



KCSEED Foundation Trust



the future

Strategic Imperatives (Drivers)

Vision

To facilitate achievement of the envisioned social, economic and culturally wellbeing community of Keringet location living in harmony with their environment

Mission

To facilitate empowerment of the geographical resident community of Keringet through capacity and capability building so that they can identify and utilize available resources efficiently and effectively to create wealth and wellbeing

- to enhance the quality of work undertaken in the keringet community for the benefit of the present and future generations
- to support strategies and processes that address structural causes of poverty, vulnerability and marginalization
- to ensure that all development initiatives supported are relevant to the needs of Keringet community, and reflect local priorities, sustainable and participatory approaches.
- Build the capacity of sub location committees and specific task committees in delivering high quality development work.
- to reinforce sustainability of development initiatives by supporting succession processes of task specific development committees and by establishing effective communication and quality assurance systems and processes
- to enable KCSEED secure development resources in future by ensuring that results are demonstrated and that work is carried out according to best international practices
- to enhance KCSCEED systems, processes, governance and internal communication to ensure that results are achieved consistently and in a cost effective manner
- to argument risk management systems and processes by ensuring great emphasis is placed on regular monitoring, evaluations and, audits

- to ensure that development results are documented and communicated in a manner that particular contribution and value of partners and the residents of Keringet community is recognized by both public and private stakeholders

Positioning

To facilitate championing of dynamic and responsive community social economic and environmental development through the GMA concept

Philosophy

That human dignity is shaped by the surrounding environment and that a dignified environment leads to dignified people - to always recognize human potential, natural resources and the environment as the foundation of economic and social activity

Core values

rooted in KCSEED philosophy, our core values are to live and facilitate living a life of Honesty (*Atebet ne mie*) Trustworthy (*Ne Kiyani*), Diligence (*Utotiet*) Openness (*Labagong*), Discipline (*Tekisto - [Misto ne mie]*), Teamwork (*Kip-Agenge*), and Excellence (*Ne igesunotgei*) and,

Faith in God of all creation

to always exemplify as is in our National prayer (anthem), faith and confidence in God and in ourselves (*Kiyoni Jehovah ak Kiyonige*) to realize our vision.

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KCSEED Foundation Trust:

About Us

Who we are

Founded in 2012, KCSEED Foundation Trust is a Kenyan area based development **Plan** not for profit social economic and environmental organization based in Keringet Location, Keringet Sub County in Nakuru County, Kenya. The foundation spearheads community social economic and environmental development for Keringet Location and where resources allow, to other neighbouring locations as well. Keringet location consists of three sub locations namely Keringet, Millimet and Siwot.

What we do

KCSEED Foundation Trust's primary objectives are to:

- a) facilitate provision of planning think-tank for the Keringet location
- b) facilitate formulation of road map for community social economic and environmental development of the location
- c) facilitate harnessing of resources needed for the social economic and environmental development of Keringet location
- d) facilitate stewardship of partner development resources as well as physical, social, financial, natural and human capitals of the location

Since its establishment, KCSEED Foundation Trust has mobilized and made very good use of partner resources (finances and equipment) amounting to Kenya shillings 300,000,000 (three hundred million) equivalent to US dollars 3,000,000 applied to the improvement of water and sanitation, agri-business, economic infrastructure, health, education and human resource development.

Our Vision, Mission, positioning, philosophy and, Values are expressed through our Statement of Strategic Intent.



Statement of Strategic Intent

Inspired by the concept of Global Management Approach and, by the experience gained from the implementation of our 2012 - 2016 Strategic plan, we, the board of directors of KCSEED Foundation Trust, the affiliate community enterprises, the member residents of Keringet community, are committed to working with all people of similar intent to bring about reform and transformative development in Keringet community. Our purpose is to be in solidarity with the people of Keringet Community in ways that transform lives while respecting the integrity of our environment, and neighbours inspired by God's message of justice, love, unity, peace and liberty and, by the experience and lessons gained from our development initiatives of the last five years.

To give expression to this purpose the organisation of KCSEED is established to promote community social economic and environmental well being of the people of Keringet location through the development of agricultural based value chains, water and sanitation, economic infrastructure, health, education, eco-tourism, ecological enhancement and athletics.

With support of partners, to provide ongoing capacity building support to enable development initiatives to be of the highest quality, as demonstrated through significant results, as well as fulfilling an oversight function through monitoring, evaluation and auditing of interventions in line with good international practice in community and rural development.

We the members, executive and board are working to build an effective area based development centred institution in which all who are part of it are:

- working diligently and respectfully with each other;
- in partnership with others who respect our core values;
- guided by recognized good international development practice;
- addressing the causes and consequences of poverty, food and nutrition security; socio-economic and environmental security
- working towards a more just Keringet community and by extension, the world.

Chairperson's forward

KCSEED is a pioneer in area based development initiative using the Global Management Approach (GMA) and set pace for geographical areas based development envied by many. KCSEED is a pioneer in the area of development co-operation and partnership, working through local owned structures and institutions, and the influence gained in the last five years is deepening and with time will inform development efforts of local sub county and County governments as well as other national and international development organizations.

