

Twajibike

Strategic Plan

2021-2025



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1.1 About Twajibike Platform

1.1.1 Who We Are

Twajibike Platform is a Community Based Organization that exists to provide space for community to assert their power and advocate for governance reforms, accountability and service delivery. Twajibike harnesses individual and collective power and capacities for a socially and economically cohesive community. The group strives to better community socio-economic situation through civic engagement, capacity building, livelihoods support, breaking down complex policy information into simplified actionable information and mobilizing action by community to defend their rights, drive and influence development priorities and public service delivery.

Twajibike strongly believes in the inherent capability of community to recognize their needs, prioritize them, and appropriately voice them while seeking own solutions to those needs.

1.1.2 Theory of Change

Twajibike believes that realistic transformation is possible when communities best understand economic, social and political challenges they face and develop interest and capacity to prioritize and influence their own development agenda. Based on this belief, Twajibike invests in community centered capacity building, information dissemination, civic engagement, grassroots organizing and facilitating voice relationships between community, policy actors and other important stakeholders for a cohesive community promoting and enjoying sustainable development.

1.1.3 Vision

A socially and economically cohesive community promoting sustainable development

1.1.4 Mission

We are inspired by the desire to better our socio-economic situation through social support services, civic engagement, capacity building, mobilizing action by communities to demand and defend their rights.

1.1.5 Twajibike's Objectives

- a) **To create awareness and mobilize citizen voice and action on government policy, service delivery general development affairs at both levels of government**

Under this objective, our focus is to enhance the capacities of communities to be aware about development processes at the county level and be able to effectively engage with development actors to ensure that development decisions taken address their needs. The program includes engaging in county planning and budget processes, budget monitoring and monitoring service delivery.

b) Create targeted awareness and social support services on communicable and non-communicable diseases

This objective seeks to promote sensitization on both communicable (TB, HIV, malaria) diseases and facilitate health support linkages for the victims to access sustainable care. It aims to support existing health care systems to follow up with and encourage patients to seek treatment for treatable diseases. It also focuses on advocating county government planning and budgeting that take into consideration availability of medicine and psychosocial services.

c) To conserve our environment by promoting responsible and sustainable exploration and utilization of our natural resources

Under this objective, the focus is advocate for sustainable exploitation and utilization of the natural resources provided to us by God. The program creates awareness about the mineral resources and targets mainly the small-scale and artisanal miners. It also links the stakeholders in the mining sector with the policy processes regarding mineral resources and environmental sustainability.

d) Promoting Sustainable Rural Agricultural Practices

Under this objective, Twajibike aims to promote sustained agricultural production practices that contributes to high productivity and more importantly that safeguard ecological health, regenerate and replenish the farm ecosystem. Specifically, this objective focuses on building community capacities and supporting adoption of climate smart agricultural technologies, establishing demo farms for alternative high value crops, tracing indigenous seeds, linking farmers to the county government's agricultural programmes and relevant policy processes, gather and disseminate agricultural information among related activities.

1.1.6 Our Core Values

a) Integrity

We believe in doing the right thing, the right way and for the right reasons, at all times and in all circumstances. We work in a transparent and accountable manner

b) Trust

We firmly believe in being reliable and committed to the cause of facilitating communities to take charge of their own development

c) Justice

We are genuinely concerned and deeply care about community

d) Teamwork

We know clearly that a prosperous community is a collective effort and we will work with like-minded actors to realise

