



Organization Strategy

3-Year strategic Pan: 2018- 2020

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Preamble



This strategy is intended to guide the operations of ICEECO in the three counties of Busia, Bungoma and Trans-Nzoia for the next three years. It has been developed through consultations with stakeholders and communities in the three counties. Their inputs and views enabled us to decide on which areas to focus on as an organization. ICEECO will also liaise with Egerton University PRA programme and County government of Busia to conduct Participatory Rural Appraisal in at least one ward from each of the 7 sub- counties.

It is hoped that this strategy will enable ICEECO to fundraise for projects that will effectively address the needs of communities we work with.

I take this opportunity to thank all those who dedicated their time to contribute towards development of this strategy document. Specifically, my gratitude goes to Turning Point Consult for its technical support, Busia, Bungoma and Trans-Nzoia County governments, our affiliate CBOs, and community for their support and sharing with us their views.

Through your prayers and support, ICEECO will be able to roll out this strategy as planned.

Blessings.

Lucas Wandera Mundere

Chairman, Board of Directors.

1.0 Introduction

ICEECO is a community empowerment focused organization that was founded in the year 2008, and registered as a national NGO in Kenya with the NGOs Coordination Board in 2010. It is mandated to operate in Busia, Bungoma and Trans-Nzoia counties in Kenya.

It is managed with a board of directors composed of 9 members with knowledge, skills and experience in various fields mainly environment, children rights, agriculture, finance, management and communication.

1.1 Our Vision

The organization envisions having an empowered community that is able to make informed decisions and choices on issues that impact on their lives.

1.2 Our Mission

To empower rural communities through capacity building, and support community-driven initiatives for livelihood improvement and conservation of environment.