With support from gorta - an Irish Aid organization for the implementation of strategic objectives in the first strategic plan 2012 - 2016, KCSEED has developed into a focused and responsive area-based organisation, playing a key role in supporting areas-based social economic and environmental development work in 3 sub locations of Keringet location directly impacting on over 4,000 households.

Our development initiatives recognise the importance of area-based development policies and solutions, and strive to work with partners to take a leading role in their own development processes. They recognise from their five years of implementing the first strategic plan that effective development solutions are community-based, locally led and sustainable, which is key to ensuring that the GMA legacy in global management of development work is positively recognised and adopted.

This document pick up from the first KCSEED strategic plan which coincidentally ended up with the United Nations (UN) Millennium Development Goals (MDGs) period and sets out a second five-year Strategic Plan for KCSEED Foundation Trust for the period 2017-2021. However, the objectives set out in this second strategic plan, will no doubt secure the foundation for a future that is beyond 2021, a future that is challenging for the International community as they look towards achieving the UN agreed Sustainable Development Goals (SDGs). We are glad that this succession process has been under way since 2009 when the GMA training commenced and which has laid a firm foundation for the area-based development approach and processes.

It is imperative that KCSEED Foundation Trust continues to seek support from partners and engaging local residents of Keringet location for resources needed transform the socio-economic and environmental landscape of Keringet location to achieve prosperity and wellbeing of the people of Keringet location. We recognise the importance of ensuring the efficiency and effectiveness of the development work that we initiate.

Therefore, during the period of this strategic plan and beyond, we will seek to maintain a high standard of service delivery – building the capacity of households, social and economic enterprises and their management and governing support institutions to enable them to increase their responsiveness to social economic and environmental needs of the people of Keringet location ensuring good practice and accountability to the people and partners that support us, as well as value for money and demonstrable quality of results.

Over the course of this strategic plan and beyond, together we will continue our positive work, living our core values of Honesty (*Atebet ne mie*) Trustworthy (*Ne Kiyani*), Diligence (*Utotiet*) Openness (*Labagong*), Discipline (*Tekisto - Misto ne mie*), Teamwork (*Kip-Agenge*), Excellence (*Ne igesunotgei*) and, in the spirit of our Statement of Strategic Intent, and the GMA approach to development, which underpin this plan.

Paul Kirui
Chairperson

SECTION 1

Background: The Evolution of KCSEED Foundation Trust



Figure 1 the first building to be put up using hydra form technology

Background: The Evolution of KCSEED Foundation Trust

With the engagement of Gorta an Irish Charity 1n 2009, the Keringet Location community embarked on a capacity and capability building journey through the GMA concept by undergoing a 17 week capacity and capability building process in community socio-economic and environmental development.

Industries and linkages for the preferred future: As a result of the GMA training process, a number of potential industry linked enterprises were identified to constitute the preferred future. These included:

- 1 Dairy industry – yoghurt, fresh pasteurized milk
- 2 Potato industry – potato crisps
- 3 Water industry – packaged water
- 4 Tourism industry – eco-tourism/cultural tourism including athletics
- 5 Business tourism – training (conference) facility

Also identified as critical to the achievement of the preferred future were human resource related factors: - health and education. To this end, support to mitigate dilapidating effects of Human Immune Virus and Acquired Immune Deficiency Syndrome (HIV/AIDS) were seen as critical in having health bodies for productivity. Likewise, low literacy levels among grown household heads and out of school going youth was seen as a threat to entrepreneurship and support to enhance mental faculties of this target community sub set was critical.

Preferred future:- During the GMA training, the GMA facilitator, trainees and the Keringet community made a critical and comprehensive resource audit of the location and carried out a SWOT analysis to identify strengths, weakness, opportunities and threats of the location with regard to their past, present and future life. In the process, a preferred future (**vision**) was envisaged as follows:

*A Social, economic and culturally developed community living
in harmony with their environment*

Strategic plan 2011 - 2015: Key outputs of the GMA process were an area based development plan for Keringet Community and 21 GMA trainee facilitators who were and have remained on the ground to facilitate the delivery of the area development plan (first strategic plan). The five year area development plan had the following areas of focus:

- **Institutional development** – putting in place institutional structures to provide management and governance together with capacity and capability building in the area of human resource development
- **Social economic infrastructure development** – putting in place infrastructure to enhance value addition to milk, potatoes and water as well as improving road infrastructure to facilitate delivery of farm produce to market outlets and to facilitate access to improved rural housing technology. This also included support in capacity and capability building of service provision institutions. Other industries in this result area included eco-tourism,

cultural tourism, business tourism and the development of service industry. To this end, the GMA facilitating group with the support of gorta acquired a 3 acre piece of land for enterprise development site which was envisaged to include a leadership development and training centre. These two elements (enterprise development and leadership development and training centre) has a long term objective of forming the economic hub for Keringet Location and the surrounding locations

- **Alternative (renewable) energy for human and environmental health** – to facilitate access to solar and biogas technology. In a community where 98% of households use fuel wood for cooking, this initiative was to facilitate improved human health as well as help to conserve the forests that are critical to the sustainability of the Mau water tower.
- **Water and Sanitation for health and wellbeing** – Eighty six percent of households in Keringet had corrugated iron sheet roofs, 75% used underdeveloped pit latrines that are in close proximity with water well sources. Roof catchment water harvesting, shallow wells and spring protection as well as development of improved human waste disposal infrastructure aimed at making usable water clean and safe for human consumption.
- **Environmental conservation and enhancement** – establishment of 10% of household land holding with household-based farm woodlots and forests. This initiative links with the protection of the environment (forests) as well as making households active participants in forest regeneration and environmental pollution control all aimed at mitigating the effects of climate change.