e) Sustainability

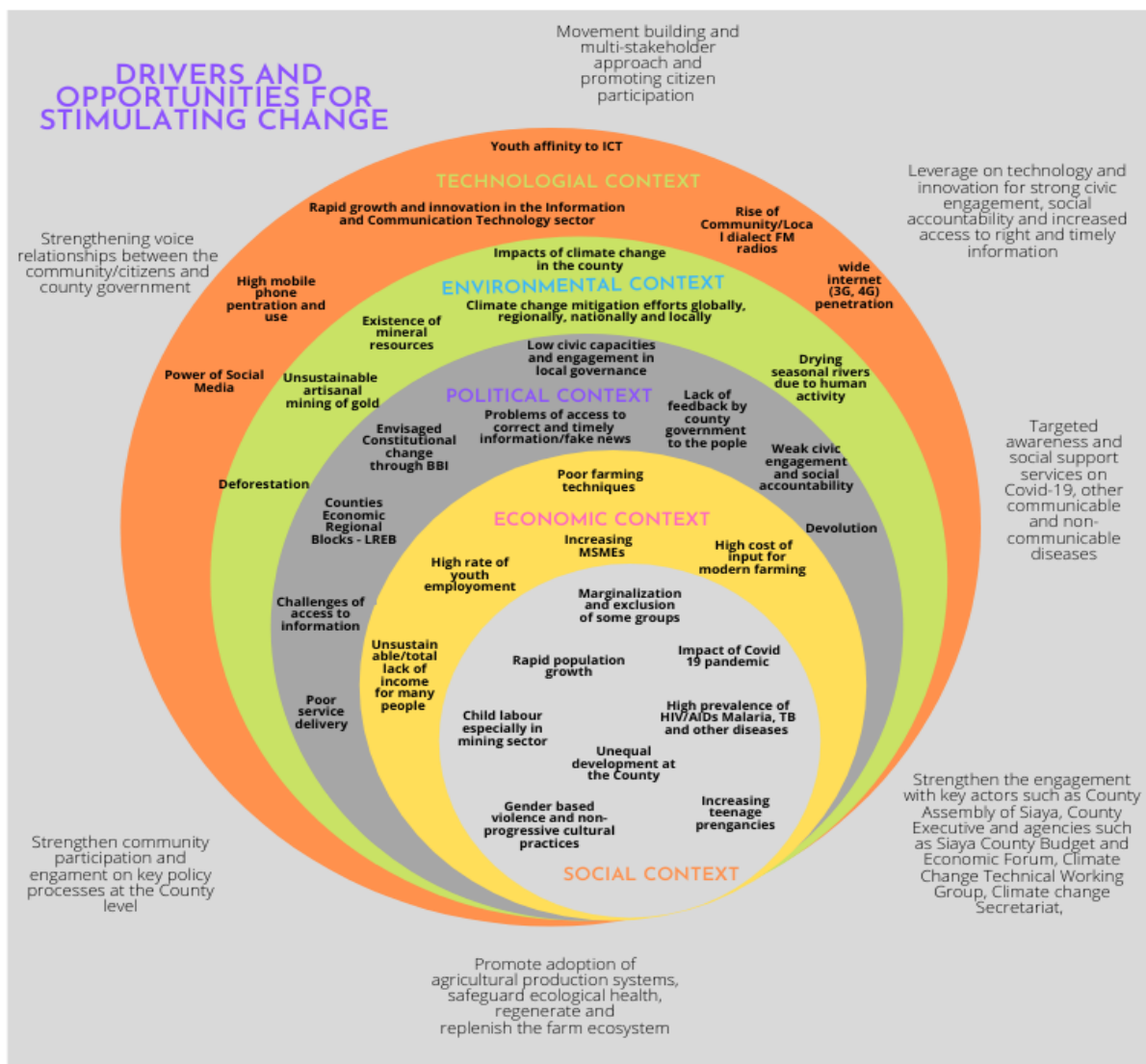
We have an obligation to the future generations and therefore, we pursue a balance between social and economic development that is mindful of environment as our common home.

2.1 Situational Analysis

This is the first strategic plan for Twajibike. As the organization swings into this strategic period, it is fully aware of the context it is going to work in for the next five years. It has undertaken an analysis of the influencing factors and actors as well as critical challenges and conditions within the implementation context as discussed in detail below.

2.1.1 Influencing Factors in the context

There are many key factors defining or significantly influencing the development work nationally and in the Counties. Twajibike concerns itself more with the county context but also mindful of the inevitable linkages between the county and national contexts. The diagram below summarizes the influencing factor in Siaya County and also neighboring counties such as Kisumu County that shares common boundary with Siaya County.



a) Social Context

Twajibike works at community level characterized by high levels of marginalization, exclusion, low levels of education and apathy towards governance. As a result of poverty

and unequal development, there are many emerging social issues requiring interventions. Some of these issues include child labour, high prevalence of HIV/AIDs, increasing teenage pregnancies among others.

Siaya County population has also registered steady growth in the recent years. According to Kenya National Bureau of Statistics (KNBS, 2019), the population of the county was 993,183 (females comprising 52.5% and males 42.1%). Devolution is one of the factors attributed to the high population growth following influx of people into major towns of Bondo, Siaya, Yala and Ugunja in addition to the existing growing population. The country's rapid population growth places a significant strain on the labour market, social services, arable land and natural resources.

Health care access in the County of Siaya is still faced with a number of challenges. The County has 213 health facilities of which 147 are public facilities. There is 1 county referral hospital in Alengo Usonga Subcounty. There are 9 subcounty hospital across the six subcounties, 34 health centres and 102 dispensaries.

In terms of healthcare workers levels in the county, the ratio of nurse to patient stands at 1:1997 and that of doctor to patient stands at 1:17,236. This means one doctor serves a population of 17,236 which depicts a significant shortage. The World Health Organization (WHO) recommends a ratio of 1:1000 which implies that one doctor should at most serve 1000 patients. For the nurses, WHO recommends 1:400. These statistics paints a clear picture of healthcare situation in the county. It is important to note as well that healthcare is a fully devolved function which consumes a higher percentage of the County's annual budget.

