

STRATEGIC PLAN (2018 - 2027)

CARITAS HOMA BAY

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Acronyms

AEP	Agriculture and Environment Programme
CAFOD	Catholic Agency for Overseas Development
CBHC	Community Based Health Care
CIDPs	County Integrated Development Plans
IGA	Income generating activities
IPPD	Integrated Payroll and Personnel Database
PESTELE	Political, Economic, Social, Technology, Environment, Legal, Ethical factors
NHIF	National Health Insurance Fund
OVC	Orphan and Vulnerable Children
SWOT	Strengths, Weaknesses, Opportunities, Threats

FOREWORD

The Caritas logo is a flaming red cross, symbolizing Christ's burning love for His people. The Caritas logo expresses charity, compassion, co-operation and peace among God's people, the very virtues that symbolise the spirit, mission and work of Caritas Homa Bay. The Caritas Homa Bay mission is to transform the livelihoods of local communities in the Catholic Diocese of Homa Bay covered by the counties of Migori and Homa Bay. The current population of beneficiaries is a total of 11,969 out of the estimated 2,420,453 inhabitants of Migori and Homa Bay Counties.

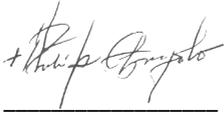
The strategic plan, covering the period 2018-2027 outlines the contribution of the Catholic Church through Caritas Homa Bay to uplift the lives of the 40%-45% of the inhabitants of the counties of Homa Bay and Migori who live below the poverty line. Through a process of introspection, the Caritas Board interrogated emerging needs and approved the plan to support the vulnerable population of the diocese through five focus areas; these are, capacity building, humanitarian and emergency relief, livelihoods, women and gender development, and lobbying counties on pro poor legislation and policies.

Satisfying the many needs of the vulnerable is a gigantic task and will obviously require cooperation and participation of other stakeholders and development partners including the county governments of Migori and Homa Bay. It is a known fact that stakeholders and partners have preferred areas of assistance and hence, Caritas will profile needs into windows to match their interests and make appeals (proposals) based on strategy maps contained in this document. The strategy maps provide an exposition of the social-economic development issues and needs that shall be addressed by Caritas during the implementation of the plan and further outline the goals, strategies and performance indicators for assessing progress and measurement of achieved results.

The Caritas Secretariat will allocate responsibility to the team of Programme Officers to implement the strategic plan. By leveraging the Church infrastructure of Parishes and Small Christian Communities, it is expected that the Programme officers will reach out and facilitate delivery of planned interventions to targeted beneficiaries spread across the Diocese. The Secretariat is confident that its Programme Officers will double up as change agents, not only ensuring efficient (good) use of the support provided by Caritas but also encouraging local communities to desire to transition from dependency to self-sustenance status.

In living its purpose expressed in the mission statement, "We Transform Communities Through Socio-Economic Interventions" Caritas Homa Bay will have effectively played its part as the Church's agent of social development and

earn the coveted reputation of a credible and trusted friend to partners and the suffering many.



Rt. Rev. Philip A. Anyolo
Bishop
Catholic Diocese of Homa Bay

Acknowledgement

The Caritas Homa Bay Strategic Plan (2018-2027) is a product of soul-searching and conscious reflection by stakeholders of the diocese. The Caritas Secretariat takes the earliest opportunity to extend its gratitude to the Bishop of Homa Bay, Rt. Rev. Philip Anyolo for blessing the strategy development process and the Caritas Board that dutifully attended all strategy workshops and spearheaded the creative process of putting together the Caritas vision and mission statements as well as goals.

Many are the benefactors who acceded to the Caritas appeal to support the vulnerable in the communities. To the many whose philanthropic spirit moved them to partner with Caritas in this noble cause, the Catholic Diocese of Homa Bay will forever be grateful.

Our beneficiaries champion the very character of Caritas as an agent of social development. *Kudos* to the hundreds out there who promote the Caritas name and participate in the flagship projects of OVC, Prosper or SILC, Dreams etc.

Caritas acknowledges the local counties of Migori and Homa Bay for collaborating in the delivery of Caritas projects. We look forward to greater partnership in the economic empowerment of local communities.

Caritas is indebted to its Programme Officers who not only provided valuable field reports on running projects but also corroborated planning data and information that was translated into the body and content of this strategic plan.

Development of this plan was sponsored by CAFOD East Africa under the leadership of Mrs. Catherine Ogolla. We extend our unfeigned gratitude to James Jirm Galgalo whose journey with Caritas on Humanitarian Capacity Development birthed the 2018-2027 Strategy. We further thank Mr. Jacob Onkunya, the Strategy Consultant whose skill and experience in crafting this strategy impressed everyone with whom he came into contact.

The Diocesan infrastructure of Parishes, Outstations and Small Christian Communities provided the channel for identifying, recommending and embedding Caritas projects in communities. Caritas appreciates the Parish Priests and the many Clergy who oversee our projects.

Lastly, special thanks go to the stakeholders who took part in the validation of the strategic plan and put their signature of approval on the document.