A hydra form block making machine was envisaged and procured from South Africa to help in the development of the center and rural housing using the interlocking block technology.

The implementation of the Area Development Plan over the last five years has been robust as was and remained with the engagement of key government departments and institutions, the private sector institutions and the entire community of Keringet as partners in the development process. The former District Officer 1 for Kuresoi District (DO1) Mr. Patrick Musango on one his many observations captured the mood thus:

I've seen many strategic plans in my working experience with the government. The difference here I can see the implementation team that is very enthusiastic and passionate about their area development plan . . .

Reflecting on the intense and scope of the GMA training process, the then secretary of the GMA based Area development plan coordinating team Mr. Paul Kirui thus observed: .

It has been a different experience, a different learning and a different training . . . the future is great for us in Keringet . . .

Reflecting on the actualization of the preferred future, Mr. Elijah Rere stated thus:

. . . there is not going back for what time has come . . .

Reflecting on lessons learned, the then assistant secretary of the GMA based Area development plan coordinating team Mrs Edna Ng'eno thus resolved:

my hotel business closed . . . now I know where I went wrong and I am preparing to start the same business again in Kering

SECTION 2

Context: Opportunities and Constraints from the Environment

Challenges and Opportunities Resulting from the External Environment

At the time and during the two year GMA capacity and capability building process a period spanning from October 2009 to June 2011, Keringet health centre is the only public health facility that served the entire residents of Keringet location and 9 other locations in the Keringet division with Molo district hospital situated 30 km away being first level referral hospital while the regional referral hospital was and remains to in Nakuru town 100km away. One percent of the Keringet population suffered from some form of disability.

There were 7 public primary schools and 4 secondary levels schools. Ninety seven percent of children attended school in courtesy of the free primary education policy but in very underdeveloped facilities. However, about 20% of the group attending school drops out of school due to case of early marriage and or lack of schooling support materials like uniform, desks and other parent based required contributions.

The Keringet town centre had over 100 small and medium shop outlets, that sale different wares, 7 butcheries, 4 pups 10 eating places and underdeveloped rental housing for the developing town.

Agriculture was and remains a key socio economic activity with dairy and Irish potatoes and other temperate vegetables being major commodities for market supply. Most homesteads had a dairy cow and over 20,000 litres of milk were being produced every day giving an annual turnover of about 7million litres of milk. Some of the milk was consumed within the homesteads and the excess was sold to Brookside company Depot situated within the Keringet centre and to New Kenya Cooperative Creameries situated in Molo town but often at very fluctuating and frustrating prices. As is the case today, these farming activities had attract human migration from other areas that came looking either for on farm jobs, renting land for cultivation and or carrying out micro business in the market centre.

Irish potatoes perform well and on average the Location produced close to 10,000 tons (8,800) per season. The only viable markets were limited to Kisumu and Mombasa and often farmers suffered huge losses occasioned by unregulated packaging and broker controlled pricing.

Sheep, goats and poultry are reared for both meat and eggs mostly on free range. Donkeys are kept mostly for transportation purposes of both farm inputs and farm produce. However, the sheep reared were and are still a shadow of the famous Molo Lamb of yesteryears.

With regard to value addition to agricultural produce – milk, potatoes, fresh water, there existed huge wide gaps.

water and sanitation was hugely underdeveloped. Keringet the main town and a growing commercial centre had and still has no sewer and 75% of the population used unimproved pit latrines often located in close proximity to shallow water wells. Only 500 households had piped water outside the house. Nonetheless, over eighty percent (86%) of household had at least a corrugated iron sheet shelter making it possible for roof water harvesting technology.

On energy, majority (98%) of the households used and still use wood fuel for cooking which had and still has a huge negative effect on the woodland besides the health of the users particularly the women and children. Only 4 households had biogas as source of cooking energy. Twenty seven percent of households used lantern for lighting and only about 4% of the population used electricity or pressure lamp or gas or solar for lighting the majority (96%) of the households in the location used tin lamps, or wood for lighting in the evenings.

Regarding rural-Urban Migration there was an observed tendency for particularly the youth population to migrate outside the location in such of employment. Related to the youth population also was the challenge of drug and substance abuse given the high numbers of young people that were and are still idle which also did compromise internal security. Related to insecurity posed by idleness among the youth, were the negative effects resulting from the post election violence of 2007/2008. Whereas Keringet Location did not suffer as much negative effects of these disturbances, the residents of the Location did and still do aspire for an integrated and, intercommunity cohesiveness for enhanced social, economic and environmental security.

