



# STRATEGIC PLAN

**2024 - 2027**



*Together, Lets Empower Communities.*

## THEME:

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Enhancing Community Prosperity through Sustainable Initiatives

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**STRATEGIC PLAN**  
**FOR INUANA COMMUNITY ACTION NETWORK**  
**(ICAN)**

**2024 - 2027**



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## LIST OF ACRONYMS

- **ICAN:** Inuana Community Action Network
- **CBO:** Community-Based Organization
- **NGO:** Non-Governmental Organization
- **HIV/AIDS:** Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
- **M&E:** Monitoring and Evaluation



## FOREWORD

It is my pleasure to present the Inuana Community Action Network (ICAN) Strategic Plan for the period 2023/2024 to 2025/2026. This plan outlines our vision, mission, strategic objectives, and the specific actions we will take to achieve our goals. ICAN is dedicated to the holistic development and empowerment of rural communities in Kenya. Our strategic plan is a testament to our commitment to creating a healthier, more prosperous, and empowered rural society.

We have made significant progress since our inception in 2023, and this strategic plan will guide us in building on these achievements. We will continue to focus on health, environmental sustainability, economic development, and community engagement.

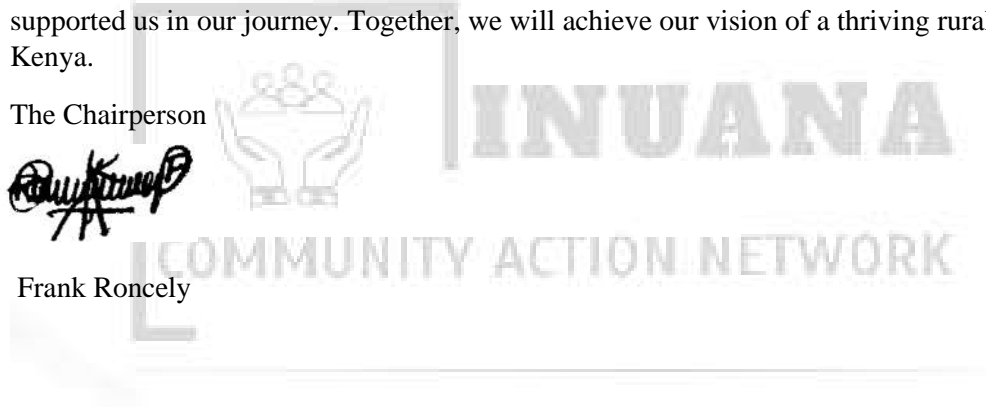
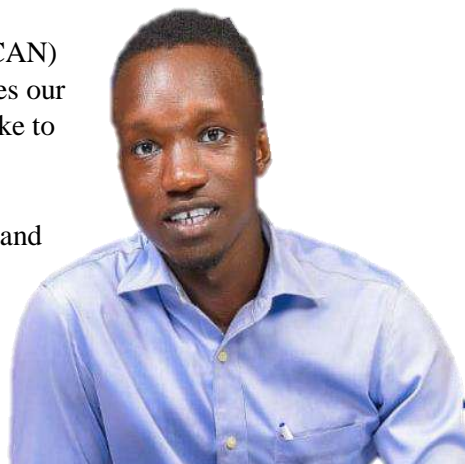
This document is the result of extensive consultations with our stakeholders, including community members, partners, and government representatives. Their input has been invaluable in shaping our strategic direction.

I extend my heartfelt gratitude to all our partners, donors, volunteers, and staff members who have supported us in our journey. Together, we will achieve our vision of a thriving rural community in Kenya.

The Chairperson



Frank Roncelly



## OVERVIEW

The Inuana Community Action Network (ICAN) is a distinguished organization founded in 2023, comprised of a young, passionate, and dynamic team dedicated to fostering rural community development and empowerment. ICAN's headquarters are located within Homa Bay Town, the administrative and commercial hub of Homa Bay County. This strategic plan outlines our roadmap for the next three years, focusing on three key pillars: Health and Wellbeing, Environmental Sustainability and Economic Development.





## ACKNOWLEDGEMENTS

The development of this strategic plan has been a collaborative effort, and I would like to extend my sincere appreciation to everyone who contributed to its creation. Special thanks go to our dedicated team members, volunteers, and community stakeholders who provided invaluable insights and feedback. Our partners, including local government officials, NGOs, and other CBOs, have been instrumental in shaping our strategic priorities.

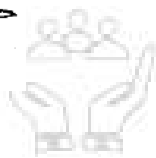


I am confident that with the continued support of our partners and the commitment of our team, ICAN will achieve its mission of improving community well-being and fostering sustainable development in rural Kenya. Together, we can make a significant impact on the lives of the people we serve.

