and undertaken in this strategic dispensation.

- 

1 Climate change and environmental sustainability has been recognized as a global concern that affects everyone. Communities, and especially women, are affected by climate change because of its effect on food security and access to water. The devastation of climate change to economies and established social systems has made it imperative that everyone in the development sector contributes to dealing with the effects of the growing phenomena. CEEC is already forging partnerships around gender and climate change and has joined peers to learn more and establish its niche in this area. CEEC will integrate environmental sustainability into its programs and empower communities to be agents of change in addressing environmental challenges. CEEC will also endeavour to “Go Green” in its office and operations.

- 

2 CEEC also recognizes that the evolving nature of **technology** is becoming a defining factor for efficiency in the way institutions are operating. This has resulted in increased use of mobile applications for outreach, online education, and leveraging data for evidence-based decision-making. There is growing emphasis on the importance of digital literacy and inclusion especially among the often excluded and hard to reach sections of society including the poor, the marginalized and people in far flung regions. CEEC will leverage on technology to enhance the effectiveness of its programming.

- 

3 In Kenya, **mental health** has emerged as a pressing public health concern, gaining recognition for its significant impact on individuals, families, and communities. The country faces challenges such as limited access to mental health services, stigma surrounding mental health issues, and a shortage of trained mental health professionals. The need for psychosocial support is increasingly evident, to deal with socio-economic, political and cultural factors that cut across CEEC’s program areas.



In order to make CEEC's interventions more effective, it is paramount for programs to address mental health challenges caused by issues such as SGBV, including electoral SGBV, police brutality, economic hardship, violation of human rights in general including property and succession rights, alcohol and substance abuse, effects of violent conflict as well as secondary trauma experienced by CEEC staff. CEEC recognizes the crucial role of psychosocial support in addressing these challenges with a focus on community-based approaches, awareness campaigns, and destigmatization efforts. This will enhance staff productivity and well-being of communities, thus promoting a more inclusive and resilient society.

1.5 CEEC Geographical Coverage

CEEK's has been implementing projects in the four counties of Nairobi, Murang'a, Kiambu and Uasin Gishu. We will continue working in the four counties, as we explore the potential of expanding to other areas based on identified needs.

1.6 The Strategic Planning: Rationale and Process

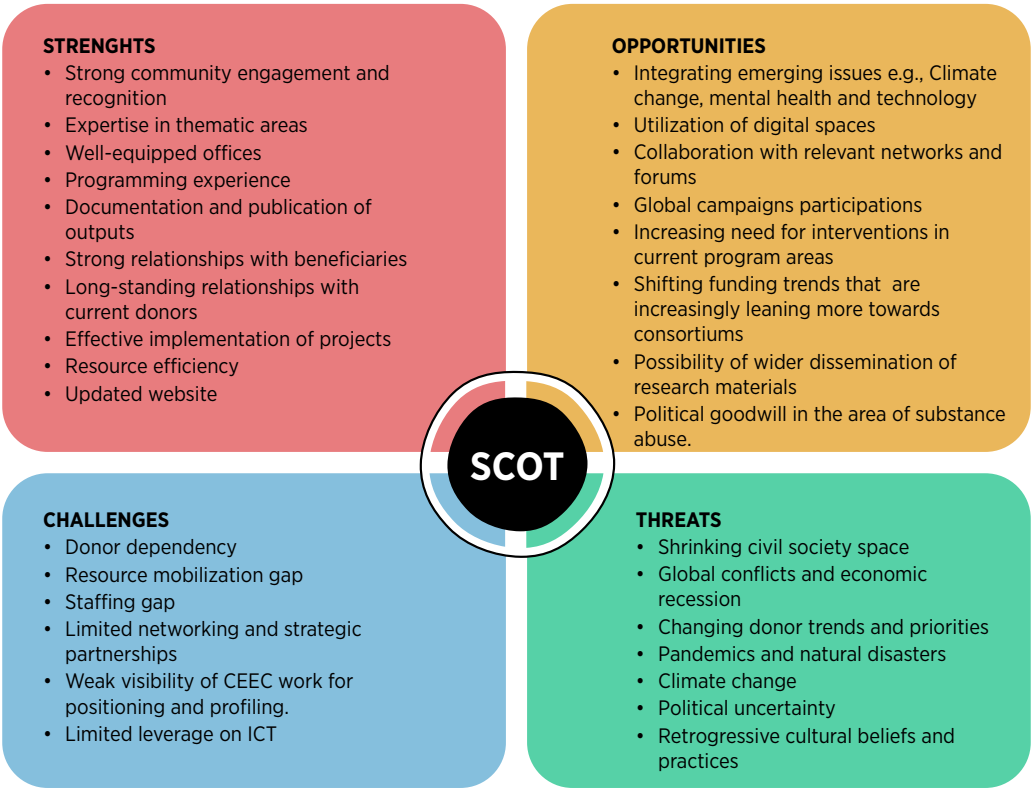
This strategic plan provides a roadmap to the intended impact of CEEC's work for the next five years. This document has been developed through a consultative process using various methodologies informed by the internal and external environment in which CEEC operates. Various categories of people have been consulted including the CEEC Board, management, development partners, consultants, and beneficiaries. The data and information used has been collected through staff retreat, interviews, internal meetings, and a stakeholder consultative meeting. The obtained information has been triangulated at various levels to ensure conclusions reflect the realities of CEEC and its working context.



1.7 Operating Environment

CEEK recognizes that the context of operation both internally and externally has a bearing on the kind of interventions that the organisation undertakes and can potentially influence the outcome of these interventions.

1.8 Strengths, Challenges, Opportunities and Threats (SCOT) Analysis



1.9 PESTEL Analysis

This section provides detailed Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis of the working environment of CEEC.

Political Environment	
Factors	Implications and CEEC Response
<ul style="list-style-type: none"> • Electoral violence that has occurred every five years especially in hotspots like Nairobi's informal settlements. • Exclusion of youth and women in governance with the two thirds gender rule not fully implemented. • Increased levels of corruption in public institutions • Shrinking democratic spaces and lack of separation of powers • Attack on the media 	<ul style="list-style-type: none"> • Build the capacity of communities for peaceful electioneering. • Build the capacity of women, youth and PWDs to participate in governance and electoral processes. • Support women, youth and PWDs to vie for political seats through capacity building and mentorship. • Enhance advocacy for transparency and accountability. • Strengthen the capacity of duty bearers to discharge their mandate effectively.

