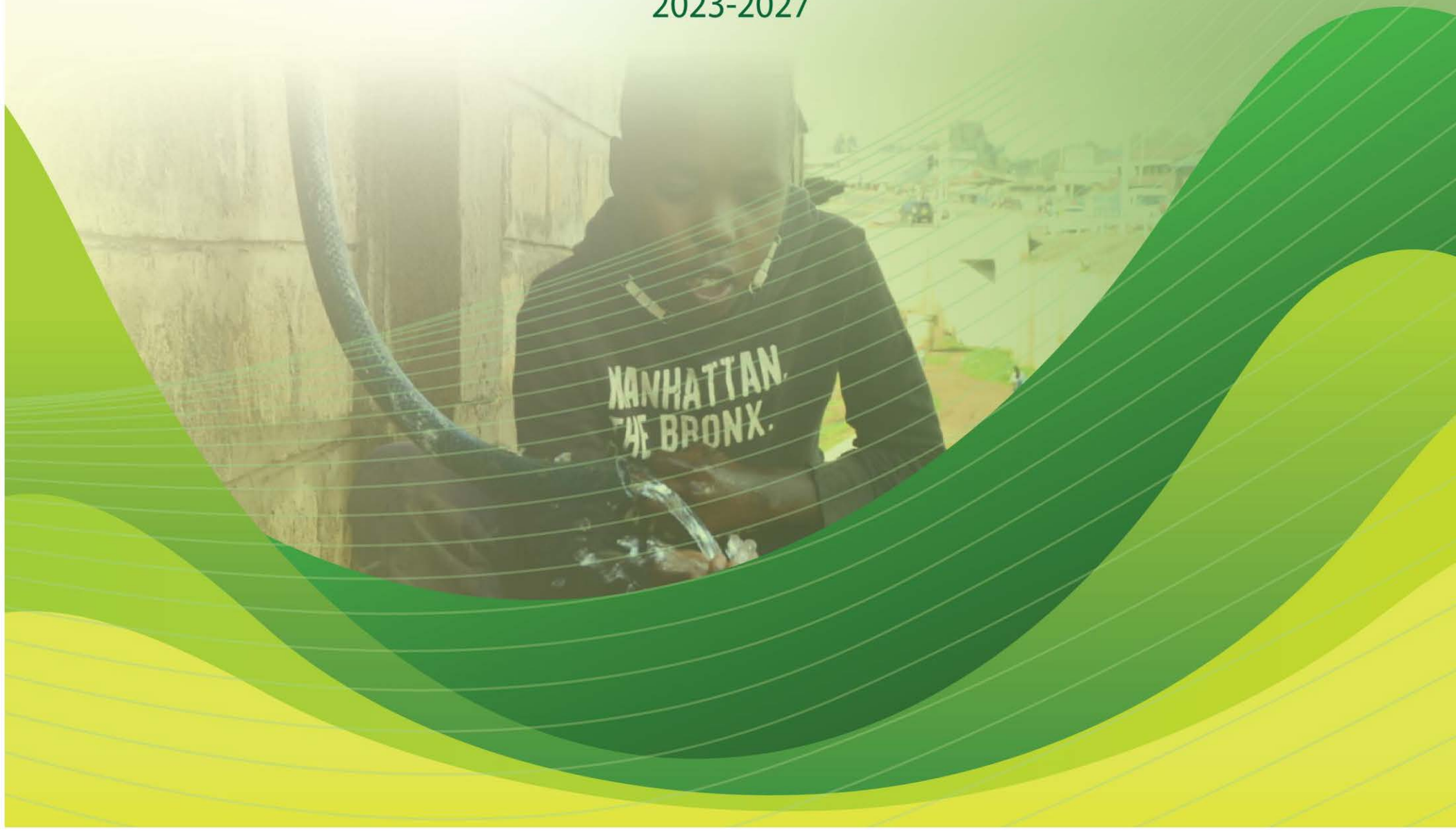**Natural Capital Trust**

TRANSFORM. RESTORE. SUSTAIN

NATURAL CAPITAL TRUST
STRATEGIC FRAMEWORK
2023-2027

NATURAL CAPITAL TRUST

STRATEGIC FRAMEWORK

2023-2027

Contents

ABBREVIATION

GIS	Geographic Information System
IGA	Income Generating Activities
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
NCT	Natural Capital Trust
NDMA	National Drought Management Authority
NEMA	National Environment Management Authority of Kenya
PESTEL	Political, Economic, Social, Technological, Ecological and Legal
PLWHA	People living with HIV/AIDS
PPP	Public Private Partnerships
RMS	Resource Mobilization Strategy
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
WASH	Water, Sanitation and Hygiene
WRMA	Water Resources Management Authority

EXECUTIVE SUMMARY

The Natural Capital Trust (NCT) presents its Strategic Framework for the next five years, developed through a participatory process, reflective analysis, and context evaluation since 2017. This framework underscores NCT's commitment to uplifting disadvantaged communities by enabling sustainable livelihoods.