The Secretary

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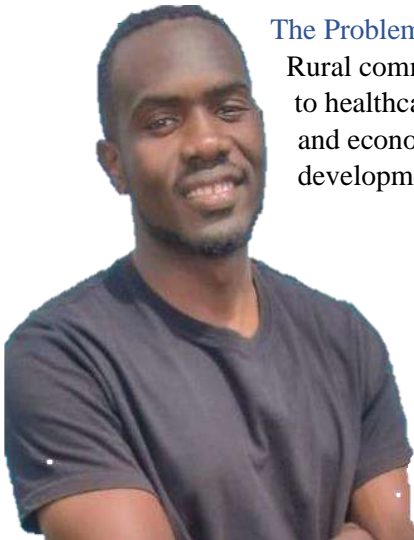
Onyango Grace



INUANA

COMMUNITY ACTION NETWORK

## EXECUTIVE SUMMARY



### **The Problem**

Rural communities in Kenya face numerous challenges, including limited access to healthcare, environmental degradation, inadequate educational opportunities, and economic instability. These issues hinder the overall well-being and development of these communities.

### ***The Evidence-Based Approach***

Our strategic plan is grounded in empirical evidence and community feedback. We have conducted extensive epidemiological surveys and community assessments to understand the specific needs and challenges of the communities we serve. This evidence-based approach ensures that our interventions are targeted and effective.

### ***The Approach***

ICAN will implement a multi-faceted approach to address the identified challenges. Our strategic initiatives will focus on improving health outcomes, promoting environmental sustainability, enhancing

educational opportunities, and fostering economic development. We will leverage our strong network of partners and stakeholders to maximize the impact of our programs.

### ***Priorities for Action***

1. Enhance Health and Wellbeing: Implement health education programs, conduct medical camps, and advocate for improved health services.
2. Promote Environmental Sustainability: Organize tree planting campaigns, collaborate with environmental NGOs, and educate the community on sustainable practices.
3. Facilitate Economic Development: Initiate income-generating projects, provide business training, and foster partnerships with financial institutions.
4. Strengthen Community Engagement and Participation: Promote volunteerism, enhance communication, and organize community forums.

The M&E Officer and Programs

A handwritten signature in black ink, appearing to read 'Ben Migwambo'.

Ben Migwambo

# CHAPTER ONE: INTRODUCTION

## Vision

Our vision is to establish a healthier, more prosperous, and empowered rural community in Kenya.

This vision reflects our commitment to long-term, sustainable development and the well-being of the communities we serve. We believe that by addressing critical health, economic, and social challenges, we can create a future where rural communities thrive.

## Mission

Our mission is to improve community well-being, address health, economic, and social challenges through innovative programs and partnerships, fostering inclusivity, diversity, equity, and access.

This mission guides our strategic planning and operational activities, ensuring that we remain focused on achieving meaningful and measurable outcomes.

## Mission Statement

To improve community well-being and address health, economic, and social challenges through innovative programs and partnerships, fostering inclusivity, diversity, equity, and access. We envision a future where people in rural settings flourish, and through this, provide diverse resources that promote self-sufficiency while fostering community and economic development.

## Impact Targets

Our strategic plan includes specific impact targets to measure our progress and success over the next three years. These targets are aligned with our vision and mission and reflect the priorities of the communities we serve. Key impact targets include:

1. **Health Outcomes:** Reduce the prevalence of preventable diseases such as malaria, HIV/AIDS, and waterborne illnesses by 20% through health education, medical camps, and improved access to healthcare services.
2. **Environmental Sustainability:** Increase tree cover in target communities by planting 10,000 trees and promoting sustainable agricultural practices to reduce soil erosion and improve soil fertility.
3. **Economic Development:** Establish at least two income-generating projects and support 200 entrepreneurs with business training and access to micro-capitals.
4. **Community Engagement:** Increase community participation in development initiatives by 50% through volunteer programs, community forums, and awareness campaigns.

## Strategic Focus

ICAN's strategic focus for the next three years is centred on Three key pillars: Health and Wellbeing, Environmental Sustainability and Economic Development. Each pillar encompasses specific objectives and actions aimed at addressing the critical needs of our target communities.

## The Homa Bay County Context

### Geography

Homa Bay County is located on the southern shore of Winam Gulf, an inlet of Lake Victoria. The county's geography includes a mix of lakeshore, highlands, and plains, providing diverse ecosystems and resources. This geographical diversity influences the livelihoods of the local population, with fishing, agriculture, and small-scale trade being the primary economic activities.

## Demographic

Homa Bay County has a population characterized by a high proportion of young people. The community relies heavily on agriculture, fishing, and small-scale trade for their livelihoods. The county's population is predominantly rural, with limited access to basic services such as healthcare, education, and clean water; heavily associated with poverty levels.

## Environmental Conservancy

The proximity to Lake Victoria makes environmental conservation a priority. Issues such as deforestation, soil erosion, and pollution impact the local ecosystem and livelihoods. ICAN is committed to promoting environmental sustainability through tree planting, clean-up campaigns, and community education on sustainable practices.

## Health

The county faces significant health challenges, including high rates of HIV/AIDS, malaria, and other communicable diseases. Access to healthcare services is limited, particularly in remote areas. ICAN's health initiatives focus on improving health outcomes through education, medical camps, and advocacy for better healthcare services and infrastructure.