Economic Environment	
Factors	Implications and CEEC Response
<ul style="list-style-type: none"> Increased cost of living, high levels of poverty and increased unemployment. Global issues like the war in Ukraine which has weakened the economic standing of many donor countries. Shifting donor priorities to emerging issues like climate change, minority and disability mainstreaming 	<ul style="list-style-type: none"> Support income generating activities and create awareness on government funds and other opportunities Leverage on local fundraising from local institutions and companies. Set up a social enterprise. Align programs to address emerging issues within CEEC's thematic areas.
Social Environment	
Factors	Implications and CEEC Response
<ul style="list-style-type: none"> High prevalence of alcohol and substance abuse Emerging cultural practices and beliefs that promote gender-based violence A false narrative that over empowerment of the girl child is leading to disempowerment of the boy child Manipulation of diversity and inter-ethnic mistrust 	<ul style="list-style-type: none"> Increase capacity building and policy advocacy initiatives to address alcohol and substance abuse. Scale up alcohol and substance abuse prevention and response efforts. Continuous capacity building on gender and SGBV prevention and response. Capacity building on management of diversity.
Technological Environment	
Factors	Implications
<ul style="list-style-type: none"> Increase in online GBV Digital divide Rise in technological developments that have simplified work and processes. Social media has the potential of posing a threat to peace and governance because it can be used to mobilize for violence and to also spread misinformation and propaganda. Kenya has developed data protection policies to ensure that Kenyans are well protected even as they use technology. Increased use of social media as a source of information dissemination among the youth and the middle class in Kenya 	<ul style="list-style-type: none"> Develop programs on online GBV Enhance digital literacy CEEC can leverage technology to improve organizational operations, programming, and visibility through different media channels. CEEC will use creative approaches to ensure that its information is accurate, relevant, timely and effective in advancing our work. Enhance data protection in processing information generated during project implementation. Develop and implement a communication strategy

Environmental	
Factors	Implications and CEEC Response
<ul style="list-style-type: none"> Climate change and global warming have become issues of global concern. Kenya is experiencing extreme weather patterns causing conflicts, loss of livelihoods and internal displacement; affecting agriculture, transport, health, infrastructure, housing, and availability of water. Increased global investment in recycling technology and industry to contribute to environmental protection 	<ul style="list-style-type: none"> Integrate climate change interventions in our thematic areas. CEEC will promote environmental sustainability by supporting beneficiaries to start environmentally sustainable income generating activities. CEEC will partner with like minded organizations to address climate change. Develop an environmentally sustainable social enterprise.
Legal and Policy Environment	
Factors	Implications and CEEC Response
<ul style="list-style-type: none"> Repression of fundamental rights and freedoms There is more scrutiny of NGO funding and usage because of increased vigilance against money laundering. 	<ul style="list-style-type: none"> Partner with like- minded organizations on human rights advocacy. Build the capacity and facilitate the formation of human rights defender's network. CEEC will continue keeping good financial records to be in line with the laid down financial regulations.

1.9.1 Stakeholder Analysis

Stakeholder	Categories	Why they impact CEEC	Where impact is felt	Significance of Impact	Mode of Engagement
GIZ/CPS, DKA Austria, Horizont 3000, Goethe Institut	Donors	Financial and technical support, visibility, credibility, admin support	Strategic level operational level, impact at the community level, capacity building for staff, networking, and partnerships, stimulating organizational development	<ul style="list-style-type: none"> Financial and technical support for project implementation, which is very significant, Visibility which increases our credibility Stimulating organizational development Dependency syndrome 	Proposals, trainings, meetings, communication through emails etc., partner meetings, strategic plan development, participation in project activities at community level

Stakeholder	Categories	Why they impact CEEC	Where impact is felt	Significance of Impact	Mode of Engagement
CBOs	Implementing partners	Partnership in implementation; participant mobilization, venues for activities and other logistics, information sharing, credibility, and visibility	At implementation, monitoring and evaluation, capacity building at organizational and community levels, therefore complementing CEEC's work	<ul style="list-style-type: none"> • Gatekeepers provide access to the communities. • They ensure sustainability of projects. • Contributing to organizational growth 	Participating in project activities, communication, joint project implementation
NGO Coordination Board, local authorities, public schools, NACADA and police	National Government	Legal framework for operation, capacity building for staff, credibility, participant mobilization, information sharing, security, advancing policy advocacy initiatives (by in).	At the community/ beneficiary levels when duty bearers fulfill their roles, at organizational level through mandate to do our work, smooth project implementation	<ul style="list-style-type: none"> • Government permission for CEEC to access the communities. • Facilitating project implementation, • Offer security in project site visits 	<ul style="list-style-type: none"> • Regulatory compliance • Meetings • Participation in project activities • Accountable and transparent communication.
Youth, women, children, men and persons with disabilities	Beneficiaries	They are direct recipients of support, dissemination of knowledge at community level, participant mobilization	In the lives of beneficiaries where they become change agents after capacity building, behavioral change at individual level, sustainability of projects	<ul style="list-style-type: none"> • Their participation in our projects impact success. • Participation in monitoring and evaluation of projects • They ensure sustainability of projects 	Trainings, media engagements, meetings, joint project implementation and general communication
Churches	Religious institutions	Participant mobilization, provision of venues for activities	At the project implementation level	<ul style="list-style-type: none"> • They promote smooth project implementation. • Various contributions to the project e.g., free venues 	<ul style="list-style-type: none"> • Meetings • Training
Local radio and TV stations	Media	Credibility, information dissemination	At project implementation levels	They promote the success of projects	Talk shows, radio dramas, and jingles
NGOs working in our program areas	Peer NGOs / competitors	Competing for the same resources in the same areas of operation	Fundraising activities, implementation scope	Synergy	SWOT analysis and engagement strategy

Stakeholder	Categories	Why they impact CEEC	Where impact is felt	Significance of Impact	Mode of Engagement
MCAs, County Executive	Policy makers- County Government	Can affect policy advocacy and dialogue processes	Project implementation	Affect effective implementation of policy dialogue	Policy advocacy / Policy Dialogue
Community Leaders / Elders	Opinion shapers and cultural gatekeepers	Can either support or interfere with the implementation of activities	Project Implementation	Community buy-in of interventions	<ul style="list-style-type: none">• Dialogue• Meaningful engagement• Advocacy



PART TWO

2.1 Strategic Direction and Thematic Focus

Building on the work of CEEC over the last 11 years, this strategic plan has a strong and a consistent focus on gender equality, sustainable peace, good governance and protection of human rights with an emphasis on creating an enabling environment for communities to effectively participate in development processes within their unique contexts.

As indicated CEEC's mission, vision, core values and the theory of change have been revised to reflect this strategic direction.

2.2 Identity Statement

Community Education and Empowerment Centre (CEEC) is a Kenyan Non-Governmental Organization (NGO) registered in 2012 that empowers communities to be actors in their own development.