In pursuance of the GMA concept, the people of Keringet location recognized the importance and imperative of the following principles:-

- need for local ownership of development initiatives and priorities and with area-specific focus to direct approaches to implementation of an areas based development process.
- need to focus on achieving demonstrable results towards eradicating poverty and reducing inequality through effective and transformative socio-economic and environmental development initiatives along with a commitment to ensuring the sustainability of the development intervention and its impacts.
- need for commitment to enhancing capacities of locational leadership, enterprise specific management and governance institutions and households to actively participate in developing their own desired destiny.
- need to ensuring that development partnerships are inclusive and that the different and complementary roles played by partners are recognized.
- need to ensuring that there is transparency and accountability between partners - local households and their socio-economic and environmental enhancement institutions, the local and national governments as well as various other support partners.

These principles are fundamental in defining contemporary best practice in international development given the global village we leave in today. Implementing these principles thus underwrote 2012-2015 strategic plan and will still underwrite many of the challenges and opportunities that shape this 2017-2021 strategic plan.

Identifying the Value of the 2011/12 - 2016 area-based development (strategic) plan

Direct invested outputs

1. **Institutional development** – putting in place institutional structures to provide management and governance together with capacity and capability building in the area of human resource development:
 - a. Keringet CSEED Foundation Trust was established in February 2012 to take charge of social economic and environmental development of the location with stewardship responsibilities over all development employable capitals vested in the people of Keringet location
 - b. KCSEED 9 member board meets quarterly
 - c. 7 oversight and management committees established
 - d. 3 committees established to oversee water bottling, dairy and potato enterprises
 - e. 4 committees established to manage procurement, construction and monitoring and evaluation components of the programme
 - i. all committees have a youth representative
 - f. establishment of Keringet Foods Limited (KFL) as a business arm of KCSEED Foundation Trust with open sharing holding and separate management and governance board
 - g. established three sub location socio-economic and environment committees that works in a two way traffic with the KCSEED Foundation Trust
 - h. encouraged formation of task specific working groups to enhance monitoring and evaluation and overall accountability and transparency
 - i. established a secretariat with two (2) full time staff
 - j. mobilized a total of Ksh. 197,031,917 from different support partners with gorta providing the lion share and 30% local contribution comprising of both cash and in-kind
2. **Socio-economic infrastructure development** – putting in place infrastructure to enhance value addition to milk, potatoes and water as well as improving road infrastructure to facilitate delivery of farm produce to market outlets and to facilitate access to improved rural housing technology.
 - a. **Land**

acquired a 3 acre parcel of land for the establishment of social economic enterprises - milk; potato and water. The land will also hold the envisaged leadership and governance training center
 - b. **enterprise premises and backup investments**

Dairy enterprise - completed construction of a milk processing premises

 - i. procured three (3) with total 15,000 liter capacity milk chillers and accessories for milk processing
 - ii. procured one (1) 500 liter capacity milk pasteurizer and accessories for milk processing
 - iii. established artificial insemination services (AI) for the improvement of local dairy herd
 - iv. established a milk dispenser in Keringet town for milk marketing

Water enterprise - completed construction of a water processing and packaging premises

 - i. carried out feasibility study for water business

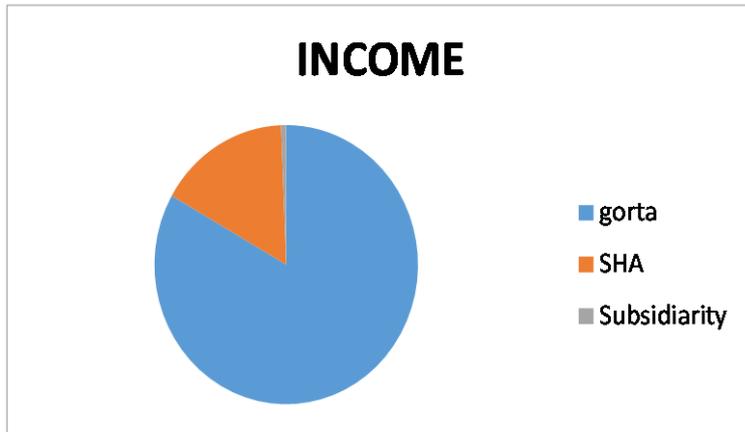
- ii. completed development of a 130 meter bore hole with complete reticulation system
 - iii. established a 50 cubic meter water storage masonry tank
- c. **business company** - established Keringet Foods Limited (KFL) as a business entity with share holding
 - i. established a 50% share holding in KFL
- d. **building technology** - procured a hydra form building technology and vibrato form making machine and facilitated training of local human (youth) in the use of the technologies for housing construction and pavements
- e. **agricultural and transport machinery** - procured two (2) MF tractors with trailer and hitch able grader for land preparation, transport and roads maintenance as well as (1) lorry, one (1) double cab Toyota and a motorbike to support service provision to our socio-economic enterprises
- f. **rural access roads** - enhanced accessibility to households in the location by providing 22 drainage culverts on the existing rural access roads in the location and facilitated the gravelling a total of 8.0 kilometer access roads
- g. **potato enterprise** - sourced 6.38 tones of new potato varieties of markies, Rudolph and Arnova for bulking and distribution to households for potato enterprise development
- h.
- 3. **Alternative (renewable) energy for human and environmental health** - facilitated development and functionalization of one (1) 24 cubic meter institutional bio-gas technology in Keringet Secondary School in the efforts to promote green energy through our learning institutions targeting both the opinion leaders of today (teachers) and those of tomorrow (the pupils and students)
- 4. **Water and Sanitation for health and wellbeing** – Eighty six percent of households in Keringet had corrugated iron sheet roofs, 75% used underdeveloped pit latrines that are in close proximity with water well sources. Roof catchment water harvesting, shallow wells and spring protection as well as development of improved human waste disposal infrastructure aimed at making usable water clean and safe for human consumption. Outputs achieved are:-
 - a. **gravity water scheme** - completed reticulation of a water gravity scheme to cover most of the households of Keringet location and households of our adjacent locations - (Nyota;,...)
 - b. **water storage tanks for the gravity scheme line** - one 50 cubic meter storage tank at Keringet township and a 225 cubic meter storage and distribution masonry tank at Bararget all served by a weir and sump with source of water from the Bararget forest
 - c. **Water spring protection** - completed protection of 19 springs with full fledged human and livestock use facilities and a complementary protected catchment with 3,800 established trees
 - d. **roof catchment water harvesting** - enhanced health and wellbeing at household level by procuring and installing 2,000 (2 cubic meter PVC tanks) to 2,000 households about 50% of households in the location