## Socio-Economic and Economic Development Agenda

Homa Bay County's socio-economic development agenda focuses on improving healthcare, education, infrastructure, and economic opportunities. There is a strong emphasis on community-driven development initiatives. ICAN aligns its strategic objectives with the county's development agenda to maximize impact and ensure sustainability.

## Epidemiological Surveys

### *Theoretical Framework*

Our theoretical framework is based on the principles of community-based participatory research (CBPR) and sustainable development. We prioritize community engagement, inclusivity, and evidence-based interventions. This approach ensures that our programs are responsive to the needs of the community and are designed in collaboration with local stakeholders.

### *Empirical Data*

Empirical data from previous epidemiological surveys highlight the critical health, environmental, and socio-economic challenges facing the communities we serve. These surveys provide a foundation for our strategic planning and program development. Key findings include:

- High prevalence of preventable diseases such as HIV/AIDS (20.7%), malaria and waterborne illnesses. (KNBS, LVCT Health)
- Environmental degradation at 30% due to deforestation and poor waste management practices. (Kenya Forest Service)
- According to the KNBS, the literacy rate in Homa Bay County is 74%, with a significant gender disparity. Male literacy stands at 80%, while female literacy is at 68%. This data supports the need for targeted educational programs, particularly for girls and women.
- Water quality testing in collaboration with the Ministry of Water and Sanitation revealed that 60% of water sources in the county are contaminated with E. coli bacteria, posing serious health risks to the community.

- The unemployment rate in Homa Bay County is estimated at 25%, with youth unemployment being particularly high at 40%. This data, collected through household surveys and government reports, underscores the need for income-generating projects and vocational training programs.
- Household income surveys conducted by ICAN show that 70% of households earn less than \$2 per day, classifying them as living below the poverty line. This supports the focus on economic development initiatives to improve income levels and financial stability.

### Three Pillars of the Strategic Plan

ICAN's strategic plan is structured around Three key pillars, each addressing a specific area of need within the community. These pillars are interrelated and collectively contribute to the overall well-being and development of the communities we serve.

#### *Pillar One: Health and Wellbeing*

Our goal is to improve health outcomes and access to healthcare services in rural communities. We will achieve this by implementing health education programs, conducting medical camps, and advocating for improved health services and infrastructure.



#### *Pillar Two: Environmental Sustainability*

Our goal is to promote environmental conservation and sustainability in rural communities. We will achieve this by organizing tree planting campaigns, collaborating with environmental NGOs, and educating the community on sustainable practices.



#### *Pillar Three: Economic Development*

Our goal is to improve economic stability and self-sufficiency among community members. We will achieve this by initiating and supporting income-generating projects, providing business training, and fostering partnerships with financial institutions to facilitate access to micro-loans and financial services.



## CHAPTER TWO: PILLAR ONE - HEALTH AND WELLBEING

### Introduction

Health and Wellbeing form the cornerstone of ICAN's mission to create a prosperous and empowered rural community. This pillar focuses on improving access to healthcare services, promoting healthy lifestyles, and addressing specific health challenges within Homa Bay County. By fostering collaborations with health institutions, government bodies, and community organizations, ICAN aims to enhance the overall health and wellbeing of the community.



### Vision

To ensure that every individual in Homa Bay County has access to quality healthcare and the knowledge to lead a healthy lifestyle.

### Objectives

1. Increase access to primary healthcare services.
2. Promote awareness and education on preventive health measures.
3. Address specific health issues such as HIV/AIDS, substance abuse, and maternal health.
4. Foster community participation in health and wellbeing initiatives.
5. Collaborate with local and national health institutions to improve healthcare delivery.

### Key Activities and Strategies

1. **Health Education and Awareness Campaigns:**
  - Conduct workshops and seminars on various health topics, including HIV/AIDS, maternal health, nutrition, and substance abuse.
  - Develop and distribute educational materials in local languages.
  - Utilize local media (radio, TV, and social media) to reach a broader audience.
2. **Community Health Services:**
  - Organize regular medical camps offering free health check-ups and treatments.
  - Facilitate mobile clinics to reach remote areas.
  - Provide immunization drives in collaboration with health authorities.
3. **Partnerships with Health Institutions:**
  - Collaborate with local hospitals and clinics for resource sharing and joint health programs.
  - Engage with NGOs and international health organizations for support and expertise.
4. **Capacity Building:**
  - Train community health workers to provide basic healthcare and health education.
  - Develop training programs for local healthcare providers to enhance their skills.
5. **Monitoring and Evaluation:**
  - Establish a robust monitoring and evaluation framework to assess the impact of health initiatives.
  - Conduct regular health surveys and studies to identify emerging health challenges.

