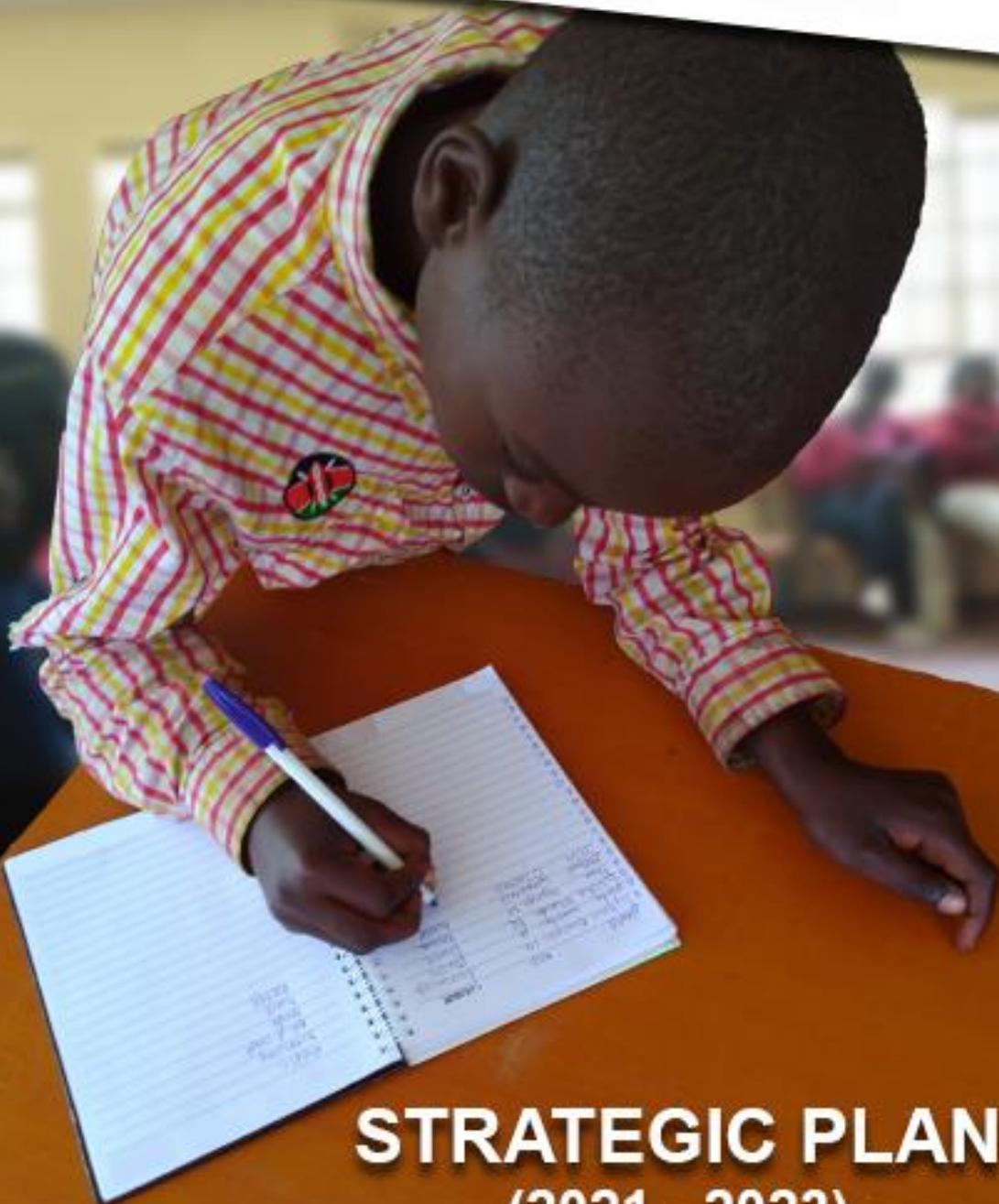




**ART FOR CHILDREN FOUNDATION**



**STRATEGIC PLAN  
(2021 - 2023)**



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## ABBREVIATIONS AND ACRONYMS

<b>A4C</b>	- Art for Children Foundation
<b>HR</b>	- Human Resource
<b>HR &amp; Admin</b>	- Human Resource and Administration. Also means HR.
<b>M&amp;E</b>	- Monitoring and Evaluation
<b>SDG</b>	- Sustainable Development Goals
<b>SWOT</b>	- Strength, Weaknesses, Opportunities and Threats
<b>KRA</b>	- Key Result Areas
<b>KPI</b>	- Key Performance Indicators
<b>KIPPRA</b>	- Kenya Institute for Public Policy and Research Analysis
<b>NACADA</b>	- National Authority for the Campaign Against Drug Abuse
<b>CBO</b>	- Community-Based Organisations

## DEFINATION OF TERMS

<b>Foundation</b>	- Means the Art for Children Foundation
<b>Organisation</b>	- Means the Art for Children Foundation
<b>Board</b>	- The board of directors responsible for oversight and governance of the foundation
<b>Advisory Board</b>	- The board of professionals mandated with providing professional advice to the board
<b>NGO Board</b>	- NGOs Coordination Board. Government agency mandated under the constitution of Kenya to oversee NGOs in Kenya.

## PREFACE



This is the first Strategic Plan for the Art for Children Foundation. The three (3) year plan provides a roadmap for the next three years, for providing safe quality art-based programs and events aimed at nurturing self-discovery, promoting life skills on children and consequently improving their academic performance. Through this work of art, we elevate the human experience of children to healthy civil society with increased civic engagement and high social tolerance.

Beyond the humanism that our work is largely hinged on, we aim, through children, to directly support the achievement of Sustainable Development Goal of Peace, Justice and Strong Institutions. Through art, we create awareness of the challenges that our society face and teach children on how we can use art to find solutions. In our teachings we integrate governance into our life skills teaching, providing a platform for learning responsible citizenship.

The Strategic Plan 2021-2023 provides a looking forward guide into achieving the mission and vision of Art for Children Foundation. It provides targets and achievement metrics to assess the performance and achievements of the foundation for the period 2021- 2023. Notably, it builds up on the previous achievements of the Art for Children Foundation and the lessons learnt for the last five years that the foundation has been in operation.

The Advisory Board will closely monitor and issue advice on the implementation of the strategic plan, into achievement of the mission and the vision of the foundation. The Advisory Board remains committed to deliver on its mandate of providing professional advice to the Board of Directors.

A handwritten signature in blue ink, consisting of stylized, overlapping loops and lines, enclosed within a circular outline.