- e. **community led total sanitation** - 1,500 households trained in community led total sanitation
5. **Environmental conservation and enhancement** - establishment of 10% of household land holding with household-based farm woodlots and forests. This initiative links with the protection of the environment (forests) as well as making households active participants in forest regeneration and environmental pollution control all aimed at mitigating the effects of climate change.
 - a. promoted environmental friendly building technologies by use of hydra form soil stabilization technology in the construction of socio-economic enterprise premises
 - b. through promotion and encouragement, households have planted a total of trees farm wood lots
 - c. established two (2) tree seedlings nursery for the provision of forest and woodlot establishment materials
 6. **capacity and capability building** -
 - a. Food and nutrition security - facilitated provision of soft ware capacity and capability building to 4,703 households through the delivery of 156 training sessions
 - b. dairy exchange visit and training
 - c. potato exchange visit and training
 7. **Health and wellbeing** - procured and provided CD4 FACS count machine equipment to facilitate monitoring and evaluation of viral load in people leaving with HIV/AIDs together with a unit of Kelty tents to facilitate development of confidence to access the much needed services in the target community in a manner that mitigates stigmatization
 8. **Education** - facilitated provision of adult literacy scholastic materials and instructor services for the location at Bararget

SECTION 3

Five year program financing plan five year 2011/12 - 2016 program income

Source	amount	%
GORTA	163,982,804	83
SHA	31,822,362	16
Subsidiarity (Local contribution)	1,226,751	1
	197,031,917	100



Five year 2011/12 - 2016 program expenditure

Budget line	Cost	%
ADMIN	45,222,921	23.25234698
WATER AND SANITATION	48,673,891	25.0267379
RURAL ACCESS ROADS	2,319,996	1.192876317
GREEN ENERGY	184,555	0
HEALTH - HIV/AIDS	3,120,485	2
CAPACITY BUILDING - SOFT	4,041,204	2
DAIRY ENTERPRISE		2
WATER ENTERPRISE	1,887,983	1
POTATO ENTERPRISE	977,985	1
ENTERPRISE PREMISES	24,403,967	13

ADULT EDUCATION	370,077	0
MOVEABLE ASSETS	58,993,139	30
AMORTIZATION	282,136	0
	194,487,556	100

Direct investment outcomes

1. **Institutional development** – putting in place institutional structures to provide management and governance together with capacity and capability building in the area of human resource development:
 - a. improved management and governance of socio-economic development resources
 - b. continued improvement of corporate image, loyalty to leadership and the environment
2. **Social economic infrastructure development** – putting in place infrastructure to enhance value addition to milk, potatoes and water as well as improving road infrastructure to facilitate delivery of farm produce to market outlets and to facilitate access to improved rural housing technology.
 - a. gate price for milk increased from 18 to 33 Kenya shillings over the five year period
 - b. daily milk delivery increased from 176,673 liters 488,592 liters
 - c. due to increased chilling capacity, payment to farmers for delivery made reduced by 17 delay days from 25 days to 7 days
 - d. 1,392 dairy farmers reported improved access to enhanced market for their milk output
3. **Alternative (renewable) energy for human and environmental health**
 - a. reduced wood fuel demand for cooking food in the school
 - b. reduced pressure on forest and environment
 - c. improved health working conditions for cooks in the school
4. **Water and Sanitation for health and wellbeing** – Eighty six percent of households in Keringet had corrugated iron sheet roofs, 75% used underdeveloped pit latrines that are in close proximity with water well sources. Roof catchment water harvesting, shallow wells and spring protection as well as development of improved human waste disposal infrastructure aimed at making usable water clean and safe for human consumption.
 - a. reduced water borne diseases - typhoid
 - b. 2,907 households now accessing clean and safe water for domestic use
5. **Environmental conservation and enhancement** – establishment of 10% of household land holding with household-based farm woodlots and forests. This initiative links with the protection of the environment (forests) as well as making households active participants in forest regeneration and environmental pollution control all aimed at mitigating the effects of climate change.
 - a) continued reduced pressure on water tower forest
 - b) self contained households with regard to fuel wood