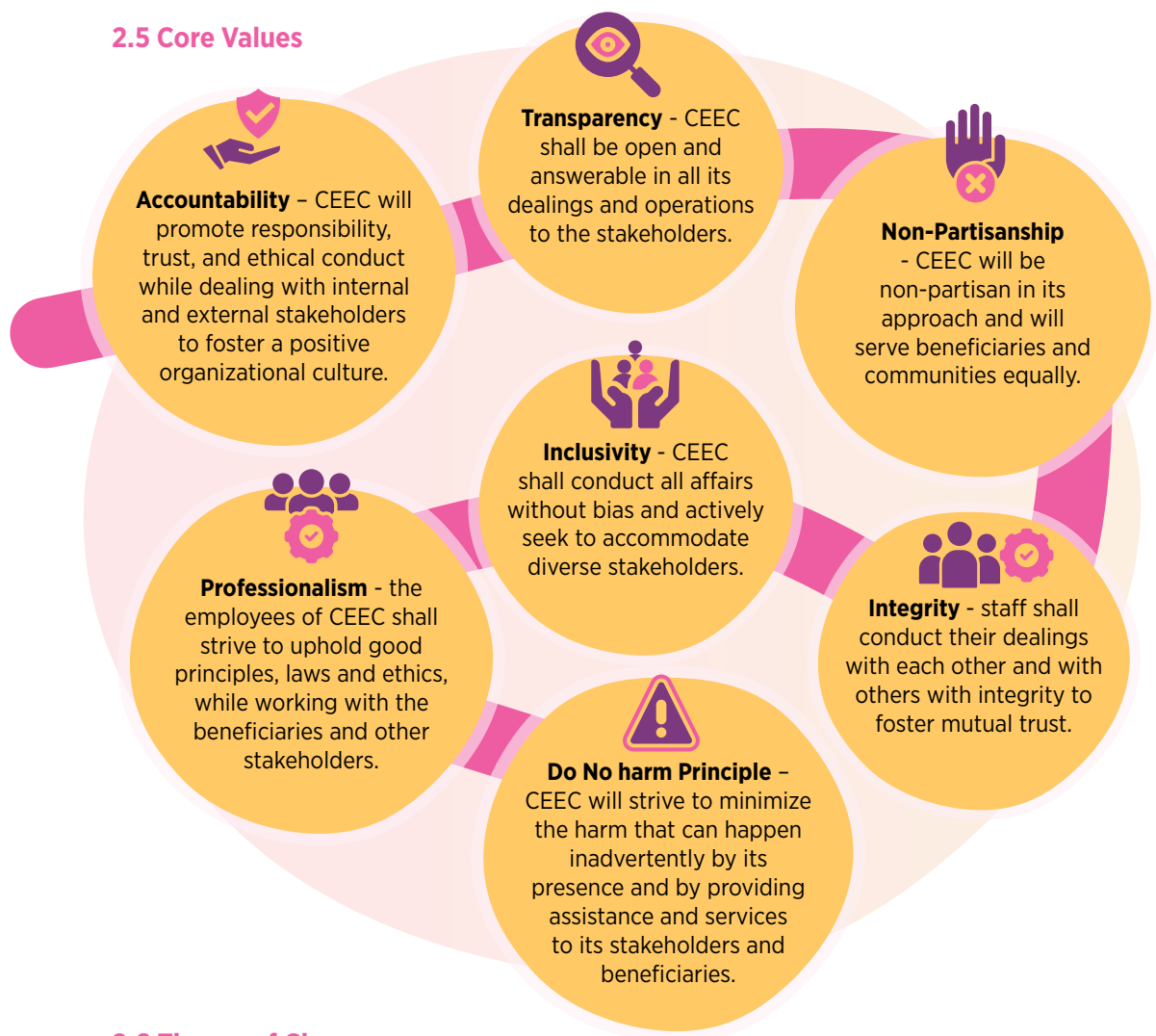
2.3 Vision

An inclusive, peaceful, and equitable society.

2.4 Mission

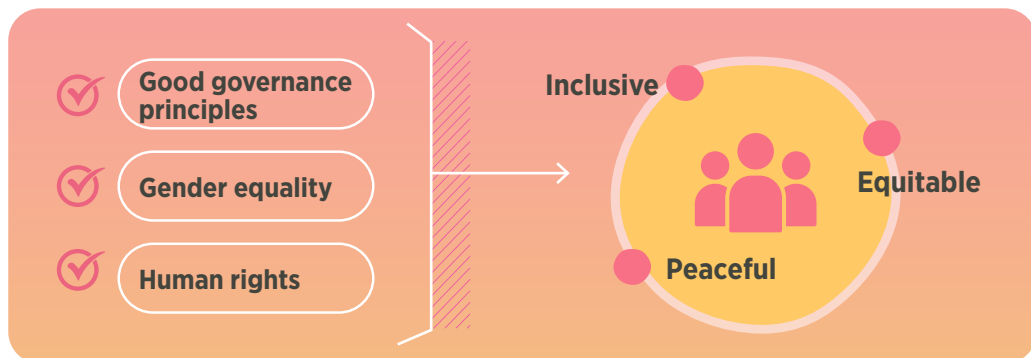
To build community agency on peacebuilding, good governance, human rights, and gender equality for social change

2.5 Core Values



2.6 Theory of Change

CEEC's theory of change is that **"IF** good governance principles are observed, gender equality is promoted, human rights are upheld and peace is enhanced, **THEN**, we are likely to have an inclusive, peaceful, and equitable society"



2.7 Pillars

Over the next five years, CEEC's operational framework will be structured around four pillars: **Good Governance, Gender Equality, Human Rights** and **Peace Building**.



These pillars reflect a comprehensive and multi-dimensional approach to addressing challenges in CEEC's geographical areas of operation. In designing these pillars, CEEC acknowledges the interdependence of key factors that contribute to sustainable development and social change. Peacebuilding ensures a foundation of stability, Good Governance establishes the framework for effective ethical leadership, Human Rights safeguard individual dignity and freedoms, while Gender Equality promotes inclusivity and fairness. This multi-faceted strategic plan recognizes that these pillars are not isolated endeavors but interconnected components, collectively promoting a holistic organizational framework that can effectively respond to complex and evolving needs of the communities that CEEC works with.

2.8 Overall Goal



To contribute to a more inclusive society where good governance principles are observed, gender equality is realized, human rights are protected and peace and stability are strengthened.

2.8.1 Pillar One: Good Governance

Good governance is essential for economic development and social stability. It is characterized by principles such as transparency, participation, rule of law, equity, and inclusivity. However, women and youth are least represented in governance structures and are therefore at the periphery of civic engagement. This results in social problems such as marginalization, exclusion, gender-based violence, unemployment, crime, and poverty. CEEC will contribute to good governance by promoting civic engagement in governance processes as well as inclusive participation of all members of the society, especially women and youth. This will involve among other things strengthening the capacity of elected leaders to discharge their mandate, citizen participation in budget making processes, lobbying for accountability in the provision of essential services, civic/voter education, dialogue forums with state authorities

and civic engagement using social accountability tools. CEEC will continue using local media and theatre to educate the citizenry and develop targeted campaigns on accountability and citizen participation in good governance.



Strategic Objective 1:

To empower communities to actively participate in governance processes, and strengthen the capacity of duty bearers to effectively discharge their mandate transparently and with accountability.

Outcome 1: Enhanced citizen participation in governance processes

Interventions



- Carry out rapid assessment on the level and quality of public participation in devolved governance processes in the targeted counties
- Conduct civic education and sensitization on electoral and governance processes
- Conduct community-based budget analysis meetings on budget documents
- Train and support special interest groups aspiring for elective positions
- Capacity building of communities and duty bearers on climate governance,
- Integrate mental health and psychosocial awareness and support into governance interventions

Outcome 2: Strengthened capacity of duty bearers to effectively discharge their mandate.