Disease prevalence such as HIV/AIDs, TB and Malaria are still high in the County. Moreover, nutritional status of the county still show that malnutrition is still one of contributing factors for morbidity and mortality especially in infants, children, maternal and people living with HIV and TB. Covid-19 pandemic has further compounded the health care situation.

Unemployment levels in the County is approximated at 40% of the population which means some 397,273 are unemployed. In this regard, the County government should identify and focus on policies and interventions that accelerate employment creation while at the same making the environment conducive for business and self-employment.

b) Economic Context

Generally, the economy has been significantly shaken and slowed down by Covid-19 pandemic. For this reason, Covid-19 remains a crucial factor in economic analysis and planning. In Kenya, as a result of the Covid-19, economy is estimated to have slowed down to around 0.6 percent in 2020 from a growth of 5.4 percent in 2019. Economic performance in most sectors slowed in all the quarters of 2020 compared to the

corresponding quarters of 2019. Real GDP grew by 4.9 percent in the first quarter of 2020 compared to 5.5 per cent growth in the first quarter of 2019¹.

According to Siaya County Fiscal analysis, its economic pillar consists of departments that have a direct bearing on private sector activity in the county. These department include Agriculture, Food, Livestock and Fisheries; Enterprise and Industrial Development; Finance and Economic Planning and, Tourism, Arts, Culture, Sports and ICT. The key drivers to County's economic growth were Agriculture (50%), Manufacturing (5%), Wholesale and retail Trade (19.7%), Transport and storage (12.4%), Real Estate (1.8%) Construction (1.7%) and Financial services (3.6%). County's policy interventions including budget allocation to this pillar therefore becomes an important factor in the County's economic growth that deserves extra attention, innovation, and citizen oversight. This will enable innovative and consistent tackling the concerns around farming techniques, high rate of unemployment, Micro Small Medium Enterprise sector challenges, high cost of farming in the County, land and natural resource use among other agroecology issues.

c) Political Context

The Constitution of Kenya 2010 changed the country's political landscape significantly. For the 8 years of bicameral parliament comprising the National Assembly and Senate and devolved units of governance, a number of challenges emerged. There have emerged concerns about over-representation of Kenyans by the elected leadership, increasing corruption at the counties and poor governance in general. In Siaya county, other concerns include weak civic capacities at the local levels, problems of access to information and lack of feedback mechanism by the county government.

The expectation of many Kenyans that devolution process would help promote access to government at the lowest levels, create many job opportunities and diffuse interest in national politics has after the 8 years fell short. Instead, increased apathy by citizens at the county level, wanton corruption, disregard of people's power and right to participate in governance affairs has dominated devolution. Public participation opportunities lack quality when they are undertaken, and views generated by the citizens are normally disregarded.

After 2017 general election which was followed with high tensions between the top two political contenders led to a handshake between President Uhuru Kenyatta and Hon. Raila Odinga. The handshake culminated to Building Bridges Initiative whose product was raft of policy measures to be undertaken to finish political and ethnic conflicts and tension that has previously followed every general election. The BBI proposed certain amendments to the constitution through constitution amendment bill 2020. The BBI policy proposals and amendments to the constitution will dominate political environment nationally and at the

¹ Global Economic Prospects-World Bank, 2020

County until the next general elections in 2022 and will be a key factor within Twajibike's context.

d) Environment

Land degradation and ecosystem destruction continue to be a major concern in Siaya county contributing to serious environmental destruction and climate change. The main contributors to this situation include deforestation, land disturbance/damage, pollution and population growth. Reckless exploitation of natural resources such as gold mining has contributed significantly to land destruction, interference with rivers and streams among other environmental hazards.

Population increase has led to a high demand for wood products and pastureland exerting undue pressure on the existing forest vegetation. Additionally, the need for space for human settlements necessitates clearing of forests. Human encroachment into the non-gazetted forest areas such as Nyambare, Regea and Mbagha hill tops has also lead to deforestation. Unless controlled, the effects of deforestation would affect the county in loss of habitat, change in micro-climate and the general environmental ambience.

Increasing effects of climate change have been witnessed making the agricultural sector which is predominantly rain-fed suffering from harsh weather in the County. Change in water levels in Lake Victoria have been rising over the years, a phenomenon associated with climate change. On the other hand the depths in the lake are reducing due to increasing sediment load as a result of deposited silts. However, on a local scale Lake Kanyaboli has been experiencing receding water levels due to various factors including high evaporation rates. Water level fluctuations have also been noted in river Yala and Nzoia. These have had grievous consequences in public water intake works including Bondo Water Supply and Hawinga Water Supply intakes in River Yala and Lake Kanyaboli respectively.

e) Technological Context

Technology has become the centre stage of both socio-economic and political development. Notably, rapid technological advancement has created opportunity for speedy access of ideas, experiences, and prompt exchange of information. Today, ICT is fundamental in linking communities with governance and facilitating businesses and empowering communities socially and economically.