### Action Plan for Pillar One - Health and Wellbeing

Year	Activity	Target	Partners	Key Activities
<b>Year 1</b>	Community Health Services	Provide free health check-ups to 3,000 individuals in remote areas	Local hospitals, mobile clinic providers	Organize 10 medical camps, conduct immunization drives
	Partnerships with Health Institutions	Establish partnerships with 5 local health institutions	Local hospitals, international health organizations	Sign MOUs, plan joint health programs, share resources
	Monitoring and Evaluation	Conduct baseline health surveys and establish monitoring frameworks	Research institutions, local health authorities	Develop health indicators, conduct quarterly assessments, gather community feedback
<b>Year 2</b>	Community Health Services	Provide free health check-ups to 4,500 individuals	Local hospitals, mobile clinic providers	Organize 15 medical camps, focus on maternal and child health
	Partnerships with Health Institutions	Strengthen existing partnerships and form new ones with 3 additional institutions	Local hospitals, international health organizations	Implement joint projects, host stakeholder meetings, participate in health forums
	Monitoring and Evaluation	Conduct annual health impact assessment	Research institutions, local health authorities	Review and update health indicators, conduct mid-year and annual assessments, refine programs based on findings
<b>Year 3</b>	Community Health Services	Provide free health check-ups to 6,000 individuals	Local hospitals, mobile clinic providers	Organize 20 medical camps, promote regular health screenings
	Partnerships with Health Institutions	Deepen collaboration with existing partners and form 5 new partnerships	Local hospitals, international health organizations	Scale up joint health programs, secure funding for large-scale health initiatives, engage in policy advocacy
	Monitoring and Evaluation	Establish a comprehensive health data system	Research institutions, local health authorities	Develop a health information management system, conduct quarterly and annual health reviews, publish health reports
<b>Monitoring and Evaluation</b>	Baseline Surveys, Performance Indicators, Regular Assessments, Community Feedback, Reporting	-	-	Conduct baseline surveys, develop key performance indicators, conduct quarterly and annual assessments, gather community feedback, provide regular progress reports



## CHAPTER THREE: PILLAR TWO - ENVIRONMENTAL SUSTAINABILITY

### Goal

To promote environmental conservation and sustainability in rural communities.

### Objectives

1. Organize tree planting campaigns and environmental clean-ups.
2. Collaborate with environmental NGOs and governmental bodies.
3. Educate the community on sustainable practices and the importance of environmental stewardship.



### Key Activities

#### Tree Planting Campaigns

Tree planting is a cornerstone of our environmental sustainability efforts. Trees provide numerous benefits, including carbon sequestration, soil stabilization, and biodiversity enhancement. Our tree planting campaigns will focus on:

- **Target Areas:** Prioritizing degraded lands, riverbanks, schools, and public spaces.
- **Species Selection:** Choosing indigenous and fast-growing tree species that are well-suited to the local climate and soil conditions.
- **Community Involvement:** Engaging local schools, community groups, and volunteers in the planting process to foster a sense of ownership and responsibility.
- **Monitoring and Maintenance:** Implementing follow-up measures to ensure the survival and growth of planted trees, including watering, mulching, and protection from grazing animals.

#### Environmental Clean-Up Drives

Environmental clean-up drives aim to reduce pollution, improve sanitation, and enhance the aesthetic appeal of public spaces. Key aspects of our clean-up initiatives include:

- **Identifying Hotspots:** Focusing on areas with high levels of waste accumulation, such as markets, shorelines, and residential neighbourhoods.
- **Waste Segregation and Management:** Educating the community on waste segregation practices (e.g., separating recyclables, compostable, and non-recyclables) and promoting proper waste disposal methods.
- **Partnerships with Local Authorities:** Collaborating with local government bodies to ensure efficient waste collection and disposal, and to advocate for improved waste management.



## Collaborations with Environmental NGOs and Governmental Bodies

Partnerships are crucial for amplifying our impact and leveraging resources. We will establish and strengthen collaborations with various stakeholders:

- **Environmental NGOs:** Working with organizations like the Green Heroes and the Red Cross to implement joint conservation projects and share best practices.
- **Governmental Bodies:** Engaging with local and national government agencies to align our activities with existing environmental policies and programs, and to secure support for our initiatives.
- **Community-Based Organizations (CBOs):** Partnering with other CBOs to mobilize community members and enhance local engagement in environmental conservation efforts.

## Expected Outcomes

Our environmental sustainability initiatives are expected to yield several positive outcomes, including:

- **Increased Tree Cover and Reduced Deforestation:** By planting trees in targeted areas, we aim to enhance forest cover, mitigate soil erosion, and contribute to carbon sequestration efforts.
- **Enhanced Community Awareness and Engagement:** Through education and community involvement, we will foster a culture of environmental stewardship and encourage sustainable practices at the grassroots level.
- **Improved Environmental Quality and Sustainability:** Clean-up drives and waste management efforts will lead to cleaner, healthier public spaces, while sustainable practices will help preserve natural resources for future generations.

## Community Education Programs on Sustainable Practices

Education is key to fostering long-term environmental stewardship. Our community education programs will focus on:

- **Workshops and Training Sessions:** Conducting workshops on topics such as sustainable agriculture, water conservation, and waste management. These sessions will be tailored to different audiences, including farmers, students, and household heads.
- **School Programs:** Integrating environmental education into school curricula through interactive activities, such as nature walks, eco-clubs, and science fairs.
- **Media Campaigns:** Utilizing local media channels, including radio, social media, and community newsletters, to disseminate information on environmental issues and sustainable practices.