Interventions



- Train duty bearers to effectively discharge their mandate
- Use of media (new media/ mainstream media) to raise awareness and advocate for transparent and accountable leadership
- Support community dialogue forums between citizens and duty bearers, to enhance effective service delivery as well as transparency and accountability in governance processes

Outcome 3: Increased advocacy for realization of good governance principles

Interventions



- Advocate for legal and policy reforms to strengthen mechanisms for citizen participation, access to information, and public accountability at the local government level.
- Support the establishment of social accountability mechanisms such as community scorecards, participatory budgeting, and citizen-led monitoring initiatives to promote transparency and accountability.
- Participate in advocacy on governance issues through partnerships and networks

2.8.2 Pillar Two: Gender Equality

The Kenya Constitution has a very progressive Bill of Rights, which provides in Article 27 for equality of men and women before the law; equal protection and benefit of the law; and equal opportunities in political, economic, cultural and social spheres. To give effect to the constitution, an enabling legal, policy, administrative and institutional framework has been developed. However, realization of gender equality is hampered by a deep rooted patriarchal social order which manifests in factors such as discriminative gender norms, ignorance, entrenched gender stereotypes, limited access to information, resource constraints, failure to enforce laws and policies on gender equality, and lack of political goodwill. This program aims at enhancing the capacity of communities to understand and address these obstacles. Through strategies such as capacity building using positive masculinities and femininities approach and advocacy, the program seeks to strengthen the communities' ability to actively contribute to the advancement of gender equality.



Strategic Objective 2:

To contribute to a society where everyone regardless of gender has equal access to resources, opportunities as well as equal representation and participation in social, economic and political spheres.

Outcome 1: Increased awareness on gender equality at the community level

Interventions



- Conduct gender analysis in CEEC's target counties to inform gender equality interventions.
- Conduct community training on gender, including gender-based violence prevention and response using gender transformative, intersectional as well as positive masculinities and femininities approaches.
- Support gender sensitization and mentorship in schools
- Develop programmes that address gender inequalities created/exacerbated by climate change and global warming.

Outcome 2: Increased advocacy on gender -based violence prevention and response as well as promotion of gender equality

Interventions



- Develop and regularly update a gender-based violence prevention and response toolkit
- Support survivors of GBV, especially intimate partner violence to start income generating activities.

- Integrate mental health and psychosocial awareness and support into gender equality interventions.
- Participate in county, national and international advocacy campaigns on gender equality including marking relevant international days in partnership with other stakeholders.
- Lobby and advocate for effective GBV prevention and response mechanisms, including allocation of resources at county and national levels.
- Build the capacity of communities on gender responsive budgeting through policy dialogue.
- Conduct research, document and disseminate data on gender equality and GBV prevention and response.

2.8.3 Pillar Three: Human Rights

Protecting and promoting human rights is fundamental in creating a just and equitable society. Kenya's 2010 Constitution has a progressive Bill of Rights that provides for specific rights of Children, Youth, Persons with disabilities, minorities and marginalized groups as well as Older members of society. However, the country has a history of rampant violation of these rights by both state and non-state actors, with little or no redress. Examples include police brutality against the youth especially in Nairobi's informal settlements; violation of women's property rights; and exclusion of segments of the society including women and youth from political leadership and other developmental processes. CEEC will continue to build the capacity of communities as right holders in the target counties to claim and defend their rights and access justice. This will be achieved through capacity building, legal aid clinics and advocacy campaigns.



Strategic Objective 3:

To promote the protection and respect of the fundamental rights and freedoms of all individuals.

Outcome 1: Increased awareness on human rights**Interventions**

- Equip communities with knowledge, information and skills on promotion, protection and respect for human rights as well as alternative justice systems.
- To contribute towards realization of economic rights, particularly for special interest groups, through skills building and linkages to financial opportunities.
- Hold dialogue forums between right holders and duty bearers on promotion of human rights.
- Conduct children's rights awareness sessions in school and support human rights clubs.
- Conduct policy dialogue on alcohol and substance abuse prevention and response.
- Conduct life skills training on prevention of alcohol and substance abuse in schools.
- Integrate mental health and psychosocial awareness and support into human rights interventions

Outcome 2: Increased access to justice**Interventions**

- Conduct legal aid clinics, to sensitize the communities on their rights and referral pathways and support legal representation of special interest groups.
- Build the capacity of communities on self- representation.
- Participate in public interest litigation in collaboration with like-minded organizations.

Outcome 3: Increased advocacy on promotion of human rights**Interventions**

- Create partnerships with like -minded organizations to carry out human rights advocacy
- Build the capacity of and support community based human rights champions and create a network of human rights defenders.

- In partnership with community human rights champions and other actors, mark international human rights days
- Conduct research and baseline surveys, document and disseminate the findings to inform human rights interventions.

2.8.4 Pillar Four: Peace Building:

Kenya has experienced different forms of conflict since independence, which include ethno-political skirmishes, resource-based disputes, conflicts related to infrastructure developments and the extractive industry, as well as violent extremism. Yet, it is evident that sustainable development cannot be achieved in the absence of peace, and lasting peace can only be realized through the involvement of all segments of society. In alignment with CEEC's vision, this program will continue to enhance communities' capacity to effectively participate in peace processes, thus promoting harmonious co-existence. This involves implementing initiatives that enhance respect for diversity, de-escalate ethno-political tensions, curb electoral violence, and address other forms of violence in the private and public spheres. A crucial component of CEEC's approach is enhancing the participation of all members of the society in these initiatives, particularly historically marginalized groups such as women, youth and persons with disabilities. This is based on CEEC's firm belief that sustainable peace and development can only be achieved through participatory, inclusive and community driven initiatives.



Strategic Objective 4:

To build communities capacity to address the root causes of conflict, manage diversity and promote social cohesion.

Outcome: Inclusive and gender sensitive peace processes for realization of sustainable peace and development.

Interventions

- Conduct national and area specific gender sensitive conflict and context analysis.
- Build the capacity of communities on peacebuilding, conflict transformation, active non-violence and alternative dispute resolution mechanisms.
- Facilitate community participation in peace processes through dialogue forums, theatre, art, media etc.
- Conduct awareness and advocacy campaigns to promote the participation of women, youth and PWD's in peace processes.
- Build the capacity of youth to promote peaceful co-existence especially during electioneering periods.
- Build the capacity of communities to promote social cohesion through management of diversity.
- Develop programs that address conflicts caused/exacerbated by climate change and global warming.
- Sensitize communities on the connection between climate change and conflict as well as mitigating measures.
- Integrate mental health and psychosocial awareness and support into peacebuilding interventions.
- Conduct research, documentation and disseminate information on peacebuilding and conflict transformation.
- Develop conflict early warning and response mechanism to inform programming.

2.8.5 Pillar Five: CEEC Institutional Capacity Strengthening

Over the last decade, CEEC has operated with a lean staff, and has achieved commendable impact. However, the organization has grown, and faces demands to expand to other areas and reach larger numbers of beneficiaries. In keeping with global trends, CEEC also faces the need to integrate emerging issues into its work. Therefore, there is a pressing need to enhance the organization's operational and financial capacity, which calls for an expansion of human, financial, infrastructural, and other resources.



Strategic Objective 5:

To enhance CEEC's internal systems and resources to achieve its strategic objectives more effectively.

Outcome 1: Enhanced organizational structures, policies and systems

Interventions

- Audit and update internal policies and guidelines.
- Develop and implement a resource mobilization strategy.
- Develop and implement a communication strategy.