According to the National ICT survey, the ICT sector is expected to continue playing a key role in shaping trends in the global economy. Artificial Intelligence (AI), Cloud Computing, Mobile Fifth Generation (5G), Cyber Security, Block Chain and the Internet of Things (IoT) are the primary technologies expected to play a significant role in shaping trends in various sectors of the economy. Leveraging on the ICT in the rural areas such as Siaya County is therefore crucial to accelerating citizen capacity and engament as well as general development.

In terms of specific ICT tools, a survey by CAK², indicated that radio has the widest reach with 79.5 per cent of the population having access to it. Penetration of mobile telephone is the second with 59.8 per cent of the population connected. Television was placed third with two people out of every five with access to TV. Penetration of other facilities was apparently marginal with computers, internet, pay TV, and fixed line only having proportions of 9.1, 7.2, 4.3 and 3.1 percent respectively. Age groups 30 – 34 led in access to all the ICT equipment except for the pay TV where those aged 20 – 24 took the lead. There was a notable inequality in access to ICT facilities between the rural and urban population.

3.0

Target Group and Geographical
Location of Our Interventions

3.1 Scope and Stakeholders

Twajibike works at grassroots level communities in this context being the primary target group. Twajibike works with its primary target group to enable them to harness their individual and collective power and capacities to defend their rights, demand effective service delivery and improve their socio-economic situation. Twajibike strongly believes in the inherent capability of community to recognize their needs, prioritize them, and appropriately voice them while seeking own solutions to those needs. In response to the issues through its interventions, Twajibike attempts as much as possible to ensure that its interventions have a county perspective. In bid to realize its strategic goal, vision, and mission, Twajibike will continue to work closely with the following stakeholders:

3.1.1 Communities

Communities and particularly the marginalized are the key target group for Twajibike and therefore the centre of focus for its interventions. Communities are the Twajibike's principle actors and the basis of all its interventions.

3.1.2 Government

The government at both national and county levels forms a key stakeholder for Twajibike. The County government and organs established to support devolved government are particularly key stakeholder for Twajibike given the role they have for service delivery and development at the local level.

3.1.3 CSO networks and allies

Twajibike will work with CSO organizations, CSO networks and like-minded associations in undertaking its interventions. Twajibike will collaborate with the like-minded organizations in joint initiatives where possible. The organization will also be keen on establishing areas

² National ICT Survey Report, 2010

of synergy with these actors for purposes of boosting sustainability of the interventions being undertaken.

3.1.4 Funding partners/donors

This is another set of important stakeholders and collaborators with Twajibike through the provision of resource to support the work Twajibike undertakes. Resources in this respect include cash, technical support, capacity building among other non-cash resources. Twajibike will continuously seek out for partners under this category to ensure continuity and sustainability of its interventions.

3.1.5 Private Sector

Twajibike seeks to build partnership with the private sector to encourage appropriate linkages aimed as promoting sustained economic and political development. Private sector is a key player in socio-economic development. Collaboration with the private sector will also be aimed at encouraging their participation in policy making and service delivery by government.

3.1.6 Media

Twajibike recognises media as a major actor that shall require to be actively engaged in the development agenda in different areas including dissemination and creating awareness on policies that are likely to impact the sustainability of communities.

4.0

Twajibike’s strategic priorities which are based on its Vision, Mission and Objectives upon which the organisation has developed its interventions are as follows:

Strategic Priority 1	Deepen devolution and citizen action on governance and service delivery at the county level
Strategic Priority 2	Promote preservation of environment and sustainable exploitation of land-based natural resources
Strategic Priority 3	Promote sustainable rural agriculture
Strategic priority 4	Promote targeted awareness and social support on communicable and non-communicable diseases
Strategic Priority 5	Build strong institution and credible grassroots organizing for sustainable development of communities