**Dr. Judith N. Nguli**  
**Chairperson**  
**Advisory Board**

## FOREWORD



This Strategic Plan identifies five Key Result Areas (KRAs) with the corresponding strategic objectives and strategies for effective implementation of the plan. These KRAs are: Funding and Financials, Social Media Management, Community Engagement, Volunteer Management, and Partnerships. Further, this plan has incorporated an implementation framework to ensure accountability and efficient, effective and equitable delivery of its commitments. Specially, the framework will ensure monitoring and evaluation of planned activities and prudent financial management. In addition, the Strategic plan has taken into account Board of Directors' inputs, existing policies, Terms of References, and administrative decisions by the stakeholders

We look forward to support from government, funders, well-wishers, partners, the general public and all stakeholders to achieve these targets.

A handwritten signature in blue ink, consisting of several vertical strokes followed by a large, sweeping loop.

**Kenneth K. Kamau**  
**Founder / CEO**  
**Art for Children Foundation**

# CHAPTER 1

## **INTRODUCTION**

### **History and objectives of Art for Children Foundation**

The Art for Children Foundation was founded, in 2nd July 2016, by *Kenneth Karenju Kamau*. It is driven by **Matthew 25:14–30** on The Parable of the Talents.

The original purpose of the foundation was to create and raise artists and poets among children in Naivasha town. In 2018, under the direction of Board of Directors, the foundation undertook an assessment of its art programmes to assess their impact and establish future goals. It was determined that raising artists and poets was not enough. The surrounding communities in Naivasha town and the country at large faces challenges such as crime and gender-based violence (GBV), tribal clashes, alcohol and drug abuse, teenagerhood pregnancies, unemployment, among other vices in the society.

These are some of the hindrances of the society, towards achieving the United Nations' Sustainable Development Goals (SDGs). The foundation recognises the importance of performance in addressing the challenges and helping the communities achieve the SDGs.

To accomplish this, the foundation needed to adopt a more professional approach. This called for the foundation to be registered with the government. An application for registration was made, on March 2018, to the NGOs Coordination Board. The foundation was registered on 16th August 2019, as a Non-Profit Non-Governmental Organisation.

On 14th March 2020, Board voted for the Art for Children Foundation to adopt a plan that embraces a strategic direction. As it looks to the future, the foundation understands that change is afoot - driven both internally as well as by external forces. This shall provide clarity to the foundation, as it leads communities into the future.

The foundation specific objective is; to identify and nurture talents in art. Its other objectives are:

1. To promote art to children

2. To create awareness and consciousness about art
3. To provide a forum for discussing art
4. To build a strong network of advisors from art sector
5. To seek to influence government proposals and existing registrations
6. To take such steps by personal or written appeals, private meetings, public meetings or representations to Parliament, government entities and other bodies as may be deemed expedient to promote any of the objects of the Organization, and
7. To raise, secure and utilise funds for the attainment of any or all objects of the Organization, and to do such other things as are incidental or conducive to the attainment of these objects.

### Vision, Mission and Core Values

**Vision:** To be a leader in providing the best art experience and environment for every child, to empower them for the future.

**Mission:** To provide an environment for every child to discover and nurture their artistic abilities and creativity in art.

### Core Values

In our quest for provision of safe quality art-based programs and events, the board, staff and volunteers of the foundation will be guided by our five (5) core values. These are values carefully chosen in a manner to support our; vision, mission, identity, organisational culture, decision making processes, among others. They are as follows:

Core Value	Description
i. <b>Collaboration:</b>	We seek to collaborate with like-minded organizations and people, to meet our objectives.
ii. <b>Transparency:</b>	We are trustworthy and transparent about our operations, in consideration with our values.
iii. <b>Integrity:</b>	We uphold high morals and ethical standards in all our operations.

iv. <b>Respect:</b>	We uphold high respect within the foundation, our beneficiaries, and the community at large.
v. <b>Service:</b>	We are committed to serve the community as our mission dictates.

### Preparation of the Strategic Plan

Development of the Strategic Plan 2021-223 began with carrying out an analysis of the achievements, challenges and lessons of the previous functions and activities of the foundation. This helped in establishing success stories and challenges to be dealt with in the new strategic plan. In order to ensure that the strategy is more informed and encompassing, the development process also entailed review and use of other information sources, Kenya's Volunteer Policy, strategic plans from other organisations, constitution of the foundation and draft policies, and benchmarking against best practices in various NGOs around the country.

The following specific methodologies were adopted in the review process: -

- a) An internal analysis and review of previous foundation's achievements, challenges and activities;
- b) Review of secondary data and information, including other strategic plans from organisations, internal constitution and policies;
- c) Stakeholder consultations including meetings directors of selected children's homes, and views and recommendations from staff and Board of Directors;
- d) Formal technical support from Advisory Board and other selected individuals.

## CHAPTER 2

### **SOCIAL CHALLENGES AND PROSPECTS**

This chapter gives an overview of the challenges, and their effects, faced by the Kenyan society. It also gives an overview of the foundation's role in solving these challenges.

#### **Kenya's Societal Challenges**

The children and youth in Kenya face the following societal challenges that are unique to their environments.

##### **a) Alcohol and Drug Abuse**

According to KIPPRA and NACADA 2019 report on *Status of Drugs and Substance Abuse in Kenya*, 10.3% of children use alcohol and drugs. Over 800 children, some of them as low as 10 years old, visit discos every weekend. 80% of them take alcohol and indulged in sex, whereas 22.7% of children in Kenya indulge in the same. This contributes to 18% of low academic performance and school dropouts.

##### **b) Crime and Gender Based Violence**

UN Habitat study on Youth and Crime reveals that an approximated 57% of crime reported to Kenya Police are committed by youth. This includes crime committed by children as low as 15 years. Some of the crime committed by children below 15 years either go unnoticed or unreported. The World Bank states the effect of crime to social economic development to be;

- i) Low mobility
- ii) Erosion of trust
- iii) Economic loss, and
- iv) Low quality of life.

In addition to crime, violence is also a daily reality for most Kenyans, with over 500 cases being reported every month. 45% of women and girls as low as 15 years old experienced physical violence. 14% have experienced sexual violence. Moreover, 5% of boy and 3% of men experience gender-based violence. Many of the cases that go either un-noticed and unreported (Gender Violence Recovery Centre). As of April

2020, 39% of women and 32% of men were experiencing tensions in their homes (Ministry of Health and Population Council).