### Action Plan for Pillar Two – Environmental Sustainability.

Year	Activity	Target	Partners	Key Activities
<b>Year 1</b>	Tree Planting Campaigns	Plant 10,000 trees in degraded areas and schools	Green Heroes, local schools, community groups	Organize 5 major tree planting events, distribute seedlings, provide training on tree care
	Environmental Clean-Up Drives	Conduct 10 clean-up drives in high-priority areas	Local government, waste management companies, volunteers	Identify clean-up hotspots, mobilize volunteers, provide waste segregation tools
	Collaborations with Environmental NGOs and Governmental Bodies	Establish formal partnerships with 5 environmental organizations	Environmental NGOs, local government	Sign MOUs, plan joint projects, share resources
<b>Year 2</b>	Tree Planting Campaigns	Plant an additional 15,000 trees and expand to new areas	Green Heroes, local schools, community groups	Organize 7 major tree planting events, monitor and maintain previously planted trees, increase community involvement
	Environmental Clean-Up Drives	Increase the number of clean-ups drives to 15	Local government, waste management companies, volunteers	Expand to new areas, introduce recycling initiatives, collaborate with local businesses for sponsorship
	Collaborations with Environmental NGOs and Governmental Bodies	Strengthen existing partnerships and form new ones with 3 additional organizations	Environmental NGOs, local government	Implement joint projects, host stakeholder meetings, participate in national environmental forums
<b>Year 3</b>	Tree Planting Campaigns	Plant 20,000 trees, focusing on community forests and riverbanks	Green Heroes, local schools, community groups	Organize 10 major tree planting events, establish community nurseries, provide ongoing support for tree care
	Environmental Clean-Up Drives	Conduct 20 clean-up drives, with a focus on sustainability	Local government, waste management companies, volunteers	Implement waste-to-energy projects, introduce composting programs, promote community-led clean-up initiatives
	Collaborations with Environmental NGOs and Governmental Bodies	Deepen collaboration with existing partners and form 5 new partnerships	Environmental NGOs, local government	Scale up joint projects, secure funding for large-scale initiatives, engage in policy advocacy
<b>Monitoring and Evaluation</b>	Baseline Surveys, Performance Indicators, Regular Assessments, Community Feedback, Reporting	-	-	Conduct baseline surveys, develop key performance indicators, conduct quarterly and annual assessments, gather community feedback, provide regular progress reports

## CHAPTER FOUR: PILLAR THREE - ECONOMIC DEVELOPMENT

### Introduction

Pillar Three focuses on fostering economic development within Homa Bay County by promoting entrepreneurship, enhancing access to financial resources, and supporting small and medium enterprises (SMEs). This pillar aims to create a vibrant local economy, reduce poverty, and improve the quality of life for community members. This chapter will detail the strategic actions ICAN will undertake to achieve these goals, supported by a comprehensive action plan.



### Key Objectives

1. **Promote Entrepreneurship:** Encourage the growth of new businesses by providing training, mentorship, and support to aspiring entrepreneurs.
2. **Enhance Access to Financial Resources:** Facilitate access to microfinance, grants, and loans for small and medium enterprises (SMEs).
3. **Develop Sustainable Income-Generating Projects:** Initiate and support community-based projects that generate sustainable income and employment opportunities.
4. **Strengthen Partnerships:** Collaborate with financial institutions, government agencies, and NGOs to support economic development initiatives.

### Strategies



1. **Entrepreneurship Training and Mentorship Programs:** Conduct regular training sessions and establish a mentorship network for budding entrepreneurs.
2. **Microfinance Schemes:** Partner with microfinance institutions to provide accessible financial services to SMEs.
3. **Market Linkages and Business Development:** Facilitate connections between local businesses and larger markets, and provide business development services.
4. **Community-Based Projects:** Identify and support viable community projects that offer sustainable income and employment.