Log Frame: Strategic Priorities and interventions

Strategic Priority	Strategic intervention	Outcomes	Proposed targets	Indicators	Activities
1.0 To deepen devolution and citizen action on governance and service delivery at the county level	1.1 Community awareness and sensitization on governance, county planning and policy	<p>1.1.1 Increased community awareness on devolved governance</p> <p>1.1.2 Increased community participation in governance processes at the county level</p>	<ul style="list-style-type: none"> 20 awareness forums targeting community undertaken annually Enhanced community participation in governance processes 	<ul style="list-style-type: none"> Number of awareness forums undertaken Number of persons participating in the awareness forums Number of sensitization materials produced and disseminated 	<ul style="list-style-type: none"> Identify community members for sensitization Identify and train trainers of trainers Facilitate community members to engage in the public participation meetings Simplification of BBI constitutional amendment proposals Undertake radio engagements
	1.2 Facilitate community engagement in the county level policy processes for setting priorities to address key development challenges	<p>1.2.1 Community views and interests adequately considered in the county planning and budgeting processes</p> <p>1.2.2 Enhanced voice relations between citizens and duty bearers</p> <p>1.2.3 Key Policy documents simplified using infographics and other simpler formats</p>	<ul style="list-style-type: none"> Submissions given annually on each of the key planning and budgeting policies (i.e. ADP, CFSP, Budget Estimates, Finance Bill and others) At least 4 community and policy actors dialogues undertaken annually Infographic simplification of key policy documents for community consumption 	<ul style="list-style-type: none"> Number of policy instruments analyses and submissions given Number submissions timely developed and submitted Nature of issues raised Proportion of issues incorporated from the submissions Number of community dialogue meetings Number of infographic IEC materials developed and used 	<ul style="list-style-type: none"> Undertake policy analysis activities Develop memorandums for submissions Simplify policy instruments and disseminate for wider engagement Hold community dialogue meetings Litigate repeated violations related to governance and policy processes at the county level Develop and disseminate simplified infographics on various county policies
	1.3 Monitor implementation of public projects and service delivery at the county level	<p>1.3.1 Enhanced accountability in project implementation</p> <p>1.3.2 Increased dialogue between community and duty bearers on projects</p>	<ul style="list-style-type: none"> 16 projects tracked annually At least 2 community monitors identified and trained per village Bi-annual publication on the implantation of 	<ul style="list-style-type: none"> Number of projects tracked and reported Number of community monitors identified and trained Number of community-duty bearers dialogues on projects undertaken 	<ul style="list-style-type: none"> Identify and train a team of community projects monitors Undertake budget tracking for selected public projects (health, agriculture, youth and women related projects) Undertake social audits for public projects

		identification and implementation	development projects and services delivery		<ul style="list-style-type: none"> Document and disseminate the monitoring findings
2.0 To promote environmental conservation and foster sustainable exploitation of land-based natural resources	2.1 Baseline study on the current situation on the land-based natural resources	2.1.1 Baseline information gathered on the current situation of the land-based mineral resources 2.1.2 Evidence-based capacity building and advocacy 2.1.3 Enhanced awareness for the artisanal and small-scale miners	<ul style="list-style-type: none"> 1 baseline study undertaken 50 artisanal and small-scale miners engaged in capacity building forums annually Awareness forums on the ASM provision in the Mining Act 2016 ASM sensitized to voice their concerns for consideration in county policy (programming and budgeting) 	<ul style="list-style-type: none"> Baseline study report Nature of issues generated by the baseline study Number of artisanal miners sensitized 	<ul style="list-style-type: none"> Undertake a study on mining situation in Siaya County Undertake training for the artisanal miners on mining policy, legal requirements, and sustainable mining practices Encourage artisanal miners to organize in groups Mobilize ASM to participate in county planning and budgeting for their concerns to be included in these policy processes
	2.2 Promote afforestation	2.2.1 Increased tree cover in the homes, institutions, and public places 2.2.3 Increased awareness on care and protection of environment	<ul style="list-style-type: none"> 500 trees planted annually Increased awareness on care for the environment 	<ul style="list-style-type: none"> Number of trees planted Number of trees surviving Number of awareness session on caring for environment Number of people reached 	<ul style="list-style-type: none"> Purchase variety of tree seedlings Undertake tree planting activities Carryout monitoring and follow up for the planted trees Carryout awareness sessions on caring for the environment
3.0 Promote sustainable rural agriculture	3.1 Promote restoration of indigenous seeds and plants	3.1.1. Variety of indigenous seeds traced and multiplied	<ul style="list-style-type: none"> 1 ethnographic study undertaken to document (including in pictorial where possible) indigenous grains, vegetable, fruits, fruit trees both domestic and wild Multiple variety of seeds traced and multiplied 	<ul style="list-style-type: none"> Number of indigenous seeds identified and documented Number/types of indigenous seeds traced Number of demo farms established Number of indigenous seeds available for 	<ul style="list-style-type: none"> Undertake an ethnographic study on indigenous seeds Undertake ongoing appeals for indigenous seeds Purchase indigenous seeds from local farmers that still have them Establish demo farms Establish seed banks Disseminate indigenous seeds to selected farmers