- Develop and implement monitoring, evaluation, accountability, research and learning framework.
- Conduct risk assessment and develop mitigation measures.
- Establish a social enterprise to bridge fundraising gaps
- Leverage technology to improve organizational operations
- Assess and improve human resource capability



KEY HELP PART TESTED METRICS DEVICES COVER PRIVACY PROVIDE TRENDS COMPANY MALWARE PHYSICAL IDENT APPLICATIONS RECORDS POLICY PLACE INFORMATION RISK REPORT
 PENETRATION UPDATED FRAMEWORK REVIEWED REGULATION DOCUMENTED CLIENT SITE PROCESS SCOPE SECURITY MANAGEMENT RECOVERY MEETING BACKUP
PRACTICES **COMPLIANCE** **CONTINUITY** **SECURITY** **RISK** **MANAGEMENT** **RECOVERY** **REPORT** **BACKUP** **DISASTER**
 LOGS AGREED FINANCIAL INTERNAL GAIN AUDIT ORGANIZATION PASSWORDS FIREWALL VULNERABILITY INCIDENTS DATA STORAGE
 TECHNICAL SYSTEM SUMMARY POLICY AUDITORS FINDINGS PLAN EXAMINATION APPROPRIATE ACCORDANCE STANDARDS EXAMINE ACTUALLY
 DAILY PROCEDURES QUESTIONNAIRES OBJECTIVES CONDUCT IMPORTANT ANALYSIS SETTINGS OVERVIEW

2.9 Five Year Results Framework

Overall Goal



To contribute to a more inclusive society where good governance principles are observed, gender equality is realized, human rights are protected and peace and stability are strengthened.

Pillar One: Good Governance

Activities.	Key Performance Indicators	Critical Assumption	Five Year Targets				
			2024	2025	2026	2027	2028
Strategic Objective 1: To empower communities to actively participate in governance processes, and strengthen the capacity of duty bearers to effectively discharge their mandate transparently and with accountability.							
<i>Outcome 1:Enhanced citizen participation in governance processes</i>							
1.Carry out rapid assessment on the level and quality of public participation in devolved governance processes in the targeted counties	# Assessment report	<ul style="list-style-type: none">• Stakeholders play their respective roles.• Community will be willing to participate• Resources will be available for timely implementation of activities.		1			
2. Conduct civic education and sensitization on electoral and governance processes	# No of forums held		1	2	4	4	2
3.Conduct community-based budget analysis meetings on budget documents	# Budget meetings held		15	20	20	20	20
4.Train and support special interest groups aspiring for elective positions	# Number of special interested group supported				50	50	
5.Capacity building of communities and duty bearers on climate governance,	# Number of trainings			2	5	5	5
6.Integrate mental health and psychosocial awareness and support into governance interventions	# Number of trainings		1	1	2	1	1

Activities.	Key Performance Indicators	Critical Assumption	Five Year Targets				
			2024	2025	2026	2027	2028
Outcome 2: Strengthened capacity of duty bearers to effectively discharge their mandate.							
1.Train duty bearers to effectively discharge their mandate	# Number of trainings undertaken	<ul style="list-style-type: none">There will be political goodwill, from the duty bears on interventionsCommunities will also be willing and own the project interventionThere will be wide acceptance of the new technology by the communities in the target areas.	1	1	1	1	1
2.Use of media (new media/ mainstream media) to raise awareness and advocate for transparent and accountable leadership	#Number of talk shows, radio drama, tweets, and facebook posts done		12	12	12	12	12
3.Support community dialogue forums between citizens and duty bearers, to enhance effective service delivery as well as transparency and accountability in governance processes	# Number of community forums between community members and county elected leaders		30	50	100	100	100
Outcome 3: Increased advocacy for realization of good governance principles							
1.Advocate for legal and policy reforms to strengthen mechanisms for citizen participation, access to information, and public accountability at county and national level.	#Number of advocacy meetings held	<ul style="list-style-type: none">Resources will be available for timely implementation of activitiesCommunity will accept the methods and approaches to the implementation of the project.	1	1	1	1	1
2.Support the establishment of social accountability mechanisms such as community scorecards, participatory budgeting, and citizen-led monitoring initiatives to promote transparency and accountability.	# Number of community mechanism developed		2	2	2	2	2
3.Participate in advocacy on governance issues through partnerships and networks	#Number of network meetings attended		3	5	5	5	5

Pillar Two: Gender Equality

Activities.	Key Performance Indicators	Critical Assumption	Five Year Targets				
			2024	2025	2026	2027	2028
Strategic Objective 2: To contribute to a society where everyone regardless of gender has equal access to resources, opportunities as well as equal representation and participation in social, economic and political sphere							
<i>Outcome 1: Increased awareness on gender equality at the community level</i>							
1.Conduct gender analysis in CEEC’s target countries to inform gender equality interventions.	# Gender analysis reports developed	<ul style="list-style-type: none">• The community will feel a sense of ownership and buy-in• Stakeholders play their respective roles.• There will be broad agreement within the community on the problem identified and solutions	1		1		1
2.Conduct community training on gender, including gender based violence prevention and response using gender transformative, inter-sectional as well as positive masculinities and femininities approaches	# Number of trainings conducted		2	4	4	4	4
3.Support gender sensitization and mentorship in schools	#Number of schools and gender clubs formed and supported			10	10	10	10
4.Develop programmes that address gender inequalities created/exacerbated by climate change and global warming	# Number of programs developed		1	1	1	1	1
<i>Outcome 2: Increased advocacy on gender based violence prevention and response as well as promotion of gender equality</i>							
1.Develop and regularly update a gender-based violence prevention and response toolkit	# Toolkit developed and updated	<ul style="list-style-type: none">• Relevant Institutions and organization, local government, community will be supportive and provide necessary assistance.• Resources will be available for timely implementation of activities• The training programs will effectively build required capacity among community members and stakeholders		1	1	1	1
2.Support survivors of GBV, especially intimate partner violence to start income generating activities.	#Number of households supported			20	20	20	20

Activities.	Key Performance Indicators	Critical Assumption	Five Year Targets				
			2024	2025	2026	2027	2028
3.Integrate mental health and psychosocial awareness and support into gender equality interventions.	# Number of persons supported		50	100	100	100	100
4.Participate in county, national and international advocacy campaigns on gender equality including marking relevant international days in partnership with other stakeholders.	#Number of campaigns supported		1	1	1	1	1
5.Lobby and advocate for effective GBV prevention and response mechanisms, including allocation of resources at county and national levels.	#Number of advocacy efforts		1	1	2	2	2
6.Build the capacity of communities on gender responsive budgeting.	# Number of persons trained		40	60	60	60	60
7.Conduct research, document and disseminate data on gender equality and GBV prevention and response.	# Research report developed					1	