Gender based violence causes the following effects to children:

- i) Mental illnesses, such as depression, anxiety, post-traumatic stress disorder, attempted suicide;
- ii) Risk of sexual transmitted infections and diseases
- iii) Unintended and unwanted pregnancies, unsafe and life-risking abortions
- iv) Substance abuse
- v) Poor interpersonal skills, social isolation and marginalisation
- vi) School dropout and loss of education opportunities

### **c) Teenagerhood pregnancies**

Pregnancy Rates in Kenya Schools 2018 report, by African Population and Health Research Centre, indicates teenage pregnancy in Kenya stands at 18%.

According to the United Nations Population Fund Report, Kenya has recorded 378,397 adolescent and teenage pregnancies for girls aged 10-19 years between July 2016 and June 2017. Specifically, 28,932 girls aged 10-14 and 349,465 girls aged 15-19 became pregnant

The consequences of this is girls dropping out of school or procuring unsafe abortions. Over 13,000 teenage girls drop out of school annually as a result of pregnancy. An estimated 449 girls fail to sit for their final national examinations while others sit for the examinations while in maternity wards (NCPD).

### **d) Unemployment**

About 38% of Kenyan youths below 35yrs are unemployed (KNBS). The World Bank data on Kenya rates the country to be having the highest rate of youth unemployment in Africa. On the other side, about 91% of Kenyans over 35yrs are employed. This points to a growing over-dependency burden (Business Daily). Below are some of the effects of unemployment:

- i) Loss of work experience
- ii) Rise in crime and terror gangs

- iii) Rise of illegal trade that results to loss of government revenue.

### **A4C's Role in Solving the Challenges**

The foundation will focus on its specific objective of identifying and nurturing talents in art. However, special focus will be on the United Nation's Sustainable Development Goals (SDGs):

- i) No Poverty
- ii) Gender Equality, and
- iii) Peace Justice and Strong Institutions, among others.

To realize this objective, A4C will carry out mentorship programmes on;

- i) Life Skills,
- ii) Sex Education,
- iii) Good Governance, and
- iv) Kenya's National Values and Principles of Governance.

A4C will also carry out establishment of Revenue generating business; aimed at self-funding the organisation and creating employment to the youth. In addition, the foundation will seek to influence government proposals and existing registrations, in a manner that safeguards the society, specifically children and their future.

## CHAPTER 3

### **SITUATION ANALYSIS IN 2016-2020**

#### **Overview of A4C Performance and achievements**

During the 2016 - 2020 period, A4C endeavoured to identify and nurture talents in art, among children in Naivasha sub-county. This was achieved through involvement of volunteers, in-house trainings, assistance from administrations of children homes and schools, signing of Memorandum of Understandings (MOUs), and registration with NGOs Coordination Board. As part of this, three more art disciplines were initiated to the art programmes, bringing the total number of the art disciplines to nine (9). During this period, the foundation made over thirty visits to children's homes and schools, reaching out to an approximated eight hundred (800) children. Out of these, over thirty children identified their art talents.

The foundation, through its volunteers, also managed to record two music videos – a theme song for the volunteers, and a Christmas song. In 2020, A4C released a series of short videos, as part of community sensitisation, in support of guidelines issued by the Ministry of Health, against Covid-19 pandemic. The foundation also received recognition and authorisation of its programmes by the Department of Children Services, and District Education Officer (DEO), Naivasha Sub-County Office. In addition, the foundation established an Advisory Board, comprising of professionals from various fields.

#### **Challenges & Lessons Learnt**

##### **a) Organizational structure**

Lack of clear organizational structure led to poor engagement of volunteers and implementation of programmes. This cost the foundation an approximated Kshs.300,000. To address this challenge, the new strategic plan proposes the following measures:

- i) Adoption of a new organogram for the foundation.
- ii) Sufficient induction of staff and volunteers
- iii) Formulation and adoption of Terms of References (TORs) and Standard Operating Procedures (SOPs), across the board, staff and volunteers.

iv) Formulation and implementation of code of conduct.

## **b) Funding**

The main challenge that faced A4C in its previous implementation of programmes was inadequate funding. This affected implementation of annual set targets.

A4C raised funding amounting to Kshs.100,000 against an estimated budget of Kshs.350 million which implied financing challenges in programme implementations. To address this challenge, the foundation plans to:

- i) Develop and implement a Resource Mobilization Strategy.
- ii) Identify and forge partnerships and collaboration agreements with strategic stakeholders including the government, private sector and other NGOs in programme implementation and capacity building
- iii) Establish income generating projects, to generate revenue to fund art programmes

## **c) Staffing and volunteers**

Since its inception in July 2016, the foundation has lost volunteers to local CBOs and other organisations. Due to budget constraints and Board directive to freeze recruitment of volunteers, many of those leaving could not be replaced. As a result, there are about 25 vacancies in the current establishment. This constrained service delivery and affected motivation levels of the remaining volunteers. To address these challenges, the new strategic plan will consider the following measures:

- i) Introduce stipend, allowance, and other incentives for volunteers and staff.
- ii) Ensure adequate training and skills development opportunities for staff to increase moral and motivation, and enhance productivity
- iii) Review of the organisational to, among other things, address stagnation and succession planning, and enhance alignment to mandate and strategy of the foundation.

## **d) Expertise on programme execution**

The foundation faced inadequate knowledge and expertise to professionally execute programmes and formulate relevant documents such as; Standard Operating Procedures (SOPs), Terms of Reference (TORs), Policies, and Strategic Plan. To address these challenges, the strategic plan considers the following measures:

- i) Capacity buildings for Board, staff and volunteers
- ii) Benchmarking with other organisations
- iii) Ensure a strong Advisory Board, to offer professional advice.
- iv) Periodic engagement with partners.

**e) Board meetings' attendance**

A4C experiences challenges with member participations in the board meetings. Additionally, the board has limited leadership expertise to steer the vision for A4C. The following measures will be taken to address this challenge:

- i) Ensure a strong substantive board with willing members
- ii) Carry out capacity building trainings for the board members.
- iii) Facilitate board members with sitting allowance, enough to cater for their transport and meals during meeting days.

**f) Capacity to transition to Virtual Events**

The arrival of the Covid-19 pandemic exposed the unseen challenge of lack of smartphones or computers by both volunteers and board members. The introduction of lockdowns and covid-19 measures by the government of Kenya rendered meetings and operations grounded. Most board members did not have internet accessing gadgets, to attend virtual meetings.