			<ul style="list-style-type: none"> ▪ Demo farms for Luo indigenous seeds established ▪ 1 community-based seedbank for indigenous seeds established 	community in the seedbank	
		3.1.2 Increased awareness on advantages of indigenous seed and food	<ul style="list-style-type: none"> ▪ 50 farmers embrace and practice planting indigenous seeds annually 	<ul style="list-style-type: none"> ▪ Number of farmers adopting indigenous seeds for food crops or fruit trees and other plants 	<ul style="list-style-type: none"> ▪ Carry out sensitization on benefits of indigenous domestic and wild plants ▪ Establish advocacy groups on indigenous seeds ▪ Carryout targeted trainings on the nutritional and medicinal value of indigenous crops/food (nutritional aspect to target people living with HIV/AIDs, under 5 and lactating mothers) ▪ Document traditional experiences on indigenous seeds and farming
		3.1.3 Increased policy advocacy on indigenous seeds	<ul style="list-style-type: none"> ▪ Champion for promotion for the indigenous plants supported by the county policies ▪ County government planning and budgeting for indigenous seeds under its agricultural programs 	<ul style="list-style-type: none"> ▪ Number of policies addressing the issue of indigenous seeds ▪ Number of policy programs initiated to promote indigenous seeds ▪ Amount of budget allocation for the indigenous seeds programs 	<ul style="list-style-type: none"> ▪ Prepare submissions to influence promotion of indigenous seeds in county policy ▪ Engage policy makers to initiate relevant programs ▪ Engage policy makers to allocate budgets for the programs supporting indigenous seeds ▪ Explore options available seeking protection rights for the local indigenous seeds
	3.2 Promote climate smart agricultural technologies	3.2.1 Increased awareness among farmers on sustainable food production techniques	<ul style="list-style-type: none"> ▪ Local farmers applying sustainable food production practices 	<ul style="list-style-type: none"> ▪ Number of farmers applying sustainable food production skills in their farming 	<ul style="list-style-type: none"> ▪ Carryout capacity building forums for farmers ▪ Simplify and disseminate monthly weather forecast information to target farmers

					<ul style="list-style-type: none"> ▪ Create linkages for farmers to be supported by county government and other relevant actors
		<p>3.2.2 Increased engagement by farmers on agricultural policy and budgeting at the county level</p>	<ul style="list-style-type: none"> ▪ At least 4 Capacity building meeting targeting famers annually ▪ Local famers taking part in public participation and articulating their issues through submissions in the policy processes 	<ul style="list-style-type: none"> ▪ Number of issues raised by farmers for policy consideration ▪ Type of issues raised by farmers for policy consideration 	<ul style="list-style-type: none"> ▪ Carryout capacity building forums for farmers ▪ Facilitate community participation on Climate Change Policies at the county level ▪ Create linkages for farmers to be supported by county government and other relevant actors
<p>4.0 Promote targeted awareness and social support on communicable and non-communicable diseases</p>	<p>4.1 Promote targeted awareness and information provision on communicable and non-communicable diseases</p>	<p>4.1.1 Enhanced community knowledge on communicable and non-communicable disease</p>	<ul style="list-style-type: none"> ▪ Support in the dissemination of proper information on Covid-19 safety measures ▪ Community sensitization on Covid-19 vaccine ▪ Organize at least 1 free health clinic annually at ward level on non-communicable diseases ▪ Targeted learning engagements with various vulnerable groups (youth, adolescent girls, pregnant teen, teen mothers, elderly, sex workers among others) 	<ul style="list-style-type: none"> ▪ Number of IEC materials disseminated ▪ Number of dissemination forums held ▪ Number of people participating in the forums ▪ Number of free health clinics on non-communicable diseases held ▪ Number of people who attend the free health clinics 	<ul style="list-style-type: none"> ▪ Simplify and disseminate Covid-19 safety measures at community level ▪ Acquire personal protective gears and carryout targeted distributions at household level and learning institutions ▪ Carryout sensitization forums on Covid-19 vaccine ▪ Carryout demonstration on proper use of Covid-19 safety gears
	<p>4.2 Support Covid-19 social and economic recovery measures to ensure the needs</p>	<p>4.2.1 Economic recovery measures are inclusive and responsive to most affected groups</p>	<ul style="list-style-type: none"> ▪ Targeted capacity building on economic recovery measures 	<ul style="list-style-type: none"> ▪ Number of capacity building meeting held ▪ Number of policy submissions generated and submitted 	<ul style="list-style-type: none"> ▪ Undertake and analysis of Covid-19 recovery measures and identify gaps and opportunities ▪ Undertake analysis of the County programming and budgeting to