1.3 Our Motto.

Inform. Inspire. Empower

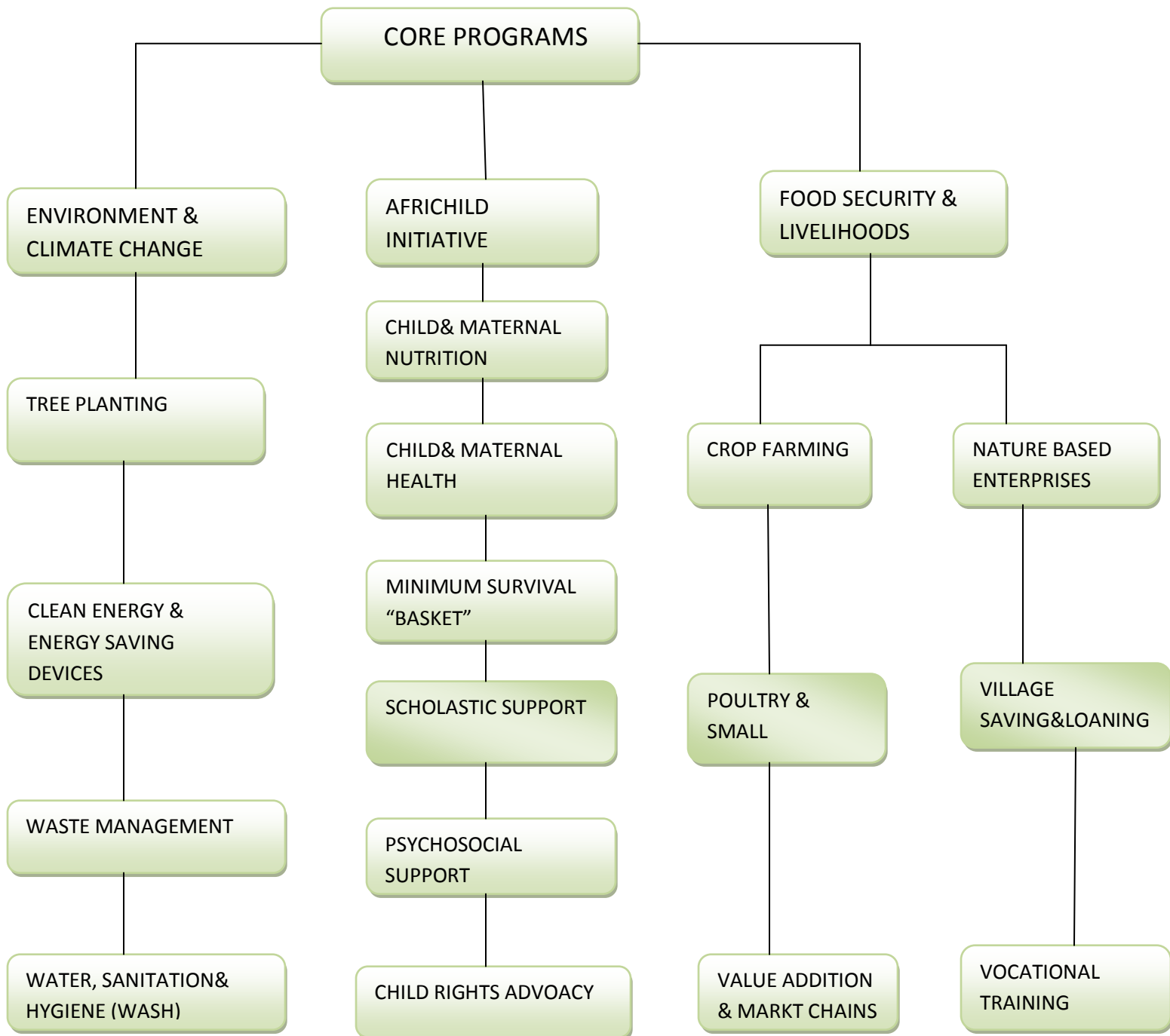
1.4 Our Core Values

1. Inclusive participation
2. Integrity
3. Responsive
4. Stewardship

1.5 Our Core Programs

1. Environment and Climate Change (ECC)
2. Africhild Initiative (ACI)
3. Food Security and Livelihoods (FSL)

PROGRAM CHART



2.0 Organization's Capacity

As per SWOT analysis, ICEECO has strengths which enables it operate in rural setting in order to reach out to most vulnerable communities in the target areas. Main strengths are:

- i. Physical field offices for coordination of program activities;
- ii. Presence of grass root affiliate self help groups/ CBOs through which some projects are implemented;
- iii. It has a team of trained community own resource persons (CORPs) who reach out to communities at household level;

However, there is a need to further strengthen the organization's internal systems and structures to improve on efficiency and effectiveness.

3.0 Strategic Directions

ICEECO will endeavor to realize its vision by taking appropriate program strategic directions in the next three years as outlined below.

1. Internal Systems and Structures

ICEECO Board is composed of 9 members (6 men and 3 women). However, most of the members are committed and dedicate very little or no time to organization's affairs. Currently, active members are only 5 (4 men, 1 woman). This has impacted negatively on performance of the board in managing the organization.

Though the Organization has financial policy, accounts manual, HR policy and M&E manual, they need to be improved and updated to the current situation. The organization has no publicity and fundraising strategy in place.

Strategic Objective 1: To strengthen organization's Internal Structures and systems

The organization will start recruitment of new board members to replace those who are dormant in accordance with its constitution. The newly constituted board will be trained on issues of management and fundraising techniques. ICEECO will engage experts to help it revise HR and financial management policies and operationalize digitized financial management system using quick books by second quarter of 2018. To improve on publicity and fundraising, ICEECO will open up social media links i.e. face book page and twitter. It will also develop and maintain website domain for easy accessibility by donors, other development partners and general public. To increase its publicity at

county level, it will increase its networking activities with both national and county governments, other development agencies and stakeholders. ICEECO will also consider changing its original name from: *Ingoo Community Empowerment and Environmental Conservation Organization* (ICEECO) to: *Innovations for Community Empowerment and Environmental Conservation* (ICEECO). This is to avoid being conceived as tribal organization.

2. Environment and Climate Change

Environmental degradation and global warming are critical issues threatening human survival in the modern World. Deforestation, emission and dumping of persistent inorganic pollutants, poor waste management is rampant as a result of human civilization and industrialization. The effects of these human actions have led to climate change with its devastating effects.

Strategic Objective1: promote Climate Change mitigation and enhance community resilience to its effects.

ICEECO will mobilize communities in Busia, Bungoma and Trans- Nzoia Counties to increase forest cover through tree planting campaigns. In Busia County, focus will be on riparian zones of rivers Nzoia and Sio, Hill tops, Schools and other public places. In the riparian Zones, community will be encouraged and supported to plant appropriate Bamboo varieties for river bank protection, increase forest cover, and building materials and basketry among other benefits.

In Bungoma and Trans-Nzoia counties, the focus is on Mt. Elgon and Cherangany Hills Watersheds. Promotion of rehabilitation, protection and conservation efforts is given first priority through planting of indigenous trees. Valuable tree species such as Elgon Teak, *Prunus Africana*, *Warbugia ugandensis*, among others will be promoted.