Pillar Three: Human Rights

Activities.	Key Performance Indicators	Critical Assumption	Five Year Targets				
			2024	2025	2026	2027	2028
Strategic Objective 3: To promote the protection and respect of the fundamental rights and freedoms of all individuals.							
Outcome 1: Increased awareness on human rights							
1.Equip communities with knowledge, information and skills on promotion, protection and respect for human rights as well as alternative justice systems.	# Number of trainings conducted	<ul style="list-style-type: none">• The project team and communities possess or can develop the skills needed to implement and sustain interventions• Local leadership will support the projects and advocate for it within the community.• Training programs will effectively build the required capacity among community members and stakeholders	2	2	2	2	2
2.To contribute towards realization of economic rights, particularly for special interest groups, through skills building and linkages to financial opportunities	# Number of community members supported		20	50	50	50	50
3.Hold dialogue forums between right holders and duty bearers on promotion of human rights.	#Number of meetings held		2	2	2	2	2
4.Conduct children's rights awareness sessions in school and support human rights clubs.	# Number of schools supported		10	10	10	10	10
5.Conduct policy dialogue on alcohol and substance abuse through public participation budget meetings and stakeholder engagement forums.	# Number of meetings supported		5	5	5	5	5
6. Conduct life skills training on prevention of alcohol and substance abuse in schools	# Number of schools supported		10	10	10	10	10
7.Integrate mental health and psychosocial awareness and identify cases for support (referral pathway) within human rights interventions	#Number of awareness forums done and cases referred		2	2	2	2	2

Activities.	Key Performance Indicators	Critical Assumption	Five Year Targets				
			2024	2025	2026	2027	2028
Outcome 2: Increased access to justice							
1.Conduct legal aid clinics, to sensitize the communities on their rights and referral pathways and support legal representation of special interest groups	# Number of legal aid clinics done	• Relevant Institutions and organization are supportive and provide necessary assistance	1	3	3	3	3
2. Build the capacity of communities on self-representation.	#Number of community members supported		50	50	50	50	50
3.Participate in public interest litigation in collaboration with like -minded organizations.	#Number of litigations supported			4	4	4	4
4.Create partnerships with like -minded organizations to carry out human rights advocacy.	#Number of partnership agreement signed	• Adequate financial resources are available and accessible to support the project throughout its lifecycle • Relevant institutions and organizations are supportive and provide necessary assistance.	1	1	1	1	1
5.Build the capacity of and support community based human rights champions and create a network of human rights defenders	#Number of Human rights champions trained and supported		20	100	100	100	100
6.In partnership with community human rights champions and other actors, mark international human rights days)	# Number of advocacy meeting held		2	2	2	4	4
4.Conduct research and baseline surveys, document and disseminate the findings to inform human rights interventions.	# Report developed			1			

Pillar Four: Peace Building:

Activities.	Key Performance Indicators	Critical Assumption	Five Year Targets				
			2024	2025	2026	2027	2028
Strategic Objective 4: To build communities capacities to address the root causes of conflict, manage diversity and promote social cohesion. <i>Outcome: Inclusive and gender sensitive peace processes for realization of sustainable peace and development.</i>							
1.Conduct national and area specific gender sensitive conflict and context analysis.	# Reports developed	<ul style="list-style-type: none">• The target areas remains safe and secure for project activities and participation.• The political environment remains stable and conducive to project implementation		1			1
2.Build the capacity of communities on peacebuilding, conflict transformation, active non-violence and alternative dispute resolution mechanisms.	#Number of community members sensitized on peace and conflict resolution		30	60	60	60	60
3.Facilitate community participation in peace processes through dialogue forums, theatre, art, media etc	#Number of community activities held		10	10	20	20	20
4.Conduct awareness and advocacy campaigns to promote the participation of women, youth and PWD’s in peace processes.	# Number of advocacy campaigns		1	1	1	1	1
5.Build the capacity of youth to promote peaceful co-existence especially during electioneering periods.	# Number of youths trained			100	100	100	100
6.Build the capacity of communities to promote social cohesion through management of diversity.	# Number of community groups trained			60	100	100	100
7.Develop programs that address conflicts caused/exacerbated by climate change and global warming.	# Number of programs developed			1	1	1	1

Activities.	Key Performance Indicators	Critical Assumption	Five Year Targets				
			2024	2025	2026	2027	2028
8.Sensitize communities on the connection between climate change and conflict as well as mitigating measures	#Number of community members sensitized			50	50	50	50
9. Support Joint forums, bringing together, citizens, security officers, elected leaders and National and County Institution Working on Peace and cohesion.	#Number of meetings				1	1	1
10.Integrate mental health and psychosocial awareness and support into peacebuilding interventions	#Number of awareness sessions held		1	1	1	1	1
11.Conduct research, documentation and disseminate information on peacebuilding and conflict transformation.	# Number of research generated				1		
12.Develop conflict early warning and response mechanism to inform programming	# Number of mechanisms developed				1	1	

Pillar Five: CEEC Institutional Capacity Strengthening

Activities.	Key Performance Indicators	Critical Assumption	Target				
			2024	2025	2026	2027	2028
Strategic Objective 5: To enhance CEEC’s internal systems and resources to achieve its strategic objectives more effectively. <i>Outcome 1: Enhanced organizational structures, policies and systems</i>							
1.Audit and update internal policies and guidelines	#Audit report developed	• Adequate financial resources are available and accessible.	1				
2. Develop and implement a resource mobilization strategy	#Number of proposals developed and funded		1				
3. Develop and implement a communication strategy	# Midterm review planned		1				

Activities.	Key Performance Indicators	Critical Assumption	Target				
			2024	2025	2026	2027	2028
4.Develop and implement monitoring, evaluation, accountability, research and learning framework.	#Number strategic planned designed printed and disseminated		1				
5. Conduct risk assessment and develop mitigation measures.	#Report on the situation in the organization conducted		1				
6.Review of the organization organogram	# Organogram structure reviewed		1				
7.Establish a social enterprise to bridge fundraising gaps	#Social enterprise strategy developed			1			
8 Leverage technology to improve organizational operations	#Need based report on the areas to adopt technology		1				
9.Assess and improve human resource capability	#Report developed			1			

2.9.1 RISK MANAGEMENT

RISK	MITIGATION
Programmes Implementation	Programme delivery matrix will be instituted to ensure that CEEC honours its commitments in a timely manner
Staff turnover	Competitive remuneration and other incentives will be instituted to retain staff Internship programme, will also attract some remuneration
Fraud	Instituting effective controls Periodic reviews and audits of the accounts
Donor dependency	Diversification of resource generation options e.g. social enterprise Optimizing on current opportunities
Competitions in the sector	Distinguished approach in our work Focus and depth in our work Learning and growing Communicating results and impacts
Leadership	Succession planning- Management & Board Enhance mandate of Board committees



PART THREE

3.0 Monitoring Evaluation Accountability and Learning (MEAL)

CEEC will develop a comprehensive Monitoring, Evaluation, Accountability and Learning framework for the strategic plan to enable systematic monitoring of the achievement of the milestones set in this results framework. The approach taken will be one of internal accountability beyond just accountability to external stakeholders like donors. The information obtained from the MEAL process will be ploughed back into CEEC's decision-making process to make it evidence based. A rights-based approach to programming will be incorporated at the design and implementation of all programme activities.