	and interests of vulnerable groups are secured	4.2.2 Community resilience from the Covid-19 pandemic strengthened	<ul style="list-style-type: none"> ▪ County planning and budgeting responsive to Covid-19 recovery needs ▪ Targeted linkages for economic recovery created 	<ul style="list-style-type: none"> ▪ Proportion of submissions incorporated 	<p>track their responsiveness to covid-19 economic effects</p> <ul style="list-style-type: none"> ▪ Create targeted linkages with agencies supporting Covid-19 recovery efforts
	4.3 Provide social support and outreach services on safety and management of the communicable and non-communicable diseases	4.3.1 Increased household support on safety measures for communicable diseases and management and adherence to medicine for those with non-communicable illnesses	<ul style="list-style-type: none"> ▪ Support household support services on Covid-19 ▪ Support in the contract tracing activities ▪ Social support for targeted persons on management of non-communicable diseases and adherence to medicine 	<ul style="list-style-type: none"> ▪ Number of Households visited ▪ Number of people benefiting from the support services offered at household level 	<ul style="list-style-type: none"> ▪ Undertake household visits ▪ Create linkages between households and community health volunteers ▪ Provide support in the covid-19 contract tracing activities
5.0 To build strong institution and credible grassroots organizing for sustainable development of communities	5.1 Strengthen Twajibike presence at villages level	Increased presence of Twajibike at the villages level	<ul style="list-style-type: none"> ▪ Identify 2 community mobilizers from each village (Marenyo-16 villages; Lihanda-14 villages; Uranga-12 villages; Ramula-17 villages) totaling to 118 mobilizers 	<ul style="list-style-type: none"> ▪ Number of community mobilizers identified at village level ▪ Number of trainings held for the community mobilizers 	<ul style="list-style-type: none"> ▪ Undertake identification of Twajibike community mobilizers from each village ▪ Conduct trainings for community mobilizers identified
	5.2 Institutional development	5.2.1 Increased resource availability for Twajibike	<ul style="list-style-type: none"> ▪ Group membership fee of Ksh 15000 annually ▪ Group monthly contributions of Kshs 54000 ▪ Develop 4 funding proposals every year ▪ Initiate 2 Income Generating Activities (IGAs) annually 	<ul style="list-style-type: none"> ▪ Number of people joined and paid their membership fee ▪ Number of people who have paid monthly subscription fully ▪ Amount of funding received through proposals ▪ Amount of income received from the IGAs 	<ul style="list-style-type: none"> ▪ Undertake outreach activities or new members ▪ Intensify internal follow up measures for members to pay their monthly dues on time ▪ Develop funding proposals ▪ Initiate 2 income generating projects