## Action Plan for Economic Development

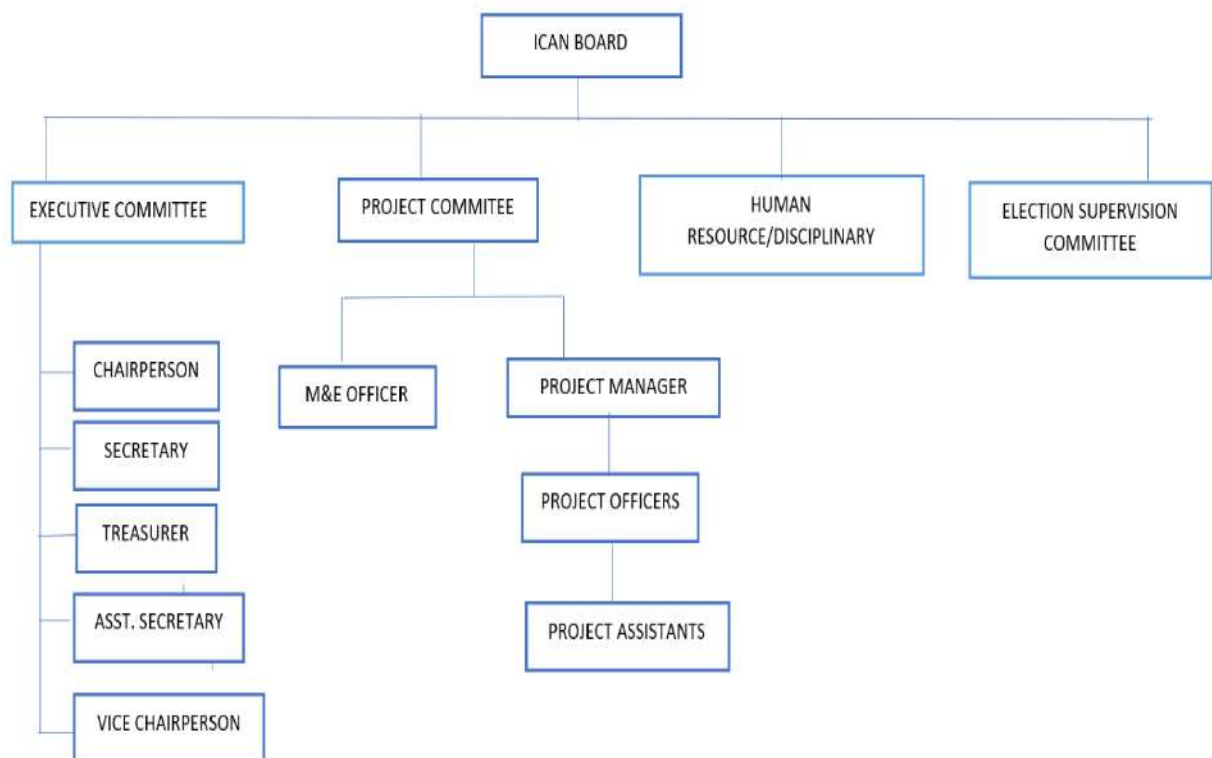
Year	Activity	Target	Partners	Key Activities
<b>Year 1</b>	Entrepreneurship Training Programs	Train 200 aspiring entrepreneurs	Local business experts, NGOs, government agencies	Conduct 5 training workshops, develop training materials, establish a mentorship network
	Microfinance Access	Provide microfinance services to 50 SMEs	Microfinance institutions, local banks, grants	Partner with microfinance institutions, develop loan schemes, conduct financial literacy sessions
	Market Linkages	Connect 50 local businesses to larger markets	Market linkage organizations, local chambers of commerce	Identify market opportunities, facilitate business-to-business meetings, provide market research and analysis
	Community-Based Projects	Initiate 3 income-generating projects	Community groups, local NGOs	Identify viable projects, secure funding, provide technical support
<b>Year 2</b>	Entrepreneurship Training Programs	Train an additional 300 aspiring entrepreneurs	Local business experts, NGOs, government agencies	Expand training programs, enhance mentorship network, develop online training modules
	Microfinance Access	Increase microfinance services to 100 SMEs	Microfinance institutions, local banks	Expand partnerships, introduce new financial products, increase outreach through financial literacy campaigns
	Capacity Building Workshops for SMEs	Conduct 15 workshops, reaching 150 SME owners	Business consultants, local government	Introduce advanced training topics, provide continuous advisory support, facilitate peer learning sessions
	Community-Based Projects	Support 5 additional income-generating projects	Community groups, local NGOs	Scale up successful projects, introduce new project ideas, provide comprehensive support
<b>Year 3</b>	Entrepreneurship Training Programs	Train 500 aspiring entrepreneurs	Local business experts, NGOs, government agencies	Develop an entrepreneurship academy, offer certification programs, expand mentorship to regional level
	Microfinance Access	Provide microfinance services to 200 SMEs	Microfinance institutions, local banks	Launch a community microfinance fund, increase loan amounts, provide ongoing financial advisory services
	Capacity Building Workshops for SMEs	Conduct 20 workshops, reaching 200 SME owners	Business consultants, local government	Introduce digital business tools training, provide access to business incubators, develop long-term support plans
	Community-Based Projects	Support 10 income-generating projects	Community groups, local NGOs	Replicate successful projects in new areas, introduce innovative project ideas, secure long-term funding
<b>Monitoring and Evaluation</b>	Baseline Surveys, Performance Indicators, Regular Assessments, Community Feedback, Reporting	-	-	Conduct baseline surveys, develop key performance indicators, conduct quarterly and annual assessments, gather community feedback, provide regular progress reports

## CHAPTER FIVE: IMPLEMENTING THE STRATEGIC PLAN

### Organizational Structure

The organizational structure of ICAN is designed to support efficient decision-making and operational effectiveness. It is characterized by a tiered hierarchy, with clearly defined lines of authority and communication. This structure promotes coordination and integration across different functions and levels, ensuring that all parts of the organization work towards common goals.

**ICAN ORGANIZATIONAL STRUCTURE.**



### Integration and Coordination

To ensure seamless integration and coordination across all levels and functions, ICAN employs various mechanisms, including regular meetings, reporting systems, and collaborative platforms. These mechanisms facilitate communication, foster teamwork, and ensure that all stakeholders are informed and engaged in the implementation process.