Fr. Abraham Ayieko
Director, Caritas Homa Bay

Executive Summary

1. Introduction

Caritas Homa Bay exists to handle the socio-economic development programmes of the Catholic Diocese of Homa Bay covering the counties of Homa Bay and Migori. About 40-45 % of the inhabitants of the counties of Homa Bay and Migori lives below the poverty line. About 70% of the local population in the counties of Homa Bay and Migori is a young generation below 30 years. This youthful population requires formation and care, hence the need for substantial investment in education and health. Moreover, Homa Bay County is experiencing an alarming rate of HIV and AIDS infection at 26% and a school drop-out rate of 28%. The proportionately large size of the vulnerable population including widows and/or orphaned persons requires substantial resources for healthcare and schooling.

The primary objective of Caritas interventions is to transform livelihoods of local communities and to empower beneficiaries with the means to engage in productive and self-sustaining activities. For this purpose, Caritas Homa Bay has identified five specific focus areas. These are; capacity building for strengthened governance and accountability, humanitarian work for improved emergency response, livelihoods for improved sustenance, women and gender development for equality in the sharing of resources & benefits; and, information, research and advocacy for lobbying pro poor legislation and policies to support vulnerable groups.

According to information found in the CIDPs of Homa Bay and Migori Counties (2013-2017) and derived from PESTELE analysis, the territory covered by Caritas activities is agriculturally rich and blessed with lucrative off-farm business opportunities and markets but populated by a people of limited entrepreneurial skills and acumen to venture into modern production and commercial activities. It behooves Caritas Homa Bay therefore, to first invest resources in basic capacity building and up-skilling of beneficiaries, pour money into primary activities such as supplying farmers with hybrid seeds and fertilizer to improve agricultural productivity and at the same time pay fees for school-going children, as well as supply them with blankets, school uniform, sanitary towels and in a few cases even food supplements. More advanced and promising projects such as IFSP and USAID-MWENDO OVC have not taken off on large scale to lift people out of dependency to self-sustenance. This informs our focus going forward.

The challenge with this level of support is that it is never enough. Needs surpass available funding and beneficiaries keep asking for more albeit the dwindling financial support coming from traditional partners/donors. This challenge is

exacerbated by rising poverty, dependency syndrome and limited self-reliance. Moreover, not many beneficiaries graduate to the next level to release Caritas funding to support other people on the queue.

More work is needed to satisfy the demand of the vulnerable for basic needs. Only by prioritizing and focusing on areas of greatest impact and pooling resources by working with partners can Caritas Homa Bay succeed in its mission of mitigating the spiraling community wants and needs.

Strategic Direction

Having applied the strategy analysis tools of SWOT and PESTELE to assess the gigantic task of attending to unlimited beneficiaries' needs, Caritas Homa Bay has drawn strategy maps to consolidate the "support package" and the vision to illuminate the way. The strategy maps embody the strategic issues and attendant goals, objectives, strategies and performance measures to guide Caritas Homa Bay navigate the daunting tasks of dealing with the problem of the growing community needs versus the "small envelope"; strengthening of stakeholder relations for greater support, finding solutions to the deteriorating livelihoods, engaging local partners to mitigate poor sanitation/health standards, training local population on business skills and providing support to persons with disability.

The vision and mission statements spell the strategic direction on what Caritas would want to see and do - going forward.

Caritas Vision Statement:

- To be **"A Community Empowered Through Holistic Development"**

Caritas Mission Statement:

- **"We Transform Communities Through Socio-Economic Interventions"**

It is the intention of Caritas to broaden the network of partnerships with respective Counties/Ministries and donors to leverage common initiatives/interests, pool resources and deepen interventions including improving farming methods and marketing skills, leveraging the Church structures and meetings to sensitize communities on the practice of good hygiene to protect communities from preventable diseases, expand the SILC schemes and IGAs for wider participation and to initiate beneficiaries to modern financial systems and facilities for self-financing and, build capacity by tapping into available local resources to support ongoing focus areas as well as new initiatives.

CHAPTER 1

INTRODUCTION AND BACKGROUND

1. Introduction

Caritas Homa Bay is a department of the Catholic Diocese of Homa Bay which handles the socio-economic development programmes whose objective is to transform livelihoods and empower local communities to engage in productive and self-sustaining activities in consonance with the call of the church to be a dispenser of God's Love. Caritas programmes comprise specific focus areas mainly capacity building (**goal:** strengthened governance and accountability); humanitarian work (**goal:** improved capacity for emergency response); livelihoods (**goal:** improvement of social amenities and standards of living); women and gender development (**goal:** equality in the sharing of resources & benefits); and information, research and advocacy (**goal:** promotion of pro poor legislation and policies to support vulnerable groups). To facilitate effective planning, monitoring and impact assessment of Caritas programmes, it is necessary to collect and organize key data/information on performance measures and targets into a coherent framework i.e. the Strategic Plan.