Nature based Enterprises will be promoted among these communities for their livelihoods. These will include basketry, Bee keeping and fish farming.

To reduce pressure of forests/ trees due to firewood, ICEECO will promote use of Energy saving devices (ESD) and Clean Energy for cooking and lighting.

3. Africhild Initiative

This is program that was initiated in January, 2017 to respond to the needs of orphans and vulnerable Children (OVC) in Busia County. The county was severely affected by HIV/AIDS pandemic leaving many children orphaned. Some have one parent usually their mothers who are living with HIV. World vision Kenya has been providing assistance

to over 3,000 OVC in Bunyala sub- County since 2005. However, the project phased out in 2017 leaving a huge gap which ICEECO intends to fill for the next three years.

Strategic Objective 2: To enhance Community-based mechanisms for care and support to orphans and vulnerable children in Busia County.

ICEECO is to expand recruitment of children in program (CIP) from the current 200 to 2,000 using the existing criteria and the community structures. I will liaise with CBOs which have been implementing APHIA Plus on behalf of world vision for possible integration and linkages to avoid double dipping of resources.

These children will be offered a comprehensive package basing on availability of funds and specific needs. The package will include psychosocial support by Community Home health Promoters (CHHP), Scholastic kits (uniforms, books, pens, bags, fees for ECDE), and minimum survival “basket”(Micro-nutrient supplements, food rations, clothing, bedding and re-usable sanitary towels to girls).

To address health needs of these children, ICEECO will be engaged in promotion of ante and post natal clinics to ensure children complete all immunization vaccines and adhere to PMTCT guidelines. Trainings on Nutrition and dietary needs of children, lactating mothers and expectant women will be conducted to reduce cases of malnutrition among these vulnerable groups.

Older OVC who dropped out of school will be linked to Livelihoods program for vocational training.

4. Food Security and Livelihoods

Over dependency on one main food crop ie Maize has made many households food insecure. Rainfall uncertainty/ unreliability, coupled with soil nutrients depletion due to continuous growing of maize year in year out, has led to poor harvests. For instance, an acre produces as low as 5 bags of maize in Bunyala Sub- County. Crop diversification is not embraced among many farmers. In fact Busia county in most cases is IPC 3 and above. Thus, a great proportion of people are facing severe food insecurity.

Economically, many people especially women have no reliable source of income. They rely mainly on their male partners. Most families rely on menial work and paltry businesses.

Strategic Objective 3: Promote and support community food security and livelihood initiatives.

ICEECO intends to sensitize and train community farmer groups and individuals on appropriate farming methods and promote crop diversification with special focus on drought resistant crops i.e. Sorghum, and cassava. The organization will liaise with Maseno and Mabanga research centres, the county to source for high yielding varieties of Cassava and sweet potatoes which will be provided to needy OVC households and other community members. In linkage with tree planting program, ICECO will establish an integrated demonstration garden at Ward level which will act as community learning centres for tree nursery, Kitchen gardening including floating gardens for arrow roots/ yams.

For household income, OVC households and women groups will be trained on entrepreneurial skills especially basketry and Mats making. They will then be supported to initiate Village Saving and Loaning scheme from where they will be getting capital to expand their businesses. They will also be trained on value addition and market chains, and then linked to markets for their products. Older OVC girls and young women will be supported to undergo 3- month vocational training in salon, tailoring/ dress making and bakery. After training, they will be supported with start- up Kits and linked to VSL groups. Bunyala Handcrafts Cooperative Society will be strengthened to enable it link to markets for Basketry products within and outside Kenya.

The program will support OVC households with improved Kienyeji chicken breeds for rearing. The chicken is expected to supplement nutrition needs of children in the households and also contribute to household income from sale of eggs and mature chicken. To reduce incidences of poultry diseases ICEECO will collaborate with County livestock department to conduct routine vaccination campaigns against poultry diseases. The beneficiaries will be encouraged to join VSL groups in order for them to acquire basic skills financial management and agribusiness.

They will be further trained on chicken feeds formulation using available materials- Rice bran, *Omena* and *Ochong'a* which are readily available from Bunyala Rice mills and *Omena* Beach at port Victoria. The groups will be supported with simple tools/ equipment to make large quantities of feeds for their chicken and for sale to other poultry keepers at relatively low cost.