The MEAL framework will consider the role of partners and beneficiaries in determining the effectiveness of interventions and encourage self-reflection within the community for greater ownership of the initiatives. Internal accountability of community structures will also be strengthened and encouraged. CEEC will document its work well and capture the most significant impact stories to help track results for the various initiatives undertaken. For instance, CEEC will begin with documentation of the journeys of the beneficiaries who have been elected to various political offices in the last national elections as well as the women and youth who vied for elections but did not get elected. This will not only showcase CEEC work but also pick critical lessons of what works and what does not.

The MEAL framework will be implemented through the leadership of the Programs Manager with each Project Officer ensuring that the outputs of each project are well documented and tracked. The MEAL loop will be completed through internal learning sessions that will be held at agreed intervals.

CEEC will conduct a comprehensive mid-term review of this strategy to cross check the validity of the theory of change at that point and the extent of attainment of outcomes and objectives. The midterm review will also consider changes in the operating context of CEEC to facilitate any necessary adjustments as the strategy will

be entering the second half of implementation. This will be done by an independent entity for objectivity and to give CEEC an impartial view of its work.

Relevant tools and strategies to monitor progress at the organization level will be developed by the board and staff. Systems to enhance project progress will include:

- Periodic performance appraisal of staff by the management and board against individual set targets.
- Quarterly programmatic narrative and financial reporting to the board.
- Annual programme reviews.
- Annual General Meeting.
- Provisions of periodic narrative and financial reports to partners.
- Continued external evaluation of organization's activities.
- Monthly staff and management meetings providing a platform for in-house feedback.

Specific programmes will design specific indicators both qualitative and quantitative for measurement of results

3.1 Institutional Arrangements

3.1.1 Governance and Leadership

CEEC has an advisory board of 6 professionals charged with the overall policy-making and strategic leadership of the organization. The Advisory Board will have three sub-committees, namely the resource mobilization committee which will comprise of the Chair, the ED, and a member whose strength is fundraising. The Finance Committee which will comprise of; The Chair, the ED and the Treasurer while the programmes committee which will comprise of the Chair, the ED, and a member well versed with strategy. The committees will be reconstituted, and others formed as need arises.



The Chair, Treasurer, and the Secretary (who is the Executive Director of the organization) will form the Executive Committee of the Advisory Board. Below is the board composition and the expertise of each member.

Position	Area of Expertise
Chair	Management
Treasurer	Finance
Member	Networking
Member	Strategy
Member	Fundraising
ED/Ex-officio	Secretary to the Board/PM/F

3.1.2 CEEC Secretariat

To implement this strategy, CEEC will have a competent management team comprising the Executive Director, Programs Manager, Finance and Grants Manager. The organisation will move towards filling various portfolios based on the effective implementation of this strategy. The Executive Director and the Board members will embark on rigorous fundraising to ensure that all staff positions envisioned in this strategy are financed. The main responsibility of the management team is to make the day to day managerial and operational decisions while enhancing the working relationship between the staff and Advisory Board.

CEEC will consider having a liaison person in Kiambu, Muranga and Uasin Gishu (Burnt Forest) for purposes of representation, networking and rapid response to any needs on the ground. This will also ensure CEECs presence is felt on the ground on a day-to-day basis and in activities and events that can bring more visibility to CEEC work.



3.1.3 Community Engagement

CEEC collaborates closely with local authorities and beneficiary communities. CEEC uses the rights-based approach to development which is designed to support right holders to claim their rights while also working with the duty-bearers to meet their obligations. CEEC empowers and works through community-level structures such as the village elders, teachers, peace committees, Nyumba Kumi, women and youth groups.

3.1.4 Partnerships

CEEC will continue to work in partnership with like-minded organizations in the region, especially in advocacy with the county government structures over matters pertinent to the beneficiaries. It is not lost on CEEC that some of the partners cover critical programme areas that impact the effectiveness of CEEC programs. Some partners will be looked upon as critical allies in consolidating the impact of CEEC's initiatives. CEEC will also join various consortia for purposes of information sharing and resource mobilization through basket funding.

CEEC will also strengthen alliances with existing funding partners while also looking to expand her partnership base to realize the expanded program scope. To ensure these partnerships support CEEC well, the organization will develop a cost-sharing policy for the projects to guide negotiations with partners to cover critical administrative budget lines that support all the project activities.

3.1.5 Visibility and Branding of CEEC

CEEC will foster close links with media outlets to publicize her work as well as disseminate information to the wider public. This will be achieved through working with the social and mainstream media, representation in cluster or coordination meetings at the national level and in the target counties as well as thorough documentation of CEEC work. CEEC will continue updating its website regularly and ensuring it remains interactive.

CEEC is working towards strengthening its brand within the communities to ensure that the work of the organization is known by all cadres of stakeholders.

3.1.6 Transitioning to the New Strategy

CEEC will popularize this strategy with her internal and external partners and use it as a fundraising document. After the adoption of the strategy by the senior management and the board, the document will be disseminated to all the current

partners of CEEC financing her projects in the counties it is currently working in as well as other potential donors that will be mapped by the board and management.

3.1.7 Resource Mobilization for the Strategy

A comprehensive resource mobilization strategy will be developed for this five-year strategy. Therefore, the Advisory Board, together with senior management of the organization has identified the need of coming up with viable strategies for the generation of unrestricted funding for CEEC as well as mobilization of resources beyond traditional donor funding. The rationale behind the proposal for diversifying sources of support is to strengthen the institutional base and sustainability of the organization and ensure continuity.

3.1.8 Value for Money Proposition

CEEC will seek to optimize use of resources through effective fiscal management and implementation of cost-saving measures. These measures will cut across the board to include procurement of goods and services, optimization of operations and maintenance and elimination of wastage in the recurrent and capital expenditure. Focus will be placed on sound planning and budget execution through quarterly regular expenditure reviews of the annual plan and the budget.