1.1 Background information

A strategic plan is a smart platform for managing change and logically aligning Caritas programmes/actions to achieve desired outputs and outcomes in the medium-to-long term. Besides, it is a sound basis for allocating resources (including time, talent and money). Strategic planning for Caritas requires reliable baseline data and information, some of which was found in the CIDPs of Homa Bay and Migori Counties (2013-2017). The CIDPs indicated that both counties (which make the diocese) experience long and short rainy seasons from March to June and August to November respectively each year. February is usually the hottest month. Temperatures are however lower in areas bordering Kisii and Nyamira highlands and higher in areas bordering Lake Victoria. The settlement patterns are greatly influenced by rainfall patterns, topography, infrastructural development, proximity to urban centers and availability of natural resources. According to the CIDPs of Homa Bay and Migori counties (2013-2017), the projected average population density of Homa Bay County is expected to rise to 387 persons per km² in 2017. The most densely populated sub-county is Homa Bay Town with an estimated population density of 567 persons per km². Suba sub-county is the least dense. The high population density in Homa Bay Town is attributed to urbanization and being the seat of the county government, this density is projected to rise to 596 persons per

km² in 2017. The low population density in Suba can be attributed mainly to the presence of Ruma National Park in the sub-county.

Migori County has dense rural settlements especially in Rongo and Kuria sub-counties with densities varying between 400 and 490 persons per km². Kuria West constituency has the highest density population of 490 persons per km² and Nyatike constituency the lowest with 213 persons per km². This information and data is of strategic importance with regard to the implementation and distribution of Caritas programmes and targeted beneficiaries.

Useful information was also collected from the diocese, especially with regard to the distribution of the Catholic population across Parishes. Parishes are the epicenters of diocesan activities and hence are expected to play a critical facilitative role in the implementation of specific focus areas of Caritas programmes.

1.2 Approach and Methodology of Strategic Planning

As alluded to in preceding paragraphs, the strategic planning process benefitted from documented information in the county CIDPs (2013-2017) and the views of a wide array of key stakeholders including collaborators of relevant County Government departments, donors and current beneficiaries drawn from the estimated 2,420,453¹ people (Catholics 650,000) living within the diocese.

Additional planning data and information was secured from three other sources i.e. boardroom workshop held specifically to receive ideas of the Caritas Board, brainstorming session of Programme/Project Officers who provided reports on their field activities, and the actual feedback from beneficiaries who participated in the satisfaction survey.

The first meeting of the Caritas Planning Committee/Caritas Board (annex 2) was held at the Bishop's Boardroom on the 27th of January, 2017 to brief members on the status of Caritas activities and the information requirements for the Caritas strategy development process. The second meeting was actually a workshop held on the 23rd of March, 2017 at the Bishop's Boardroom where the consultant used the SWOT/PESTELE tools to guide the Planning Committee in scanning the internal and external environments for opportunities to strengthen and expand Caritas activities throughout the diocese. At this workshop, the Planning Committee agreed on the vision and mission statements and goals for Caritas key focus areas. The third strategic planning meeting took place on the 24th of March, 2017 at the Bishop's Boardroom to train the Caritas Program/Project Officers on the approach of administering the beneficiaries' survey questionnaire and interviewing techniques. The purpose of the survey was to

1 Source: CIDPs of Homa Bay and Migori Counties (2013-2017)

establish the satisfaction level of beneficiaries on the quality of service, assess the impact of Caritas interventions and, more importantly, identify unmet community needs to inform the strategic planning process. 1772 responses were received. Findings and recommendations of the survey are contained in a separate report and excerpts used to amplify relevant parts of this strategic plan.

The plan document is divided into five chapters as follows;

- **Chapter one:** presents a general background on the geography and conditions of the diocese's operating environment.
- **Chapter two:** contains outputs of introspection, through workshops based on the SWOT, PESTELE and Beneficiary analysis tools.
- **Chapter three:** provides the Caritas Vision, Mission, Goals and Core Values.
- **Chapter four:** provides exposition on the Caritas Strategy Maps with strategic issues, goals, performance measures, strategic objectives, and strategies.
- **Chapter five:** provides the Monitoring and Evaluation framework.

Appendix 1 contains the strategy implementation matrix to facilitate monitoring and evaluation of results. Appendix 2 contains the Governance and Organization Structure

CHAPTER 2

CONTEXTUAL ANALYSIS

2. Introduction

Caritas humanitarian and social-economic development programmes contribute to the holistic transformation of people's lives. The different components of the Caritas programmes deal with specific issues i.e. "**capacity building**" focuses on awareness creation, skills training and strengthening governance and management systems; "**humanitarian work**" focuses on disaster management and mitigation through coordination of emergencies, integration of relief activities into long term development, and building capacities for disaster mitigation and prevention; "**livelihoods**" focuses on poverty reduction through activities tailored towards sustainable agriculture and food security, water & sanitation, environmental conservation and climate change; "**women and gender development**" promotes empowerment of men, women, boys and girls and ensures integral human development; and finally "**information, research and advocacy**" enhances information documentation and communication, visibility and understanding of Caritas work while at the same time strengthening advocacy and influence on pro poor policies formulation by authorities including the County Governments of Homa Bay and Migori.