To address this challenge, the foundation will take the following measures:

- i) Facilitate board members and relevant staff and volunteers with computer, internet bundles and credit cards

**g) Office space**

Office premises as a factor affects the levels of productivity. Lack of funds led to the closure of the foundation's office, in 2018. To address this challenge, the foundation continues to:

- i) Seek funds to re-establish the office.
- ii) Seek a long-term solution of acquiring a land and constructing permanent offices.

## SWOT Analysis

While there are significant weaknesses and threats facing A4C, as it embarks on this strategic plan, the strengths and opportunities outweigh them. Prospects of strong performance over the 2021- 2023 period are therefore good.

*Table 1: SWOT analysis for Art for Children Foundation*

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>a) Strong Advisory Board comprising of professionals</li> <li>b) Good working relationship with Department of Children Services, schools and children’s homes</li> <li>c) Clearly defined vision, mission, goals and values</li> <li>d) Spirited and talented volunteers</li> <li>e) Recognisable brand</li> </ul>	<ul style="list-style-type: none"> <li>a) Inadequate staff/ volunteer training</li> <li>b) Poor communication culture &amp; lack of an information management system</li> <li>c) Lack of office workplace</li> <li>d) Poor branding and visibility</li> <li>e) Governance and Integrity Issues</li> <li>f) Lack ownership of fixed assets</li> <li>g) Slow modernisation</li> <li>h) Weak accountability mechanisms</li> <li>i) Weak organisational culture</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>a) Partnerships</li> <li>b) Funding</li> <li>c) Availability and accessibility of children</li> </ul>	<ul style="list-style-type: none"> <li>a) Covid-19 Pandemic</li> <li>b) Poaching of volunteers by local CBOs</li> <li>c) Unforeseen future NGOs regulatory changes</li> </ul>

## CHAPTER 4

### **STRATEGIC MODEL**

#### **Key Result Areas, Strategic Objective and Strategies**

A4C has identified 5 (five) KRAs, strategic objectives with the corresponding strategies for effective implementation of the plan. They are as follows:

#### **KRA 1: Funding and financials**

In order to improve the funding efforts, the foundation will ensure accurate annual measurement of growth in donors. This will help determine the turnover and ensure the foundation is on track. A4C will also account for its return on investment (ROI).

The foundation will also ensure investments in sources of revenue for its operations. The success of this will be determined by the revenue generated against the amount invested in any given investment.

#### **Strategic Objective 1: Stronger Leadership & Governance**

Good leadership and governance are a key role on raising, securing and appropriate utilisation of funds. We seek to:

- i) Establish a strong substantive board of directors
- ii) Establish Terms of Reference for board of directors
- iii) Identify and provide trainings for board of directors
- iv) Establish management
- v) Establish Terms of Reference for Management

#### **Strategic Objective 2: Sustainable Revenue Sources**

The implementation and success of art programmes largely depends on funding. To ensure sustainability of the art programmes, A4C seeks to:

- i) Build financial sustainability through revenue growth and diversification
- ii) Identify and establish revenue generating businesses

#### **KRA 2: Social Media Engagement**

A4C will leverage both mainstream social media, to engage target audience and potential donors, in raising funds for the art programmes. This will be through having vibrant media engagement activities that draws traffic to A4C website and social media platforms, resulting in wider visibility.

### **Strategic Objective 3: Increased online visibility for the foundation.**

With an approximated 50% of world population on social media, it is the fastest way to share information on a global and local level. To effectively share information, we seek to:

- i) Develop a social media communication strategy
- ii) Recruit social media team
- iii) Use analytics to improve experience and engagement on social media
- iv) Use social media to identify potential donors and engage them
- v) Direct social media audience to website

### **KRA 3: Community Engagement**

Community engagement will be conducted through the administering and implementation of the art programmes. It will also include other art related non-profit projects, such as art discussion forums, carried out in the community. The community engagement will also be aimed to raise community volunteers and encourage their participation.

### **Strategic Objective 4: Increased awareness and visibility throughout the community**

- i) Expanding activities across Nakuru counties both in rural and urban areas.
- ii) Expand our visits to villages and street children
- iii) Participate in events and exhibitions
- iv) Establish connections with churches across the sub-county

### **Strategic Objective 5: Establishment of Vibrant Communities Through Art**

For children to be prepared as global citizens, it's essential that we recognize the enormous opportunities that arts offer in education, job creation, economic development and sustainable communities. A4C will pursue to nature arts adoption in the society through community engagement and showcasing best practices of how arts create value for our communities.

Over the next three (3) years we seek to:

- i) Provide opportunities for Persons with Disabilities (PWDs) to volunteer

- ii) Use art to reach out to children living with disabilities
- iii) Society appreciation of the value of art
- iv) Use art as a way to rehabilitate mental health in the community especially children

### **Strategic Objective 6: Increased Participation in Arts through education & outreach**

We seek to cultivate societies in which arts and arts education is embraced and thriving. We seek to:

- i) Foster expanded access to the arts by children by ensuring schools establish art rooms/ spaces
- ii) Ensure establishment of an Art Centre in Naivasha Sub-County
- iii) Publish children friendly art books

#### **KRA 4: Volunteer management**

A4C will endeavour to recruit volunteers, keep track of volunteers recruited after every calendar year quarter. This will inform the trends in volunteer engagement and any decision making in adjustments needed to improve on their engagement and management.

### **Strategic Objective 7: Maximized contribution of volunteers' skills, knowledge, and experiences.**

Engagement of volunteers is an essential aspect of achieving the mission of the foundation. To best achieve this, the we seek to:

- i) Adopt and implement a volunteer information management system
- ii) Create an inventory of current volunteer skills and interests relevant to organizational services and recruit volunteers on this basis
- iii) Develop a volunteer policy inclusive of communications strategy
- iv) Conduct volunteer orientation, training and feedback
- v) Increase dedicated resources for volunteer activities
- vi) Involve volunteers in in-house activities
- vii) Develop volunteer impact recognition programme

viii) Undertake an annual audit on volunteer engagement

### KRA 5: Partnerships

The foundation will keep a record of all partners and former volunteers who offer their support to its recurring campaigns and events. This will be used to track progress and performance of the foundation, and to plan on any future improvements.

### Strategic Objective 8: Strategic Partnerships

For our work to be impactful and sustainable the stakeholders must understand and be part of the strategic growth of A4C. We seek to:

- iii) Pursue to demonstrate the social economic transformative power of the arts to influence the stakeholders to remain interested and engaged.
- iv) Partner with public and private sectors to maintain and improve favourable funding for A4C and art at large.