6. Capacity and capability building - the soft ware element -

Food and nutrition security - soft ware capacity for households

- a. 52 farmer producer groups comprising of 910 household formed to spearhead sharing of gained skills and knowledge in business management and entrepreneurship
- b. 23 dairy farmers accessed credit facilities to improve their respective dairy herds
- c. 888 dairy household heads gained skills and knowledge in dairy management
- d.

7. Health and wellbeing

- a. 925 people living with HIV/AIDS accessing timely laboratory services to monitor and evaluate their health status
- b. reduced HIV/AIDS prevalence rate from 7% to 4.3%

8. Education

- a. a class of 67 adult learners attending adult literacy classes in Bararget
- b. 4 adult learners registered for KCPE in 2015
- c. succeeded in procuring cost sharing cost for adult literacy teacher from the National Government

SECTION 4

Strategict direction



Figure 2 socio-economic enterprise development the driver of our preferred future

Strategy

Organisational Vision: Enhancing governance, Demonstrating Results of Quality, Reinforcing Sustainability

As outlined in the Statement of Strategic Intent, the long term vision that inspires and motivates KCSEED Foundation Trust, its members and the residents of Keringet Location - rooted in the belief in God's message of love, justice, peace, unity and liberty - is one of transforming socio-economic and environmental lives of the residents of Keringet Location.

To make progress towards this long term vision KCSEED Foundation Trust's organisational vision for the period 2017-2021 is to provide essential support to socio-economic and environmental institutions and their development initiatives in seven key ways:

1. **governance and management** - facilitate enhanced corporate governance and management of institutions and resources
 - a. **capacity and capability building** - accompany socio-economic enterprise institutions and household groups, in a variety of ways to enable them to reach the rising professional standards required by contemporary development good practice;
 - b. **monitoring, evaluation, audit and oversight support** - to address effectively and transparently the obligations to donor partners and to the beneficiaries of donor partner support in Keringet location
 - c. **communication and visibility** - to communicate effectively to the public the results and impact that KCSEED Foundation Trusts' work has with regard to improving the lives of the households of Keringet Location. In this way KCSEED Foundation Trust will continue to enhance the quality of its development work and tasks undertaken by third parties through signed memorandum of understanding (MOU). Offering such support to socio-economic and environmental enterprises and institutions will enhance KCSEED Foundation Trust's position as an effective organization supporting high quality area-based development work into the future. For the period of this plan the overarching priorities will be on the enhancement of accountability, transparency, quality of work, particularly with regard to results and sustainability.

2. **socio-economic infrastructure development** - facilitate resource mobilization for the development of socio-economic infrastructure required for to drive and accumulate social, economic and physical capital
 - a. potato processing premises
 - b. leadership and training resource centers
 - c. eco-tourism and cultural center at Bararget
 - d. athletic camp track
 - e. gravelling of 21 kilometer road

3. **socio-economic enterprise development** - facilitate development of value chains of key socio-economic enterprises aimed at maximizing net profit to households of Keringet location

- a. Dairy
- b. water
- c. potato
- d. agro-vet input supply
- e. honey
- f. agricultural machinery services

4. **environmental health, sanitation and management** - improving and maintaining the standard of core environmental conditions affecting the well-being of people of Keringet location

- a. forest degradation
- b. air and soil pollution
- c. land and soil degradation

5. **Food security and nutrition - ensuring that all people of Keringet location** at all times, have physical, social and economic access to sufficient, safe and nutritious **food** that meets their dietary needs and **food** preferences for an active and healthy life.

6. **Sustainability** - ensuring that socio-economic and environmental development initiative benefits are enjoyed by both the present and future generations of Keringet location in a just manner

- a. equitable distribution of resources
- b. high quality development outputs
- c. corporate governance and management
- d. resource mobilization

7. **Vulnerability and the vulnerable** - ensuring that all the people of Keringet location skills and gain knowledge capacity to withstand the effects of hostile environments

- a. drug and substance abuse
- b. illiteracy
- c. climate change effects
- d. corruption and malpractices

By sharpening the focus on enhancing and, in turn, being able to demonstrate, the quality of development work, solid foundations are being laid down for the longer term future of progressive development work in Keringet location. Building on the significant progress made over the five years will ensure that the legacy of KCSEED Foundation Trust's work, so strongly supported by both local, national and international partners, is not lost. KCSEED Foundation Trust is thus committed to establishing solid and future-oriented partnerships, with the local residents of Keringet location increasingly to the fore.