Outlined in four chapters, the document begins with an overview of NCT, including its vision, mission, guiding principles, thematic areas, and past achievements. Chapter two delves into the institutional context, evaluating internal strengths and weaknesses alongside external stakeholder dynamics and environmental factors.

Chapter three outlines NCT's strategic direction for 2023-2027, focusing on organizational excellence, resource mobilization, and programmatic expansion. Lastly, chapter four details the implementation approach, resource requirements, and performance metrics, complemented by action plans and annexes including M&E frameworks and a revised organizational structure.

CHAPTER ONE

1.0   INTRODUCTION

1.1.   Natural Capital Trust

Natural Capital Trust (NCT) is a non-governmental organization established in 2014 with a mission to enhance the well-being of communities through various socio-economic interventions. These initiatives encompass areas such as water and sanitation, environmental conservation, gender equality, and livelihood enhancement. The inception of NCT stemmed from insights gained during research focusing on rainwater harvesting practices in Makueni County. Despite ample rainfall in regions like semi-arid areas of Kenya, inadequate investment and capacity in rainwater harvesting lead to underutilization of this vital resource, exacerbating water scarcity issues. Since its establishment, NCT has been actively collaborating with community groups in both the urban setting of Kibera informal settlement and rural regions across Kenya.

1.1.1   Natural Capital Trust Approaches

Integrated approach

Aware of the complex nature of achieving sustainable livelihoods and poverty reduction, NCT embraces a comprehensive approach in its community engagements. This approach encompasses various interventions aimed at enhancing livelihoods and improving general welfare. These interventions include supporting natural resource management initiatives such as water and sanitation development, environmental conservation, and climate change adaptation, among others.

Community Based

The organization focuses on enhancing community capacities to sustainably manage, utilize, and conserve their natural resources. This objective is realized through a community-based development management model, which involves social mobilization and issue-based reflective conversations with communities. These discussions aim to generate locally-adapted, sustainable solutions. By empowering communities to implement and nurture these interventions themselves, the approach promotes sustainability, as well as encourages replication and scaling up of successful initiatives.

<ins>Social mobilization and Unlocking potentials</ins>

NCT acknowledges that unlocking the pathway from potential to prosperity often begins with mobilization. Thus, we place great emphasis on mobilizing communities to cultivate common ground and shared interests in advancing various causes. By uniting efforts and rallying around common goals, we can effectively address social issues that hinder development progress.[1]

1.2.　Vision

A world where all, especially the marginalized, have opportunities to dignified lives.

1.3.　Mission

Transforming the lives of disadvantaged communities, providing them and future generations with avenues to realize their potential and attain sustainable livelihoods.

1.4.　Guiding Principles and Values

As an organization, these principles and values are the driving force that moves us to accomplish our vision and mission.

---

[1] Source: https://natcapt.org/about.html

- o Professionalism

- o Mutual Respect

- o Impartiality

- o Accountability and Transparency

- o Empathy

- o Humility

- o Integrity

- o Complementarity of Collaboration.

- o Community Resilience

- o Value Addition

- o Social Justice and Equity

- o Innovation

- o Stewardship

1.5. Thematic Focus Areas.

NCT focuses its works around 2 thematic areas and integrates a set of cross-cutting themes across its programs.

1.5.1 Livelihood and Sustainable Communities

NCT seeks to advance livelihoods and uplift the general welfare of communities through sustainable management of natural resources. NCT has embarked on various projects aimed at improving the livelihoods which contributes towards the achievement of

SDG 11.[2] One of NCT's flagship livelihood projects is the KISKAM Project (2021 to date) a voluntary and demand-based relocation initiative whose aim is to empower communities in urban informal settlements to mitigate poverty through settling sustainably in their rural homes. NCT plans to leverage on this pilot project and expand the relocation project to other areas in the country whilst addressing the emerging gaps programmatically so as to offer a holistic approach to livelihoods' enhancement. For instance, one of the emerging gaps is that the older persons in the urban areas are a more vulnerable group and therefore a target for relocation and collaboration with likeminded actors such as HelpAge international, MICOP, GAP, (Kibera Day Care Centre for the Elderly(KDCCE). In addition, many of the relocated beneficiaries often struggle with school fees, Credit access, health access and water supply. Based on these gaps NCT plans to design initiatives to address these gaps, not only for the beneficiaries but also the larger community.