### Financial Requirements

The financial resources required for implementation of this strategic plan are estimated at about Kshs.556 million over the period 2021-2023 (*Table 2*). The resources will be mobilized from the funders, sponsors, partners, and from internal revenue generation.

*Table 2: Financial Requirements of Strategic Plan 2021 – 2023*

<b>Strategic Objective</b>	<b>Budget 2021 (Kshs)</b>	<b>Budget 2022 (Kshs)</b>	<b>Budget 2023 (Kshs)</b>	<b>Total (Kshs)</b>
Stronger Leadership & Governance				
Sustainable Revenue Sources	-		2,800,000.00	2,800,000
Increased online visibility for the foundation.	600,000.00	2,400,000.00	2,400,000.00	5,400,000
Increased awareness and visibility	11,530,000.00	46,120,000.00	46,120,000.00	103,770,000

throughout the community				
Establishment of Vibrant Communities Through Art	10,206,666.67	40,826,666.67	40,826,666.67	91,860,000
Increased Participation in Arts through education & outreach	16,844,444.444	67,377,777.78	67,377,777.78	156,600,000
Maximized contribution of volunteers' skills, knowledge, experiences and labour	3,588,888.89	14,355,555.56	14,355,555.56	32,300,000
Strategic Partnerships	2,000,000.00	8,000,000.00	8,000,000.00	18,000,000
<b>GRAND TOTAL</b>	<b>61,734,444.44</b>	<b>246,937,777.78</b>	<b>246,937,777.78</b>	<b>555,610,000</b>

### Key Assumptions

In the preparation of this strategic plan, the following key assumptions were made: -

- i) A4C will carry out its operations within Nakuru County.
- ii) The foundation will raise adequate resources to support implementation of this strategic plan.
- iii) The foundation will get into strategic partnerships that will continuously support its mission and implementation of this strategic plan.

## CHAPTER 5

### ***IMPLEMENTATION AND COORDINATION FRAMEWORK***

#### **Overview**

This chapter provides information on the resources required to implement the strategic plan. This includes the A4C's human resource capacity needs, financial resource requirement, and proposed organisation structure, strategies for resource mobilisation, as well as risk management strategy

#### **Human Resource Capacity Needs**

A major priority for this plan period is to enhance organisational capacity and capability. To achieve this objective and improve volunteer motivation, volunteer capacity building, recruitment and remuneration will be addressed. The foundation will strive to retain competent and experienced human resource, and to ensure optimal staffing levels. In addition, the foundation will employ strategies aimed at promoting performance and results-based culture, strengthening organisational governance, and ensuring prudence in management of human resources.

With the support of the Advisory Board, the foundation developed a new organizational structure capable of implementing the strategic plan (Table 3; Figure 1). In the new structure, the staff establishment has been increased to 10 from 8 in the previous. The challenge of career stagnation has also been addressed and departments restructured for greater effectiveness. The need to hire more staff is critical and urgent.

#### **Organisational Structure**

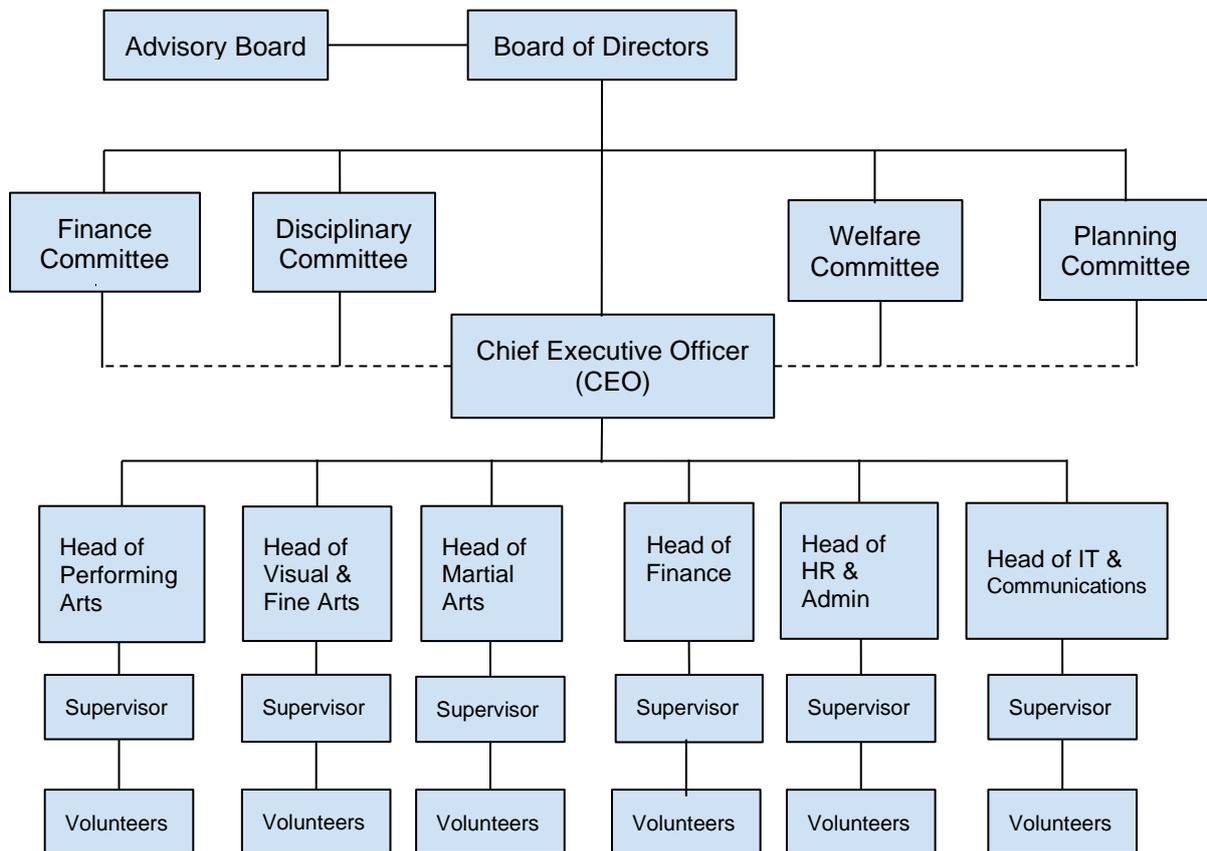
The following is the proposed organisational structure of the Art for Children Foundation, for the 2021 – 2023 period.