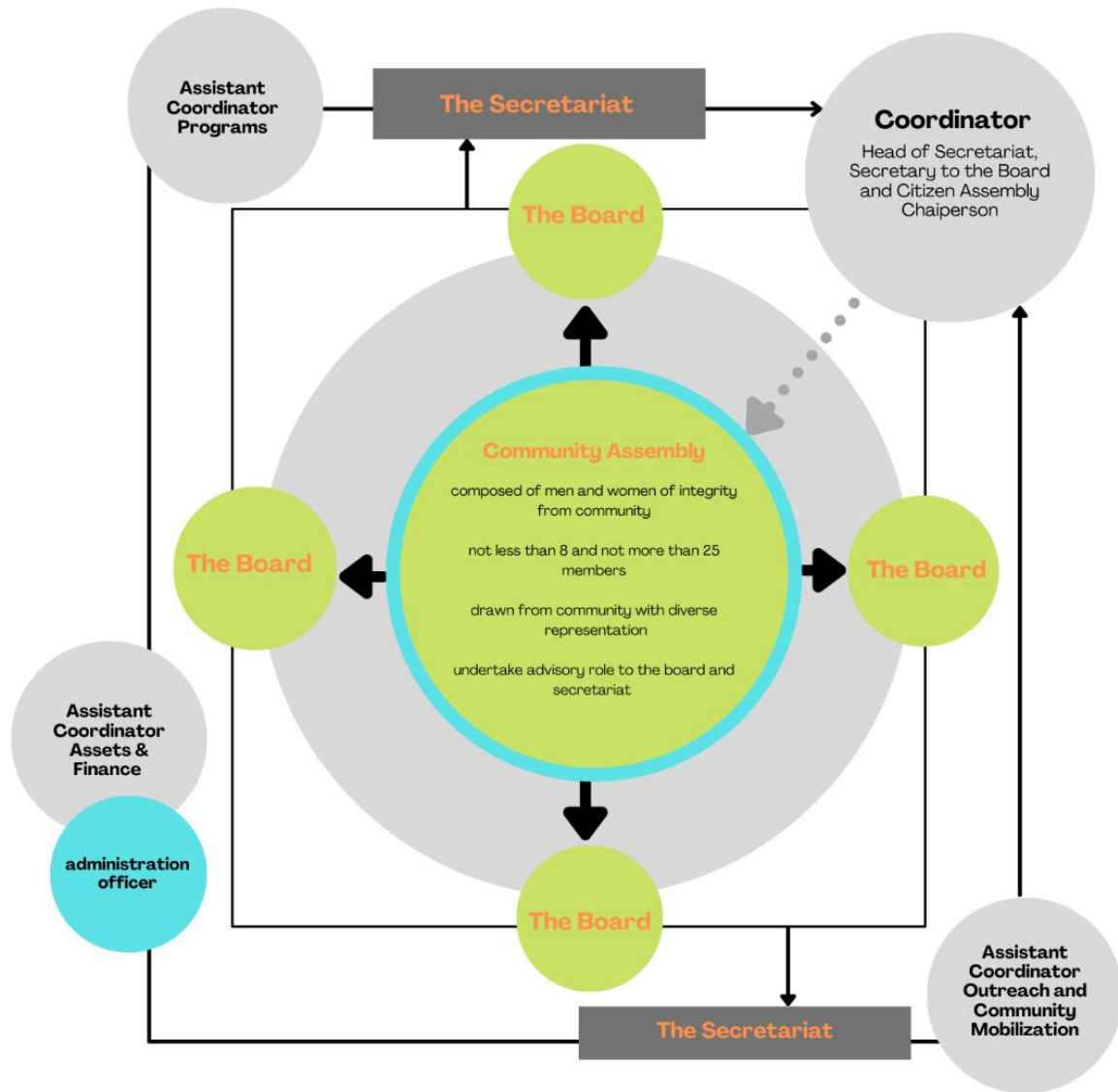
		5.2.2 Capacity building for the members	<ul style="list-style-type: none"> ▪ 13 capacity building meetings/trainings within a quarter on Twajibike’s work ▪ 12 monthly members meeting annually ▪ 12 monthly committee meetings annually 	<ul style="list-style-type: none"> ▪ Number of members trainings undertaken ▪ Number of members meeting held ▪ Number of monthly meetings held 	<ul style="list-style-type: none"> ▪ Convene members trainings ▪ Convene members meetings ▪ Convene committee meetings
		5.2.3 Established office and physical address	<ul style="list-style-type: none"> ▪ 1 office space identified, equipped, and occupied 	<ul style="list-style-type: none"> ▪ Office space secured ▪ Office equipped ▪ Mechanism for running the office established 	<ul style="list-style-type: none"> ▪ Carryout the search for office space ▪ Acquire equipment for the office ▪ Recruit secretary to take care of the office
	5.3 Twajibike visibility and branding	5.3.1 Increased visibility for the organization	<ul style="list-style-type: none"> ▪ 1 website for the organization established ▪ 1 Facebook page for Twajibike established ▪ 1 twitter page for Twajibike established ▪ A brochure highlighting Twajibike profile developed 	<ul style="list-style-type: none"> ▪ Website developed and activated ▪ Facebook page developed and kept active ▪ Twitter page created and run ▪ Brochure developed and approved ▪ Number of copies brochure disseminated 	<ul style="list-style-type: none"> ▪ Develop the website ▪ Create Twajibike facebook ▪ Create Twajibike twitter account ▪ Develop brochures ▪ Disseminate the brochures

Implementation and Monitoring Strategy

To help ensure successful implementation of the strategic plan a monitoring and evaluation (M&E) framework will be followed. The indicators developed in the logical framework table above will be used to periodically evaluate and measure the progress (output and outcome) attained.

In addition to the logical framework, Twajibike shall undertake the following actions to further guide its efforts in monitoring the achievements.

- Develop an annual operational plan with defined outputs and indicators based on the strategic plan
- Undertake quarterly and semi-annual review meeting for an ongoing learning and feedback on progress made
- Generate quarterly, semi-annual, and annual reports arising from staff reflections and other periodic activity reports
- Trigger feedback mechanisms from stakeholders for ongoing learning and knowledge
- Perform a mid-term evaluation during the third year of the strategic plan
- Undertake an end term evaluation of the strategic plan



7.0 Financial Plan

Income	Source	Year 2021 (KSH)	Year 2022 (KSH)	Year 2023 (KSH)	Year 2024 (KSH)	Year 2025 (KSH)
	Development partners and Funding Institutions	3,000,000	5,000,000	8,000,000	10,000,000	12,000,000
	Own sources/contributions	15,000	20,000	25,000	30,000	35,000
	Income Generating activities	100,000	150,000	200,000	300,000	400,000
TOTAL		3,115,000	5,170,000	8,225,000	10,330,000	12,435,000