In the past, Caritas programmes were successfully implemented within each focus area. The Strategic Plan (2018-2027) has been developed to further strengthen the vehicles and mechanisms for programmes delivery. The SWOT analysis tool was used to profile internal conditions that support programmes delivery as well as those weaknesses which challenge or hinder progress on implementation. At the same time, the PESTELE analysis tool was used to identify external enablers that facilitate programmes implementation or forces and barriers that constrain interventions. A review of CIDPs of Homa Bay and Migori Counties (2013-2017) revealed opportunities for Caritas-County Government collaboration on focus areas. The Beneficiaries' survey revealed a myriad unmet needs.

Hence, this chapter contains useful findings (below) from the SWOT and PESTELE analysis and outlines key strategic issues to inform the decisions on the Caritas strategic direction and strategy maps found in chapters 3 and 4 respectively.

2.1 SWOT analysis

a) Strengths	
1	Established Caritas management structure to facilitate programmes
2	Well-coordinated Diocese-Deanery-Parish structure to support implementation of programmes
3	Qualified programme/project staff to provide expertise
4	Goodwill of the faithful towards Church development
5	Running/on-going programmes – IGAs, Integrated Food Security Project, OVC, Dreams for lessons and success factors

b) Weaknesses	
1	Limited awareness by potential beneficiaries on ongoing projects
2	Inadequate (direct) funding of social and development programmes
3	Limited funds for programmes coordination/supervision
4	Inadequate information for the formulation of interventions
5	Limited investment on structures for accountability, monitoring and reporting
6	Inadequate supply of role models

c) Opportunities	
1	Cooperation, goodwill and established partnerships with the donor community
2	Un-tapped and enormous good-will among local programme sponsors
3	Potential to utilize media and digital technology for visibility, communication and information dissemination
4	Abundant local human and physical resources to augment Caritas capacity
5	Mutual collaboration with the County Governments of Homa Bay and Migori through CIDPs
6	Facilitative Kenya Constitution/existing Laws and County Government legislation
7	Trust of Catholic Church-supported projects
8	Networking with other local and international organizations to leverage resource use

d) Threats	
1	Rising poverty
2	Food Insecurity
3	High prevalence of HIV/AIDS and other lifestyle diseases
4	Dwindling/delayed donor funding/donor conditionalities
5	Poor sanitation and health/environmental degradation
6	Resistance to change due to retrogressive community/cultural practices
7	Lukewarm attention given to women empowerment
8	Social ills – high rate of unemployment, radicalization/drug abuse among youths
9	Poor infrastructure-roads, electricity, clean water
10	Political influence, governance issues
11	Climate change, drought and crop failure, natural disasters
12	Dependency, limited self- reliance

2.2 PESTELE² Analysis

The findings of PESTELE analysis informed the formulation of Caritas Homa Bay Strategy Maps to: **comply** with the requirements of local legislation (P); **align with** government development planning (E); **focus** on beneficiary needs (S); **optimize** digital technology platforms (T); **protect** environments (E); **observe** legal and ethical standards in redressing inequalities through Caritas key focus areas (LE).

The analysis on the PESTELE factors revealed the conditions which Caritas will navigate to achieve the goals and objectives of the strategic plan.

a) Political factor

The County Governments of Homa Bay and Migori (created by Devolution) possess the political muscle to pass/legislate laws and formulate policies to govern/manage the behaviours/relationships between institutions/individuals. Hence, Caritas shall leverage this window to lobby the cooperation of the local County Assemblies and Governments to legislate pro poor laws and pass favorable policies including the waiver of taxes on projects/investments which benefit vulnerable members covered by Caritas projects. In the same spirit, Caritas shall lobby relevant ministries of local counties for direct budgetary support to the focus areas.

b) Economic factor

About 40-45 %³ of the inhabitants of the counties of Homa Bay and Migori lives below the poverty line. Much of this poverty is attributed to the scourge of HIV

2 PESTELE data was extracted from CIDPs of Homa Bay and Migori Counties

3 Source: CIDPs of Homa Bay and Migori Counties (2013-2017)

and Aids on affected people/families besides the low agricultural productivity and poor business uptake. In addition, only 48 % and 45 % respectively of farmers in Homa Bay and Migori Counties hold land title deeds, which, combined with low agricultural mechanization, poor farmer skills to produce, process, preserve and market agricultural products is a hindrance to commercial farming and slows down economic progress in the region. The cumulative effect of these barriers exacerbates poverty and requires a set of properly coordinated interventions to mitigate. In this instance, Caritas initiatives would involve the training, sensitizing and encouraging beneficiaries' to get into savings schemes, secure titles as collateral for credit/loans from banks/self-help finance organizations or other commercial credit houses for business start-ups or expansion.