By this approach, KCSEED Foundation Trust will continue to enhance the quality of the development work undertaken by the residents of Keringet location in and our partners with and for the people of Keringet location. Offering such support will enhance KCSEED Foundation Trust's position as an effective organisation supporting high quality area-based development work into the future. For the period of this plan the overarching priorities will be on the enhancement of the quality of development outputs, particularly with regard to results and sustainability.

SECTION 5

Strategic Objectives



Strategic objectives

The sub-objectives to be accomplished by the end of the period of this strategic plan within each of the seven strategic objectives are as follows:

1. **governance and management** - facilitate enhanced corporate governance and management of institutions and resources
 - a. **strategic position and policy papers - to enhance governance and management**
 - i. review and develop constitution of KCSEED Foundation Trust to provide adequate provision for separation of responsibilities, roles and functions
 - ii. review and enhance on HR policy and develop HR hand book
 - iii. develop Board hand book manual,
 - iv. review finance policy,
 - v. develop transport and logistics policy,
 - vi. develop risk management policy,
 - vii. develop asset management policy, HR handbook,
 - viii. develop monitoring and evaluation policy
 - ix. develop child protection policy,
 - x. develop product development policy,
 - xi. develop consumer protection position policy,
 - xii. develop safety, health and environment policy
 - xiii. develop statement of intent;
 - xiv. develop and implement a monitoring, evaluation, audit and oversight roles policy
 - xv. develop policy to cover and direct all engagements with second and or third parties
 - xvi. develop a conflict resolution and mechanism policy with a 3 tier process
 - b. **capacity and capability building** - accompany socio-economic reach enterprise institutions and household groups, in a variety of ways to enable them to the rising professional standards required by contemporary development good practice;
 - i. develop and implement a governance and management capacity building policy
 - ii. develop capacity capability systems to enhance governance and management
 - c. **monitoring, evaluation, audit and oversight support** - to address effectively and transparently the obligations to donor partners, and to the beneficiaries of donor partner support in Keringet location as well as statutory obligations
 - i. develop output quality policy
 - ii. develop clear MOUs for contract assignments
 - iii. develop annual monitoring , audit and oversight implementation schedules
 - iv. develop annual monitoring, audit and oversight reporting schedules

- d. **Communication and visibility** - to communicate effectively to the public the results and impact that KCSEED Foundation Trusts' work has with regard to improving the lives of the households of Keringet Location.
 - i. review and develop a communication and visibility policy
 - ii. develop quarterly newsletter (the voice of Keringet),
 - iii. develop website,
 - iv. develop usage of social media - face book, whatsapp,
2. **socio-economic infrastructure development** - facilitate resource mobilization for the development of socio-economic infrastructure required for to drive and accumulate social, economic and physical capital
- a. **potato processing premises**
 - i. develop ware potato processing premises and equip
 - ii. mobilize resources for the acquisition of potato peeler, slicers, rosters
 - b. **leadership and training resource centers**
 - i. develop main leadership and resource center at the KCSEED Foundation Trust premises
 - ii. capacity and capability building curriculum HR resource development, youth and, women for the promotion of talents, information dissemination, mass media communication, life skills training facilities, mass printer, community library, Radio, ICT,TV
 - iii. develop sub center for leadership and resource in Bararget
 - c. **eco-tourism and cultural center at Bararget**
 - i. develop site plan for the eco-tourism center
 - ii. source a minimum of twenty (20) acres for the development of eco-tourism center
 - iii. mobilize resource for the construction of the eco-tourism center to include two halls, 10 cottages and administration block with ample ground space
 - iv. explore partnership with KWS and KFS in the development of eco-tourism center
 - v. develop athletic camp cum track to start and end at the Bararget eco-tourism center and to cover a forty kilometer both stretch along the Mau forest as part of environmental protection efforts of the water tower
 - vi. explore partnership with KWS and KFS
 - vii. explore partnership with both retired and active athletes
 - viii. explore procurement of a 5 acre parcel of land accessing the Kapkores dam water for water sporting
 - ix. develop Kapkores dam into a recreation cum event facility
 - d. **rural access roads** - gravelling of 21 kilometer road for
 - i. gravel a 21 kilometer inter sub location access road stretch
 - ii. explore possibility of acquiring a gravel land for gravel excavation
3. **socio-economic enterprise development** - facilitate development of value chains of key socio-economic enterprises aimed at maximizing net profit to households of Keringet location

a.

Dairy

- i. develop capacity for agricultural extension and education including A.I services,
 - ii.
 - iii. develop milk processing and packaging capacity and capability
 - iv. mobilize resources for the acquisition of a milk pasteurizer
 - v. mobilize recourses for the acquisition of an automated milk packaging facility
 - vi. mobilize resource for the acquisition of 4 milk dispensers to be strategically positioned in milk deficit counties
 - vii. develop milk market linkages in partnership with KFL
 - viii. develop capacity for yoghurt and cheese making to make use of the "anyiny" brand
- b. **water**
 - i. source and develop water purification and automated bottling facility
 - ii. promote and market the "kirobon" brand
- c. **potato**
 - i. bulk and multiply potato seeds of Markies, Rudolph, Jelly and, Anova varieties,
 - ii. develop and promote seed potato selection and storage strategies
 - iii. develop quality ware potato production strategies
 - iv. develop and pursue ware potato market linkages in partnership with KFL (pursue sereni fries for Markies variety)
 - v. develop the potato crisps processing premises
 - vi. develop, promote and market the "nyumunyum" brand of crisps
- d. **agro-vet input and supply**
 - i. develop a comprehensive and fully fledged agro-vet to run as a cost center unit
 - ii. develop AI as part of the agro-vet economic cost centre