### Commitment to Transparency and Accountability

ICAN is committed to maintaining transparency and accountability in all its operations. This commitment is reflected in the governance practices, reporting procedures, and stakeholder engagement strategies. Regular audits, financial disclosures, and performance reviews are conducted to ensure that the organization operates with the highest standards of integrity and accountability.

## Situation Analysis

ICAN operates within a resource-constrained environment with limited funding and resources. In order to achieve our goals outlined in the strategic plan, it is imperative to secure sustainable funding. This will allow us to effectively execute our strategies and drive impactful change in line with our organizational objectives.

## Strategic Plan Timeline

Activity	Description	Start Date	End Date	Milestones	RESPONSIBLE PERSON
Health Education Sessions	Conduct sessions on health issues	Jan 2024	Dec 2026	Quarterly sessions completed	Health Project Officer
Medical Camps	Organize medical camps for screenings and treatments	Feb 2024	Dec 2026	Semi-annual camps conducted	Health Project Officer
Community Awareness Workshops	Hold workshops on environmental and social issues	Mar 2024	Dec 2026	Quarterly workshops held	Community Project Officer
Tree Planting Campaign	Plant trees and engage in environmental conservation activities	Apr 2024	Dec 2026	Annual tree planting targets met	Environmental Project Officer
Youth Mentorship Programs	Conduct mentorship programs for youth	May 2024	Dec 2026	Quarterly mentorship sessions held	Youth Project Coordinator
Income-Generating Projects	Initiate and manage income-generating projects	Jul 2024	Dec 2026	Annual project initiation targets met	Economic Development Project Officer
Business Training Sessions	Conduct training sessions for aspiring entrepreneurs	Sep 2024	Dec 2026	Semi-annual training sessions held	Economic Development Project Officer
Community Engagement Activities	Organize forums, clean-ups, and other community activities	Oct 2024	Dec 2026	Quarterly community activities conducted	Community Project Officer

## Financing the Strategic Plan

### Resource Requirements

To successfully implement our strategic initiatives, it is crucial to secure adequate financial resources to support program activities, staff salaries, and operational expenses. Additionally, in-kind contributions, such as volunteer time and donated goods, play a vital role in our efforts. These contributions complement our financial needs and greatly contribute to the overall success of our initiatives by providing essential support from the community.

## Funding Gap

It has come to our attention that there exists a considerable funding disparity between our current financial resources and our projected requirements. It is imperative that we address and bridge this gap to ensure the successful execution of our strategic plan.

### *Resource Requirements and Funding Sources*

Resource	Description	Estimated Cost (KShs.)	Funding Source
Health Education Materials	Educational materials for health sessions	300,000	Grants, Donations
Medical Camps Equipment	Medical equipment and supplies for camps	1,500,000	Internal Funds, Partner Contributions
Workshop Resources	Materials and logistics for community workshops	1,000,000	Donations, Community Fundraising
Tree Planting Supplies	Trees, planting tools, and maintenance supplies	500,000	Environmental Grants, Corporate Sponsorships
Mentorship Program Costs	Costs for facilitators and program materials	1,600,000	Grants, Internal Funds
Income-Generating Projects	Funding for new projects and their implementation	4,000,000	Partners, Grants, Investor Contributions
Business Training Costs	Costs for training sessions, facilitators, and materials	3,350,000	Grants, Sponsorships
Community Engagement Activities	Costs for organizing community events and activities	1,450,000	Donations, Community Fundraising

### *Priority Setting*

#### **Modelling for ICAN Strategic Plan: Scope and Aim**

Our strategic priorities are carefully crafted by conducting a thorough analysis of community needs and available resources. We are committed to focusing on high-impact interventions that are in line with our overarching vision and mission. This approach ensures that our efforts are strategically aligned for maximum effectiveness and sustainability.

### *Risk management strategy*

Risk can be defined as the effect of uncertainty on the achievement of ICAN's objectives.

Risk management is, therefore, the process of identifying and managing this uncertainty, or risk, with the goal of achieving objectives. Effective risk management is a key element of good governance and will provide reasonable, but not absolute, assurance that:

a) Significant risks are identified and monitored, enabling management to make informed decisions and take timely action; b) Opportunities are maximized with confidence that risks will be managed c) Objectives, as set out in the SP, are achieved.





## The Objectives of the Risk Management Policy and Process

The ICAN aims to make risk management integral to its culture, strategic planning, decision making and resource allocation. A coordinated approach allows management

to proactively manage risk. The management and other personnel must be able to manage risk proactively and take shared responsibility for risk management processes.

The ICAN will develop an addendum to the SP 2023-2026 that will cover the risks during the period of the SP. The ICAN will **identify risks** and **assess** them by scoring them for impact and likelihood. Then come up with a **risk management action** outlining actions to be taken to manage risk. The identified risks will be logged into a risk management plan along with agreed management actions. Finally, **monitoring and review** to ensure risk management processes are functioning, and up to date and emerging risks are managed.