The new concept of devolved funding is expected to spur unprecedented development at the county level. The devolved funds will trigger more development activities which would result in income growth and remarkable improvements in the quality of life of the local population. In this respect, Caritas projects such as OVC, USAID-DREAMS, USAID-MWENDO and AEP can leverage the devolved funding concept to mitigate the challenge of dwindling financial support from traditional partners/donors and scale up assistance to many unmet needs (eg provision of hybrid seeds, fertilizer etc.) as revealed by the beneficiaries' survey.

c) Social factor

About 70% of the local population in the counties of Homa Bay and Migori is a young generation below 30 years. This youthful population requires formation and care, hence the need for substantial investment in education and health. Moreover, Homa Bay County is experiencing an alarming rate of HIV and AIDS infection at 26% and a school drop-out rate of 28%. The proportionately large size of the vulnerable population including widows and/or orphaned children requires sufficient resources for healthcare and schooling. The beneficiaries' survey revealed the need for Caritas to increase the level of current support (through projects) to vulnerable school children on school fees, uniforms etc.

d) Technology factor

Modern technological advances have accelerated the speed of processing and sharing data and information between stakeholders. Caritas Homa Bay operations and beneficiaries are dispersed across the diocese and involve multiple transactions and therefore ought to leverage available physical and digital technology solutions, i.e. MPESA platform for money transfers, websites for promoting services, email for communicating/receiving feedback, mobile technology (Twitter) for messaging (today, there are 74 mobiles to every 100 Kenyans), mobile banking for financial transactions, computers for storing

information etc. Investment in technology is however heavy and requires careful balancing to optimize the benefit.

e) Environmental factor

Food poverty, air pollution and diseases (malaria, pneumonia, Typhoid, meningitis, cholera and Bilharzia) are common in the diocese due to environmental degradation, poor sanitation practices, low latrine coverage and dumping of garbage. The components of Caritas “livelihoods” programme on water and sanitation, environmental conservation and climate change ought to be leveraged to educate and mobilize communities to avoid practices that interfere with nature as well as raising the “low level” of observance of good hygiene and clean environment to an acceptable threshold⁴.

f) Legal and Ethical factor

Chapter 6 of the Constitution of Kenya (2010) has set standards on morality and integrity in relationships and interactions. The Caritas programme on “capacity building”, has components on “awareness creation and strengthening of governance systems” to prepare role models of integrity, honesty and morals within the diocese. Hence, Caritas work on this factor will contribute to the reduction of corruption and the associated transactional costs, as well as the upholding of justice and peace.

2.3 Stakeholders analysis

Caritas internal and external stakeholders contributed to the development of the strategic plan. The Deans/Parish Priests spearheaded the SWOT analysis, Caritas Board set the vision, mission and goals, Beneficiaries of Caritas programmes (1,800) filled the satisfaction survey questionnaires and Collaborators/Development Partners validated the strategic plan.

The key issue emanating from the stakeholder engagement was the need for Caritas Homa Bay to scale up its support to the vulnerable population covered by its programmes.

2.4 Recapitulation of Strategic issues

The synthesis of findings of the SWOT, PESTELE and Stakeholders’ analysis produced the strategic issues required for strategic planning in the Caritas programmes/focus areas. The discourse below provides a synopsis of key issues for consideration at the conception of the plan especially the setting of vision, mission and goals and the formulation of strategy maps.

4 According to GOK’s set standards in the 2010 and 2015 2nd edition of SPS, the proportion of rural population with access to clean and safe water and percent of rural population accessing safe/improved sanitation facilities ought to be 70% and 75% respectively by 2017.

Strategic Issue 1: Growing community needs verses the “small envelope”

One of the goals of Caritas programmes is improvement of social amenities and standards of living for the local communities. However, the endless and growing community appetite for church supported livelihoods fueled by rising poverty, dependency syndrome and limited self-reliance can strain available direct funding for social and development activities on one hand, and programmes’ coordination/supervision on the other. Besides, donor conditionalities and inadequate structures for accountability, monitoring and reporting have tended to interfere with the refinancing of planned programmes and activities. Secondly, as the role of traditional donors diminishes, the search for alternative (local) sources of development funding and support has to be intensified. Thirdly, there is urgent need for Caritas Homa Bay to innovate unique ways of raising funds through the Church. For those Parishes/Outstations that have experimented with tithing, the emerging truth is that Christians possess huge potential to generate funds for development. This however would require a shift from the traditional *Zaka* to tithes and the formulation of a pastoral strategy to appeal to potential local sponsors instead of relying on traditional donors; creating special interest groups with allocated responsibilities; introducing the registration/annual census of Christians; and fostering the shared role of “Church Management” between the Priest and laity.

Strategic Issue 2: Strengthening Stakeholder Relations for Greater Support

The socio-economic development needs of the diocese are many, requiring improvement of Caritas capacity to undertake awareness creation, skills training and strengthening governance and management systems in allied institutions with particular emphasis on integrity and honesty in business transactions. The solution is not to be found in a large Secretariat but in the widened/expanded network that would leverage the abundant potential out there albeit the lukewarm philanthropic spirit among local diocese diaspora. As such, sufficient time and effort is required in the search for, identification and reaching out to local “friends of Caritas Homa Bay” and creating awareness on needs and church programmes that require support. Among these friends/stakeholders are Civil Society Organizations that include Faith-based organizations and other faiths/churches, Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs), Catholic Church missionary structures who collaborate on issues such as joint coordination and planning of programs, learning and knowledge sharing, financing of joint programs, networking at local and international levels, joint implementation of projects etc. The other class of stakeholders is local and international donors/funding agencies that include institutional donors (both local and international), grant makers and foundations, bilateral and multilateral donors, community resources

foundations, philanthropists, tithing from Christians/Catholic faithful who collaborate on direct funding of projects and project implementation, project publicity, technical and financial backstopping, collaboration and networking, learning and knowledge sharing, joint fundraising, among others.