**Table 3: Organisational Structure**

<b>Office of CEO</b>			
<b>No.</b>	<b>Designation</b>	<b>Grade</b>	<b>Optimal Staffing</b>
1	Chief Executive Officer (CEO)		1
	<b>TOTAL</b>		
<b>Performing Arts Programme</b>			
<b>No.</b>	<b>Designation</b>	<b>Grade</b>	<b>Optimal Staffing</b>
1	Head of Performing Arts		1
2	Volunteer		*
	<b>Total</b>		1
<b>Visual and Fine Arts Programme</b>			
<b>No.</b>	<b>Designation</b>	<b>Grade</b>	<b>Optimal Staffing</b>
1	Head of Visual and Fine Arts		1
2	Volunteer		*
	<b>Total</b>		1
<b>Martial Arts Programme</b>			
<b>No.</b>	<b>Designation</b>	<b>Grade</b>	<b>Optimal Staffing</b>
1	Head of Martial Arts		1
2	Volunteer		*
	<b>Total</b>		1
<b>Finance Department</b>			
<b>No.</b>	<b>Designation</b>	<b>Grade</b>	<b>Optimal Staffing</b>
1	Head of Finance		1
2	Volunteer		*
	<b>Total</b>		1
<b>Human Resource and Administration Department</b>			
<b>No.</b>	<b>Designation</b>	<b>Grade</b>	<b>Optimal Staffing</b>
1	Head of HR & Admin		1
2	Guidance and Counsellor		1
3	Life Skills Officer		1
4	Office Assistant		1

5	Volunteer		*
	<b>Total</b>		<b>4</b>
<b>Communications Department</b>			
<b>No.</b>	<b>Designation</b>	<b>Grade</b>	<b>Optimal Staffing</b>
1	Head of Communication		1
2	Volunteer		*
	<b>Total</b>		<b>2</b>
	<b>Grand Total</b>		<b>10</b>

*Figure 1: Organisational structure for the Art for Children Foundation.*



## Implementation Strategy

In order to facilitate the implementation of this Strategic Plan, A4C will pursue the following strategies:

- i) Lobby for funding locally and abroad
- ii) Develop donor engagement framework for increased resource mobilisation and efficient utilisation.
- iii) Leverage on technology towards improving administrative efficiency. This is expected to reduce costs, thereby releasing resources to priority needs.

## Risk analysis and mitigation measures

*Table 4: Risk analysis and mitigation measures*

RISK	CATEGORY	MITIGATION MEASURE
Inadequate organisational capacity arising from volunteer turnover	High	Offer incentives and ensure good working environment
Conflict of interest	High	Carry out trainings and enforce policies
Litigation	High	Enforce policies
Organisational Bureaucracy	Medium	Carry out team building activities
Inadequate revenue sources	HIGH	Source for funds and non-binding loans
Conditions from partners	Medium	Clearly defined roles and responsibilities
Strategic re-organisation of the foundation	Low	Enforce policies and strategy

## CHAPTER 6

### ***MONITORING, EVALUATION & REPORTING***

#### **Overview**

This chapter presents the monitoring, evaluation and reporting framework of the Strategic Plan. Monitoring will be undertaken at different frequencies to track the implementation of the foundation's workplans while evaluations will be aimed at measuring effectiveness, impact and sustainability of the foundation in meeting its objectives and strategic priorities.

#### **Implementation**

The strategic plan will be implemented through annual work plans. This will be cascaded into departmental, teams, and individual staff. A detailed implementation matrix for this strategic plan is attached as Appendix 1. Implementation of the plan will be spearheaded and coordinated by A4C's Planning Committee.

#### **Monitoring and Evaluation**

Monitoring the implementation of the plan will act as an early warning system to detect potential challenges and help to make adjustments where necessary. The strategic plan will be subjected to a mid-term evaluation and an end term evaluation.

Evaluation will involve a systematic and objective process of examining the relevance, effectiveness, efficiency and impact (both expected and unexpected) of the strategies. Evaluation will be done through formal surveys and assessments and will look at what will be accomplished against the set targets.

Monitoring and Evaluation of implementation will entail the following:

1. Monthly progress review meetings at the departmental level
2. Quarterly progress review retreats at the organisational level
3. Quarterly progress reports for the annual work plans and performance contracts
4. Internal Audit Reports every 6 months
5. Annual Performance Reports

These are elaborated in more detail in Table 5 that sets out the M&E mechanism.

## Reporting

All departments in the foundation will be involved in monitoring and reporting on the progress of achievement of results and objectives, based on KRAs agreed upon in this strategic plan. This will be achieved through ensuring timely collection and provision of accurate data during the plan period. The departments will be expected to generate reports on quarterly, bi-annual, and annual basis or as outlined in the implementation matrix in annex 1.

There will be two key categories of reports of the strategic plan:

<b>Quarterly review report:</b>	This will inform any essential changes required in the programmes and projects for the remaining plan period.
<b>End of plan period Report:</b>	This will be done at the end of the Strategic Plan period, where the review will identify achievements against each set targets, with an overall assessment of performance. The report will also identify challenges encountered and make recommendations to inform the next review and planning process.

**Table 5: Monitoring and Evaluation Mechanism**

Target	Type of Report	Purpose	Frequency	Responsibility Holder
Ensure a strong substantive board with willing members	Quarterly	Check Board effectiveness	Bi-Annual	Board
Establish TOR for board	Annual	Improve board effectiveness	Annual	Board
Identify and provide trainings for board	Quarterly	Improve board effectiveness	Quarterly	CEO
Establish management	Annual	Delegation of duties	Quarterly	CEO
Establish TOR for management	Annual	Ensure management effectiveness	Bi-Annual	CEO, HR
Build financial sustainability through revenue growth and diversification	Quarterly	Revenue Growth	Monthly	CEO, HR
Identify and establish revenue generating businesses	Bi-Annual	Revenue Growth	Monthly	Planning Committee
Develop a social media communication strategy	Annual	Social media presence	Quarterly	Communications
Establish a social media manager	Annual	Social media presence	Monthly	Communications, HR
Use analytics to improve experience and engagement on social media	Quarterly	Social media engagement	Monthly	Communications
Use social media to identify potential donors and engage them	Quarterly	Donations	Monthly	Communications
Direct social media audience to website	Quarterly	Public engagement and awareness	Quarterly	Communications
Expanding activities across Nakuru counties both in rural and urban areas	Quarterly	Programmes outreach	Quarterly	HODs Programmes
Expand our visits to villages and street children	Quarterly	Programmes outreach	Quarterly	HODs Programmes