Mmonitoring is embedded in this SP and is part of ICAN's broader performance management processes and linked to performance indicators.

### Risk Management Plan

Risk	Description	Likelihood	Impact	Risk Rating	Mitigation Strategy	Responsible Person	Monitoring and Review
Funding Shortfall	Insufficient funds to carry out planned activities	High	High	High	Diversify funding sources; Apply for grants; Increase fundraising efforts	Treasurer	Quarterly financial reviews; Adjust budget as needed
Low Community Engagement	Limited participation in programs and activities	Medium	High	Medium	Enhance outreach efforts; Increase community involvement; Regular feedback surveys	ICAN Board	Monthly review of engagement metrics and feedback
High Staff Turnover	Loss of skilled staff members	Medium	High	Medium	Improve staff retention strategies; Provide training and development opportunities	HR Manager	Bi-annual staff turnover reports and retention strategies review
Logistical Challenges	Issues with transportation and supply chain	Medium	Medium	Medium	Establish reliable logistics partners; Plan for contingencies	M&E Officer, Project Manager	Monthly assessment of logistics and supply chain effectiveness
Regulatory Compliance	Non-compliance with local regulations	Low	High	Medium	Regularly review regulations; Ensure adherence through compliance checks	ICAN Board	Quarterly compliance audits and legal reviews
Natural Disasters	Impact of natural events such as floods or droughts	Low	High	Medium	Develop disaster response plan; Ensure insurance coverage	M&E Officer	Annual review of disaster response plan; Update based on lessons learned
Inadequate Monitoring and Evaluation	Poor tracking of program outcomes and impact	Medium	High	High	Implement robust M&E framework; Regularly review and adjust M&E processes	M&E Officer	Quarterly M&E reports and evaluations review



### Monitoring and Evaluation Framework

A robust monitoring and evaluation framework has been established to track progress and measure the impact of our strategic initiatives. Regular assessments and feedback mechanisms will ensure continuous improvement and accountability.

INDICATORS	INDICATOR DEFINITIONS	FREQUENCY	SOURCE OF DATA	RESPONSIBLE PERSON	YEAR 1	YEAR 2	YEAR 3
<b>1. Health Education Sessions Conducted</b>	Number of health education sessions held to increase community knowledge on health issues such as HIV/AIDS, malaria, and preventive measures.	Quarterly	Event records, participant feedback	Health Project Officer	15	20	25
<b>2. Number of Medical Camps Organized</b>	Total number of medical camps organized to provide screenings, vaccinations, and treatment services in rural areas.	Bi-Annually	Medical camp reports, attendance records	Health Project Officer	2	3	4
<b>3. Community Awareness Workshops Held</b>	Number of workshops conducted to raise awareness on environmental sustainability, gender-based violence, and other critical issues.	Quarterly	Workshop reports, participant surveys	Community Project Officer	10	15	20
<b>4. Trees Planted</b>	Total number of trees planted as part of environmental sustainability efforts.	Annually	Tree planting event records, follow-up surveys	Environmental Project Officer	300	400	500
<b>5. Youth Mentorship Sessions Conducted</b>	Number of mentorship sessions held to provide guidance and support to youth on health, education, and life skills.	Quarterly	Mentorship program records, participant feedback	Youth Project Coordinator	12	16	20
<b>7. Income-Generating Projects Initiated</b>	Number of new income-generating projects started to enhance economic stability and self-sufficiency in the community.	Annually	Project initiation records, progress reports	Economic Development Project Officer	3	4	5
<b>9. Business Training Sessions Held</b>	Number of business training sessions conducted to support aspiring entrepreneurs in developing business skills.	Semi-Annually	Training session records, participant feedback	Economic Development Project Officer	4	6	8
<b>10. Community Engagement Activities</b>	Number of community engagement activities such as forums, clean-ups, and public gatherings organized to involve community members in development efforts.	Quarterly	Event records, participant surveys	Community Project Officer	8	12	16

## ANNEX

### LIST OF CONTRIBUTORS/PARTNERS

NAME	ORGANIZATION
BEN MIGWAMBO	NEPHAK
ALBERT OTIENO	GREEN HEROES
LORDLARO LIDOROS	HERAF
MARTINA AOKO ADEGA	TAJIZURI
VICTRON OCHIENG	INUKA FOUNDATION
COLLINCE OCHIENG	KENYA REDCROSS
MATHEWS ONDIEK	KOMESHA TB.
ELLY NYABONDO	KENYA SCOUT ASSOCIATION
OUMA WILLIAM	LVCT HEALTH.
BOB OLANG	NGAO
ALL ICAN MEMBERS, VOLUNTEERS	ICAN.





INUANA COMMUNITY ACTION NETWORK (ICAN)

Email: [inuanainfolink@gmail.com](mailto:inuanainfolink@gmail.com)

[www.inuanacommunityactionnetworkican.getlandingsite.com](http://www.inuanacommunityactionnetworkican.getlandingsite.com)

PO BOX; 315 - 40300 Homabay

Tel: +254797451260/+254738394575