A key success factor touching on the ability of Caritas Homa Bay to deliver on its mandate is the strengthening of stakeholder relations. Towards providing a solution in this area, Caritas core Secretariat would be required to be “in-the-know” in the skills of Stakeholder Relations Management, Lobbying, Business Negotiations, and Project Management.

Strategic issue 3: Deteriorating Livelihoods, Poor Sanitation and Health Standards

A key objective of Caritas is to promote sustainable livelihoods and poverty reduction initiatives especially in the focus areas of sustainable agriculture/food security, water and sanitation, environmental conservation, climate change and microfinance. In a recent beneficiaries’ survey on quality of interventions, it emerged that Caritas needs to further strengthen ongoing “OVC” and Integrated Food Security (IFSP) projects. One of the aims of these running projects is to improve agricultural productivity/yields and beneficiaries who were interviewed expressed the need for Caritas to organize efficient mechanisms for the supply of farming inputs such as fertilizer, hybrid seeds/improved varieties of seedlings for maize, beans, sweet potatoes, sorghum, groundnuts and drought resistant cassava crops and to train farmers on crop husbandry practices, post-harvest handling and poultry farming (provide better cockerels). There has also been the growing need to provide support in seed bulking and facilitate collective marketing.

The reported poor sanitation practices, low latrine coverage and high prevalence of preventable diseases (such as malaria) in the counties of Homa Bay and Migori require a concerted/collaborative effort to sensitize people sleeping under insecticide treated mosquito nets, good hygiene and the need to maintain a clean environment.

HIV prevalence in Kenya has remained stable at about 6% for the last 5 years. Homa Bay posts a high prevalence of 26% against Wajir’s 0.4%. The high HIV and AIDS incidence is a special case. There is no doubt that many of the faithful of the Catholic Diocese of Homa Bay are affected. A number of factors have advanced this alarming rate of infection such as retrogressive community/cultural practices and incorrect perception of their risks of HIV. This suggests a need for Caritas Homa Bay, on behalf of the diocese, to collaborate more with partners and especially the Ministries of Health in the counties of Homa Bay and Migori to conduct sensitization programmes for local communities on prevention measures.

Additionally, the beneficiaries' survey indicated the following needs in the specific programmatic areas:

- **Health** – need for lobbying NHIF cards, supply of mosquito nets, drilling boreholes to supply clean water.
- **Education** – need to provide school fees, uniform.
- **Resource mobilization/economic strengthening** – need for intensifying support for SILC groups, farmer field schools, IGA.
- **Food** - lobbying county governments and other agencies to invest in agricultural extension services to improve crop yields as well as agricultural cooperatives for marketing.

The beneficiaries who provided information were interviewed in different parts of Homa Bay, Ndhiwa, Uriri, Migori and Rangwe.

Strategic issue 4: Poor business uptake by local population

As alluded to in preceding sections, a large number of the local population (40-45 %) live below the poverty line despite the abundant opportunities to engage in economic activities. Homa Bay County for example has good potential to produce mangoes, pineapples, tomatoes, pawpaw, potatoes, guavas and sugar cane for business and value addition through processing. Fishing and small off-farm businesses provide an alternative source of livelihood for people living around Lake Victoria. Livestock rearing in Kuria (Migori County) has the potential for producing products such as hides and skins, meat, milk and honey to be used to develop small scale industries and production of products like ghee, butter and leather. The greatest need is the area of skills upgrading on sustainable production (mechanization, crop husbandry practices) and marketing. Fortunately, Caritas "livelihoods" programme focuses on sustainable agriculture and food security. Strengthening of Caritas initiatives in the "livelihoods" area will bring about a much needed turnaround in agricultural productivity, business development and upgrading of lives.

Strategic issue 5: Slow uptake of women/gender equity requirements and care for persons with disability

Lukewarm attention is given to women empowerment in a community steeped in patriarchal practices. This leads to poor uptake of gender equity and business development as well as slowing down of social progress. The Caritas "women and gender development" programme should promote empowerment of men, women, boys and girls as well as ensure integral human development and hence mitigate this strategic issue.

Strategic issue 6: Apathy of local population to environmental degradation

Apathy of local population to conservation education is the main cause of natural disasters such as flooding, drought, crop failure and often displacement of families. Cross-border conflicts and disturbances also contribute to displacements. With reduced funding from traditional donors to support the vulnerable groups, Caritas Homa Bay has to partner and network with county governments and other local organizations on environmental conservation as well peace building.

CHAPTER 3

STRATEGIC DIRECTION

1. Introduction

The issues dealt with in preceding chapters and ensuing outcomes provide useful input for charting the strategic direction i.e. vision and mission. The vision shall illuminate the way to the Caritas mission.