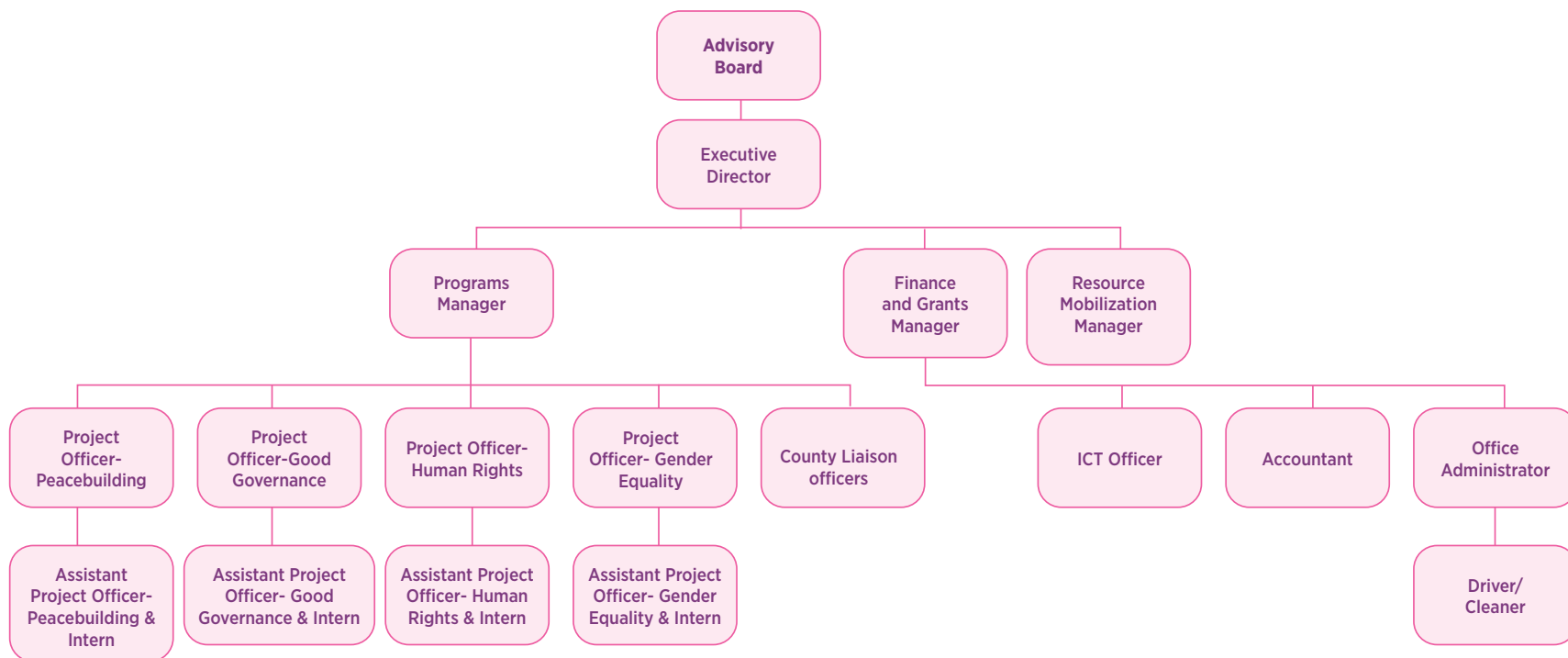
Specific measures will include the preparation of budgets that are in tandem with planned activities as provided in the strategic plan, ensuring that expenditures are targeted to core activities, and implementation of financial controls through rationalization of expenditure and enforcement of measures to minimize wastage, comparison of prices for procured items and services, accounting and audit measures to mitigate against wastage, adherence to normative policy and procedures on the purchase of office and other equipment, commodities and supplies, and instituting measures to ensure efficient and timely utilization of available funds hence ensuring accountability and transparency.

3.1.9 Risk Management

CEEC will comprehensively analyze its risks, come up with mitigation strategies, assign the risk bearers and regularly review their status. A risk management framework will be developed to ensure that all salient issues are well-considered more so now with the escalating security risks associated with working in the target regions particularly around the 2027 general elections. It is anticipated that these risks might have a bearing on the effective implementation of the initiatives and will require greater investment in the security of CEEC personnel and interests. A holistic approach will be undertaken during the development of the risk framework to capture all emerging issues both programmatic and operational.

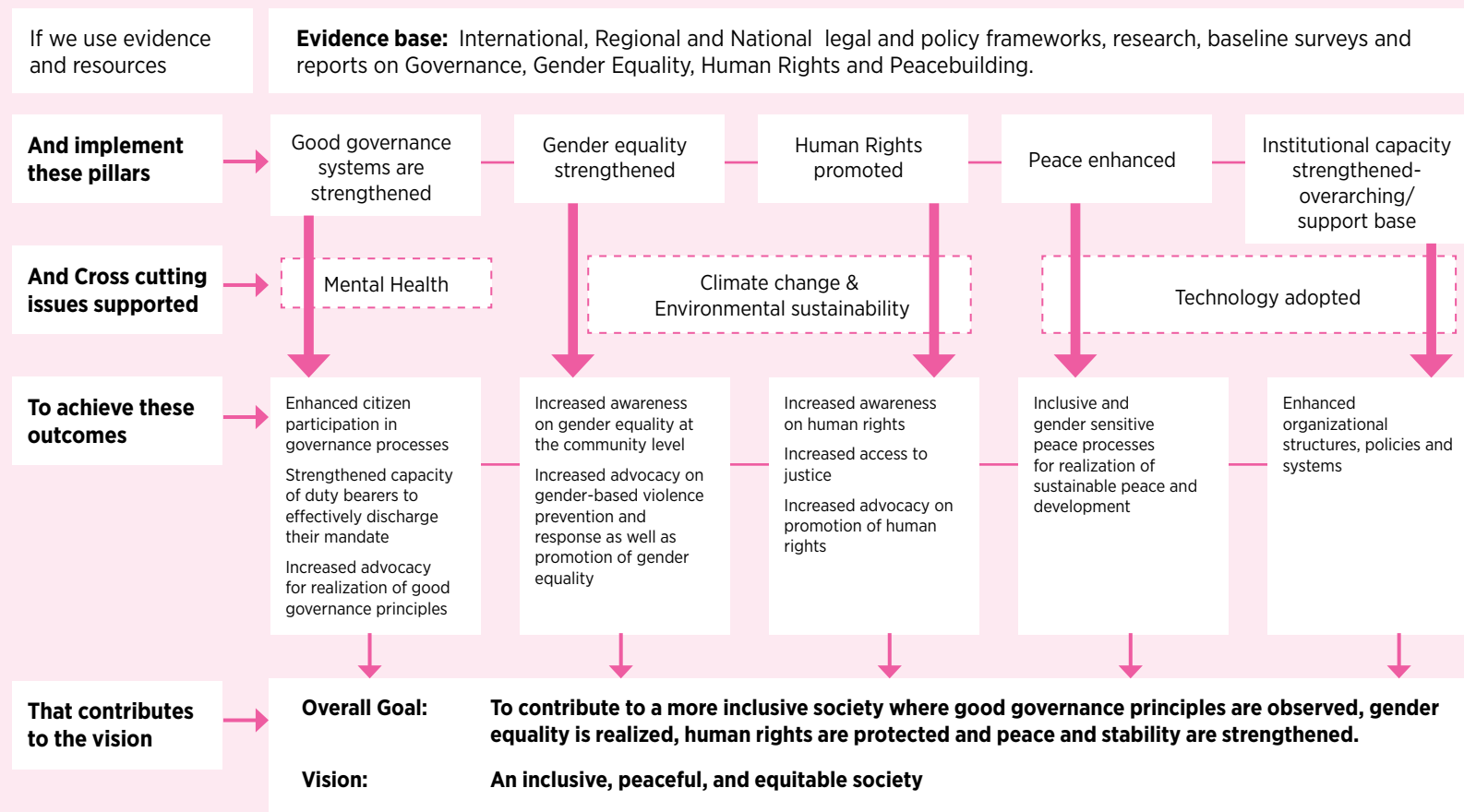
Annex

Annex 1: Proposed Organogram



Annex 2: Detailed Theory of Change

“IF good governance principles are strengthened, **IF** gender equality programs are strengthened, **IF** Human rights are promoted, **IF** Peace is enhanced, **IF** CEEC Institutional Capacity is strengthened, **THEN**, we shall have inclusive, peaceful, and equitable society





Community Education and Empowerment Centre
Pearl Heaven, B5, Westlands Avenue
P.O. Box 103077-00101 Nairobi
+254 704 606 992/ 0787 648 866
info@ceec.or.ke
www.ceec.or.ke