Participate in events and exhibitions	Bi-Annual	Art Awareness, Partnerships	Bi-Annual	HODs Programmes
Establish connections with churches across the sub-county	Annual	Art awareness, volunteer hunting	Quarterly	CEO
Provide opportunities for People Living with Disabilities (PWDs) to volunteer	Annual	Inclusivity	Bi-Annual	
Use art to reach out to children living with disabilities	Annual	Inclusivity	Bi-Annual	HODs Programmes
Society appreciation of the value of art	Bi-Annual	Art awareness	Quarterly	HODs Programmes
Use art as a way to rehabilitate mental health in the community especially children	Quarterly	Program outreach	Quarterly	Guidance & Counsellor, Life Skills officer
Foster expanded access to the arts by children by ensuring schools establish art rooms/spaces	Bi-Annual	Program outreach	Quarterly	CEO
Ensure establishment of an Art Centre in Naivasha Sub-County	Bi-Annual	Program Outreach	Quarterly	CEO
Publish children friendly art books	Quarterly	Art awareness	Quarterly	HODs Programmes
Adopt and implement a volunteer information management system	Bi-Annual	Operational efficiency	Quarterly	HR
Create an inventory of current volunteer skills and interests relevant to organizational services and recruit volunteers on this basis	Bi-Annual	Operational efficiency	Quarterly	HR
Develop a volunteer policy inclusive of communications strategy	Bi-Annual	Operational efficiency	Quarterly	HR
Conduct volunteer orientation, training and feedback	Bi-Annual	Operational efficiency	Quarterly	HR
Increase dedicated resources for volunteer activities	Bi-Annual	Operational efficiency	Quarterly	HR

Involve volunteers in in-house activities	Bi-Annual	Operational efficiency	Quarterly	HR
Develop volunteer impact recognition programme	Bi-Annual	Operational efficiency	Quarterly	HR
Undertake an annual audit on volunteer engagement	Bi-Annual	Operational efficiency	Quarterly	CEO
Pursue to demonstrate the social economic transformative power of the arts to influence the stakeholders to remain interested and engaged.	Bi-Annual	Donor funding	Bi-Annual	CEO, HODs
Partner with public and private sectors to maintain and improve favourable funding for A4C and art at large.	Bi-Annual	Donor Funding	Quarter	CEO

## Appendix 1: IMPLEMENTATION MATRIX FOR A4C STRATEGIC PLAN 2021 – 2022

Table 6: Implementation Matrix for A4C Strategic Plan 2021 – 2022

KRA	Strategic Objective	Strategy	Expected outcome	KPI	Target for 3 years	Target			Budget (Ksh millions)			Responsibility
						2021	2022	2023	2021	2022	2023	
Funding and financials	Stronger Leadership & Governance	Establish a strong substantive board of directors	Odd number board of at least 7 members	Board versatility on key professional areas	7	7	7	7	1.35	5.39	5.39	Board
		Establish TOR for board	Board signing contract	Board adherence to TOR	1	1	1	1	0	0	0	Board chairperson, CEO
		Identify and provide trainings for board	Tailored Board trainings	Improved Governance and key board deliberations	12	4	4	4	1.47	5.87	5.87	CEO
	Establish management	Recruitment of HODs	Devolved board & CEO duties	18	8	13	18	13.84	55.36	55.36	CEO	
	Establish TOR for management	Signing of contract by Staff	Staff adherence to TOR	20	8	16	20	0	0	0	CEO, HR	

	Sustainable Revenue Sources	Build financial sustainability through revenue growth and diversification	Research output on best business ventures and potential revenue	Research output	2	1	2	-	0	0.60	0.60	CEO
		Identify and establish revenue generating businesses	Establishment of business	Revenue generated	1	1	1	1	0	0.80	0.80	Management
Social Media Engagement	Increased online visibility for the foundation	Develop a social media communication strategy	Communication policy	Improved social media engagements and organisational communication	1	1	1	1	0.09	0.36	0.36	Communications Department, CEO
		Establish a social media manager	Social media manager	Increased social media presence and engagements	1	1	1	1	0.48	1.92	1.92	Communications Department, HR & Admin Department
		Use analytics to improve experience and	Data visualisation and reports on	Increased social media following and engagement	10000	3000	6000	10,000	0	0	0	Communications Department

		engagement on social media	social media engagements									
		Use social media to identify potential donors and engage them	List of donors sourced from social media	Donations from social media in relation to amounts allocated	30	10	20	30	0.12	0.48	0.48	Communications Department, CEO
		Direct social media audience to website	Analytics on website performance	Increased website clicks, donations via website	10,000	2k	6k	10k	0	0	0	Communications Department
Community Engagement	Increased awareness and visibility throughout the community	Expanding activities across Nakuru counties both in rural and urban areas	Increased MOUs, and art visits	No. of MOUs between organisation and schools, children's homes	144	48	96	96	5.60	22.40	22.40	CEO
		Expand our visits to villages and street children	Increased visits	Programmes impact and success reports	144	48	96	96	5.52	22.08	22.08	CEO

		Participate in events and exhibitions	Events participation	Networking, volunteer applications	5	1	2	2	0.40	1.60	1.60	CEO
		Establish connections with churches across the sub-county	Support from churches	No. of volunteer applications	12	2	6	6	0.01	0.04	0.04	CEO
Establishment of Vibrant Communities Through Art		Provide opportunities for People Living with Disabilities (PWDs) to volunteer	Disability engagement strategy	No. of staff and volunteers living with disabilities	6	1	4	6	0.52	2.08	2.08	HR & Admin Department
		Use art to reach out to children living with disabilities	Disability engagement strategy	No. of children living with disabilities reached	100	20	60	100	1.00	4.00	4.00	Performing Arts Department, Visual & Fine Arts Department, Martial Arts Department