Caritas Vision Statement:

- To be **“A Community Empowered Through Holistic Development”**

Caritas Mission Statement:

- **“We Transform Communities Through Socio-Economic Interventions”**

Goals:

- 1) Focus area: **Capacity Building**
 - **Goal:** Strengthened governance, accountability and financial reporting
- 2) Focus area: **Livelihoods**
 - **Goal:** Improvement of social amenities and standards of living
- 3) Focus area: **Humanitarian work**
 - **Goal:** Improved capacity for emergency response
- 4) Focus area: **Women and Gender Development**
 - **Goal:** Equality in the sharing of resources and benefits
- 5) Focus area: **Information, research and advocacy**
 - **Goal:** Promotion of pro poor legislation and policies to support vulnerable groups

Core Values

- Equality
- Compassion
- Justice
- Partnership
- Solidarity

CHAPTER 4

STRATEGIC FOCUS AND PRIORITIES

1. Strategy Maps

Six strategic issues were derived from SWOT, PESTELE and Stakeholders' analysis and are encapsulated in the Strategy Maps in this chapter. They are the: growing community needs verses the “small envelope”; strengthening of stakeholder relations for greater support; deteriorating livelihoods, poor sanitation and health standards; poor business uptake by local population; slow uptake of women/gender equity requirements and care for persons with disability; and apathy of local population to environmental degradation.

The Strategy Maps embody the strategic issues, Caritas goals and allied performance measures, objectives and strategies. A separate projection on targets is necessary for tracking progress on performance measures.

Table 1: Strategy Map 1

<u>Strategic Issues</u>
<input type="checkbox"/> Growing community needs verses the “small envelope”
<input type="checkbox"/> Strengthening stakeholder relations for greater support

<p>Goal</p> <ul style="list-style-type: none"> <input type="checkbox"/> Strengthened governance, accountability and financial reporting 	<p style="text-align: center;"><u>Performance Measures</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Proportion of funded proposals to approved “basket” of community needs <input type="checkbox"/> Number of IGAs <input type="checkbox"/> Compliance rate to budgetary requirements <input type="checkbox"/> Beneficiaries’ rating of Caritas interventions <input type="checkbox"/> Increasing proportion of local donors/value <input type="checkbox"/> Growth in Tithes <input type="checkbox"/> Growth in diocesan collections <input type="checkbox"/> Proportion of local donors to traditional sponsors <input type="checkbox"/> Tax waivers, budgetary support by county governments <input type="checkbox"/> Percentage of appeals funded <input type="checkbox"/> Improved satisfaction index of benefactors <input type="checkbox"/> Improved Caritas competence index on management of stakeholder relations, business negotiations and project management <input type="checkbox"/> Sustainable projects <input type="checkbox"/> Improved beneficiary incomes
<p><u>Strategic Objective</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> To improve funding turnaround and takeoff of planned programmes/ activities 	
<p><u>Strategy</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Design and promote fundable programmes to appeal to potential sponsors <input type="checkbox"/> Implement cost sharing policy in all interventions for self-reliance, self-support and financial sustainability <input type="checkbox"/> Identify and support IGAs <input type="checkbox"/> Facilitate training in financial management and self-reliance. <input type="checkbox"/> Design and enforce M&E system to monitor progress and impact of programmes <input type="checkbox"/> Diversify sources of funding <input type="checkbox"/> Educate the faithful on their financial obligations/responsibility <input type="checkbox"/> Capacity building on business development/management, cost management and productivity improvement <input type="checkbox"/> Formulate capacity development programmes to address identified gaps in knowledge, skills and competence at Caritas Secretariat 	

Table 2: Strategy Map 2

<u>Strategic Issue</u>	
<input type="checkbox"/> Deteriorating livelihoods, poor sanitation and health standards	
<u>Goal</u>	<u>Performance Measures</u>
	<input type="checkbox"/> Reduction in HIV prevalence/new HIV infections <input type="checkbox"/> Reduction in water borne diseases <input type="checkbox"/> % of households with access to clean water and safe/improved sanitation facilities <input type="checkbox"/> Improved latrine coverage <input type="checkbox"/> Reduced poverty index in targeted communities <input type="checkbox"/> Improved agricultural productivity <input type="checkbox"/> Number of active credit cooperatives, CHAMAs <input type="checkbox"/> Number participating in SILC savings scheme <input type="checkbox"/> Partnerships established with county governments <input type="checkbox"/> Number graduating to off-farm businesses <input type="checkbox"/> Proportion of the vulnerable population receiving emergency relief <input type="checkbox"/> Faster (sufficient) supply of farming inputs through ongoing projects
<input type="checkbox"/> Improvement of social amenities and standards of living	
<u>Strategic Objective</u>	
<input type="checkbox"/> To promote integral human development, community hygiene and sustainable livelihoods in communities covered by Caritas programmes	
<u>Strategies</u>	
<input type="checkbox"/> Collaborate with stakeholders/County governments to sensitize and create awareness of communities on available assistance in business, agricultural production/agribusiness <input type="checkbox"/> Capacity building of communities on soil and water conservation and sanitation techniques in their habitat/surroundings <input type="checkbox"/> Nurture participatory planning and sustainable development for enhanced socio-economic standards of the communities <input type="checkbox"/> Promote community based health care (CBHC) as the core system in primary health care <input type="checkbox"/> Promote a community based health insurance scheme at parish levels for coverage and payment of health services <input type="checkbox"/> Facilitate provision of safe water in rural areas for domestic use, livestock and irrigation <input type="checkbox"/> Conduct full-scale education on HIV/AIDS prevention <input type="checkbox"/> Improve timely identification and linkage to care for persons diagnosed with HIV <input type="checkbox"/> Building a competent, motivated and adequately staffed workforce to deliver HIV services integrated in the essential health package	