- iii. carryout feasibility study for livestock feed formulation and rationing
 - iv. explore development of downward linkages with kiosk holders
 - v. develop a reward system for agro-vet patronizing households in form of annual bonus share of surplus
 - vi.
 - e. **honey**
 - i. carryout a feasibility study to establish quantity and quality available type of hives as well as production technologies used
 - f. **agricultural machinery services**
 - i. develop and maintenance and use policy for tractors and other vehicles
 - ii. develop and implement machinery hire service policy to argument income generation of KCSEED Foundation Trust

4. environmental sanitation - improving and maintaining the standard of core environmental conditions affecting the well-being of people of Keringet location

- a. **forest degradation**
 - i. promote development of household farm woodlots
- b. **air and soil pollution**
 - i. promote use of efficient and safe waste disposal procedures - by use of rubbish pits, improved VIP latrines;
 - ii. eco-toilet - public rest room at Keringet township
- c. **land and soil degradation**
 - i. promote limited and safe use of chemical and biological contaminants
 - ii. promote overland water runoff harvesting technologies for agricultural use
- d. **water and sanitation**
 - i. promote protection of water wells from chemical and biological contaminants
 - ii. promote appropriate shallow well water reticulation technology - rope and washer
 - iii. complete the Bararget water gravity scheme and put in place sustainability strategies
 - iv. develop follow up monitoring and evaluation mechanisms for the management of the 19 protected springs
 - v. develop a water user association to manage the Bararget water gravity scheme with specific terms of reference and responsibility
 - vi. promote roof catchment water harvesting technology

- e. **food and sanitation**
 - i. promote protection of food from chemical and biological contaminants
- f. **housing and sanitation**
 - i. promote hydra-form technology for to enhance housing and physical environment
- g. **energy and sanitation**
 - i. promote green energy the application of solar and biogas technologies

5. Food security and nutrition - ensuring that all people of Keringet location at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.

6. Sustainability - ensuring that socio-economic and environmental development initiative benefits are enjoyed by both the present and future generations of Keringet location in a just manner

- a. **equitable distribution of resources**
 - i. promote fair distribution of services to all the three sub locations and their villages in Keringet location
 - ii. promote pride and ownership of development initiatives and outputs
- b. **high quality development outputs**
 - i. develop acceptable standards for specific objective outputs
- c. **corporate governance and management**
 - i. develop and implement monitoring, evaluation audit and oversight standards and reporting schedules as an inbuilt mechanism
- d. **resource mobilization**
 - i. develop a broadened finance funding base with at least 5 different partners
 - ii. develop a broadened physical resource funding base with at least 5 different partners
 - iii. develop a broadened positioning funding base with at least 3 key partners
 - iv. develop at least 30 percent local contribution in all partner supported investments
 - v. develop and establish up to Ksh. 100,000,000 reserve fund from current and new investment initiatives
 - vi. develop a five year financing budget of up to Ksh. 200,000,000
- e. **Financial services - Keringet rural SACCO**
 - i. Share capital - mobilize a share capital portfolio of 100,000,000 by 2021
 - ii. savings portfolio - facilitate the development of Keringet rural SACCO to a membership capacity of 5,000 with a savings portfolio of 100,000,000 Kenya shillings
 - iii. deposit taking - facilitate the development and transformation of the Keringet rural SACCO into a deposit taking entity by 2020 registered with SASRA

7. **Vulnerability and the vulnerable** - ensuring that all the people of Keringet location develop skills and gain knowledge capacity to withstand the effects of hostile environments
- a. **drug and substance abuse**
 - i. identify and stake stock of drug and substance abuse victims
 - ii. facilitate lobbying and advocating for counseling services
 - iii. facilitate lobbying and advocating for rehabilitation services
 - iv. facilitate lobbying and advocating out of school and in school motivational talks and encouragement to youths
 - b. **illiteracy**
 - i. continue with lobbying and advocating for the promotion of adult education
 - c. **climate change effects**
 - i. promote sustainable agriculture practices to mitigate and develop farmers' resilience against the effects of climate change
 - d. **corruption and malpractices**
 - i. facilitate lobbying and advocacy for accountability and transparency in resource mobilization, utilization and reporting

By this approach, KCSEED Foundation Trust will continue to enhance the quality of the development work undertaken by the residents of Keringet location in and our partners with and for the people of Keringet location. Offering such support will enhance KCSEED Foundation Trust's position as an effective organisation supporting high quality area-based development work into the future. For the period of this plan the overarching priorities will be on the enhancement of the quality of development outputs, particularly with regard to results and sustainability.

SECTION 6

Forecasted 2017 - 2021 income and e



Figure 3: Back page cover: Building a legacy for the future generations