		Society appreciation of the value of art	Society engagement strategy	Art discussion forums/ events, no. of volunteer applications	8	2	3	3	2.02	8.08	8.08	Performing Arts Department, Visual & Fine Arts Department, Martial Arts Department, Guidance and Councillor, Life Skills Officer
		Use art as a way to rehabilitate mental health in the community especially children	Research papers, strategy documents	research outputs, no. of children reached	2500	500	1000	1000	6.67	26.67	26.67	Performing Arts Department, Visual & Fine Arts Department, Martial Arts Department, Guidance and Councillor, Life Skills Officer
Increased Participation in Arts through education & outreach	Foster expanded access to the arts by children by ensuring schools	Art rooms, art clubs	No. of Art rooms, No. of pupils in art clubs	2000	200	900	900	7.82	31.25	31.25	CEO	

		establish art rooms/spaces										
		Ensure establishment of an Art Centre in Naivasha Sub-County	Art centre	No. of children enroled/visiting art center	1	1	1	1	8.15	32.58	32.58	CEO
		Publish children friendly art books	Art book	Launch of published book	1	1	1	1	0.88	3.56	3.56	Performing Arts Department, Visual & Fine Arts Department, Martial Arts Department, Guidance and Councillor, Life Skills Officer, Finance Department, Communications Department
Volunteer management	Maximized contribution of volunteers' skills, knowledge,	Adopt and implement a volunteer information	Management system	Automation of volunteer engagement processes	1	1	1	1	0.33	1.33	1.33	HR & Admin Department

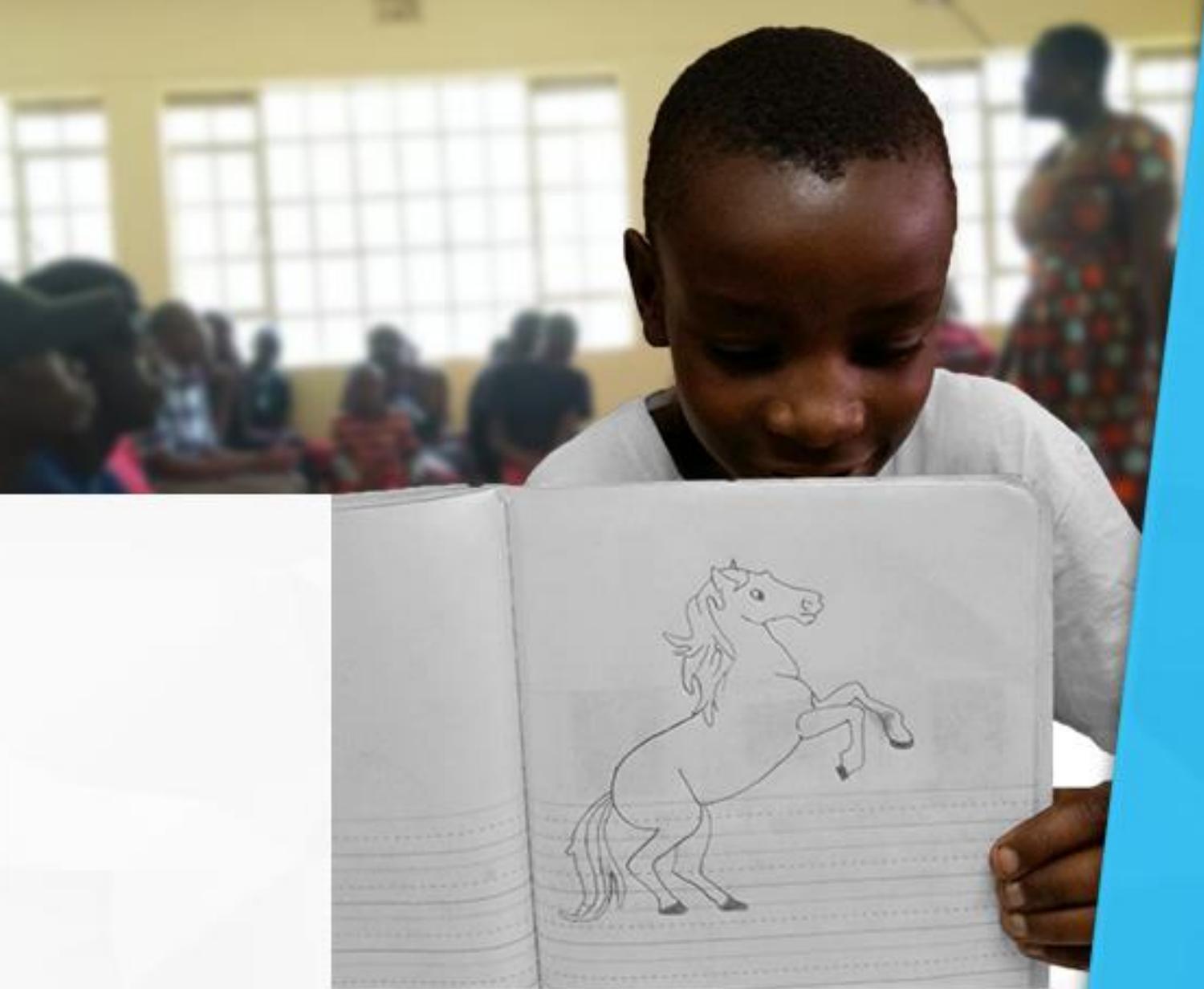
experiences and labour	management system											
	Create an inventory of current volunteer skills and interests relevant to organizational services and recruit volunteers on this basis	Detailed Inventory	Data virtualisation and reports on the inventory	1	1	1	1	0.06	0.22	0.22	HR & Admin Department	
	Develop a volunteer policy inclusive of communications strategy							0	0	0	HR & Admin Department, Communications Department	
	Conduct volunteer orientation,	Volunteer understanding of the foundation	Improved volunteer performance	10	2	4	4	0.53	2.13	2.13	HR & Admin Department	

		training and feedback										
		Increase dedicated resources for volunteer activities	Sufficient supply of art materials	Improved volunteer performance					1.00	4.00	4.00	HR & Admin Department, Finance Department
		Involve volunteers in in-house activities	Volunteer inclusive activities	Establishment of TOTs	10	2	4	4	0.33	1.33	1.33	HR & Admin Department
		Develop volunteer impact recognition programme	Volunteer impact recognition programme	Recognition of volunteers' inputs to the organisation	1	1	1	1	1.00	4.00	4.00	HR & Admin Department
		Undertake an annual audit on volunteer engagement	Volunteer Audit reports	Identification of organisational areas of improvement	3	1	1	1	0.33	1.33	1.33	HR & Admin Department
	Strategic Partnerships	Pursue to demonstrate	Establishment of a	Research output, survey	33	5	14	14	1.67	6.67	6.67	Board, CEO

Partners and Sponsors		the social economic transformative power of the arts to influence the stakeholders to remain interested and engaged.	partnerships team	on organisational and artistic impact on the society								
		Partner with public and private sectors to maintain and improve favourable funding for A4C and art at large.	Signing of partnership MOUs	Improved specific organisational functions	5	1	3	5	0.33	1.33	1.33	Board, CEO







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