Table 3: Strategy Map 3

<p><u>Strategic Issues:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Slow uptake of women/gender equity requirements and care for persons with disability 	
<p><u>Goal</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Equality in the sharing of resources and benefits 	<p><u>Performance Measures</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Proportion of Women appointments to senior positions in Government and Church related institutions <input type="checkbox"/> Child Protection Policy <input type="checkbox"/> All public buildings/offices fitted with ramps/facilities for persons with disability <input type="checkbox"/> Institutions put up i.e. schools, health facilities for persons with disability with Caritas input
<p><u>Strategic Objective</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> To promote fairness, justice and equity in community decision-making processes 	
<p><u>Strategies</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Establish cases of gender discrimination and advocate for remedies as appropriate <input type="checkbox"/> Profile human rights malpractices and advocate for action <input type="checkbox"/> Build homes for disenfranchised children <input type="checkbox"/> Mobilize funds and other resources from development partners and people of goodwill to establish and support institutions and programmes for persons with disability 	

Table 4: Strategy Map 4

<p><u>Strategic Issues:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Poor business uptake by local population 	
<p><u>Goal</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Promotion of pro poor legislation and policies to support vulnerable groups 	<p><u>Performance Measures</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Number of pro poor legislations and policies passed and proportion of beneficiaries to the vulnerable population <input type="checkbox"/> Reduction in reported cases of corruption/ embezzlement of funds for the poor <input type="checkbox"/> Uptake of privileges conferred by pro poor legislation

<p><u>Strategic Objective</u></p> <p><input type="checkbox"/> To promote just treatment of the poor and vulnerable citizens</p>
<p><u>Strategies</u></p> <p><input type="checkbox"/> Profile discriminatory laws/provision for advocacy and/or lobbying for repeal of local/county legislation</p> <p><input type="checkbox"/> Publish information on state of poverty in the diocese to raise awareness and advocacy/lobbying for pro poor legislation at local/county parliaments</p>

Table 5: Strategy Map 5

<p><u>Strategic Issues:</u></p> <p><input type="checkbox"/> Apathy of local population to environmental degradation and humanitarian response</p>	
<p><u>Goal</u></p> <p><input type="checkbox"/> Improved capacity for emergency response</p>	<p><u>Performance Measures</u></p> <ul style="list-style-type: none"> • Trained personnel on relief and humanitarian response • Community participation conservation education programmes • Reduced deaths from disasters • Number of Parishes participating in tree planting initiatives
<p><u>Strategic Objective</u></p> <p><input type="checkbox"/> To promote participatory management and sustainable development of the environment</p>	
<p><u>Strategies</u></p> <p><input type="checkbox"/> Develop and build capacities and collaborative networks with other stakeholders to sensitize and create awareness of communities on environment conservation techniques, disaster mitigation and prevention.</p>	

CHAPTER 5

MONITORING AND EVALUATION

1. Performance targets

Appendix 1 contains projected targets on performance to facilitate tracking of progress and subsequent assessment of achievements on either quarterly, half yearly or yearly basis.

<i>Appendix 1: Projections</i>											
KRA	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Beneficiaries (no) of Caritas programs	11,969	12,275	12,590	12,915	13,250	13,590	13,935	14,295	14,660	15,040	15,425
People participating in SILC scheme	-	8,600	9,050	9,200	9,400	9,500	9,750	9,850	10,075	10,300	10,415
Beneficiaries enrolled with NHIF	-	3,950	3,995	4,020	4,060	4,085	4,130	4,155	4,200	4,245	4,265
beneficiaries graduating to off-farm businesses	4258	4296	4405	4520	4640	4760	4880	5005	5130	5265	5,395
Percentage of appeals/proposals funded	30%	40%	50%	60	70	80	90	>90	>90	>90	>90
Satisfaction index of beneficiaries	77%	78	80	82	84	86	88	90	>90	>90	>90

Annex 2: Caritas Planning Committee

- 1) Mr. Emmanuel Osure Maunga
- 2) Fr. Bernard Owino Obwaya
- 3) Fr. Joseph Ondiek Oronjo
- 4) Mrs. Celine A. Owuor
- 5) Mr. Cecil Agutu
- 6) Mrs. Jane Odhiambo
- 7) Rev. Fr. Jacob P. O Ombijah

CARITAS HOMA BAY ORGANOGRAM