1.5.2   Water, Sanitation and Hygiene (WASH)

The provision of safe water, sanitation, and hygiene education to needy populations in urban informal settlements and rural areas is fundamental to achieving SDG 4 and 6. NCT has partnered with HCSOM to realize this goal for communities in informal settlements. Recognizing that many well-intentioned projects aimed at improving people's wellbeing often fall short due to institutional weaknesses, NCT is reviving such projects by focusing on sustainability dimensions such as capacity building, management systems, social cohesion, and entrepreneurship. The Jollyland project, initiated in 2011 as a significant investment, operated for a short duration before closing for various reasons. It has taken NCT almost a year to revive the project, and it is expected that, in line with the NCT community projects development framework, the project will sustainably achieve its objectives.

Furthermore, in efforts to expand its reach to other vulnerable areas, NCT is incorporating school WASH programs as well as WASH initiatives in rural areas. The first school WASH program is set for implementation at Mashimoni Squatters' School, aiming to provide over 400 pupils with potable water, improved sanitation, and hygiene education. In the coming years, NCT's ambition is to replicate the WASH model implemented at Mashimoni in other needy schools with available resources.

---

[2] Source: https://natcapt.org/programmes.html

1.5.3   Gender and development

NCT will undertake deliberate measures to mainstream gender in the organization and its programs. The organization will ensure that gender analyses are conducted to generate disaggregated data, supporting gender-responsive activities and services.

1.5.3   Cross-Cutting Themes

To maximize its impact, NCT integrates a set of cross-cutting themes across its programs. These themes include youth empowerment, education, environmental sustainability (with a focus on climate change), and capacity building.

1.6.   Organizational and Programmatic Achievements

Assessing both organizational and programmatic achievements in imperative to measure institutional performance.

At the organizational level, NCT has been able to establish a functional and operational organizational structures and systems that enables it to reach the beneficiaries. These include but not limited to: (i) Operational Board, (ii) Institutional policies, procedures and systems, and (iii) Skilled Staff.

At the programmatic level, the following successes have been reported:

1.6.1   KISKAM Project

The KISKAM project is aimed at empowering communities in urban slums to settle sustainably in their rural homes through repatriation. The resettlement process is voluntary and demand-based, with a focus on enhancing the capacity of individual beneficiaries by equipping them with skills necessary to establish livelihoods at their destination. As of December 2022, the reported achievements include:

- Relocation of 33 vulnerable households (approximately 165 people) from Kibera slums to various counties including Siaya, Vihiga, and Kisumu.

- Provision of support to 33 households in establishing Income Generating Activities (IGAs) to promote financial sustainability post-repatriation.

- Improvement of housing, sanitation, and welfare for 33 households in rural areas, thereby enhancing their social welfare.

- Training of 80 beneficiaries from Kibera slums in entrepreneurship, business management, record keeping, and psychosocial support.

1.6.2   Jollyland WASH Project

The Jollyland WASH Project is a water and sanitation project that seeks to provide adequate water supply and hygienic sanitation to vulnerable urban communities in Kibera informal settlement. As of December 2022, the achievements reported include:

- Increased access to clean and safe water to over 2,000 residents of Kambi Muuru village, Kibera slums.

1.6.3   MISSIUP Project

The Mashimoni Integrated School Upgrade Project is a three-year initiative designed to enhance the learning environment for 400 pupils attending Mashimoni Squatters' School. The project aims to achieve this by upgrading school facilities and resources and improving the overall welfare of the school and its surrounding community. This includes providing portable water supply and hygienic sanitation. Both infrastructural and non-infrastructural activities will be pursued over three years to create a more conducive learning environment. Some of these activities include:

- Installing a borehole, pump, and distributing water to three water points
- Improving the school's ablution block and constructing new staff ablutions
- Erecting a perimeter wall for security
- Establishing a science laboratory
- Providing meals and school uniforms to needy students
- Installing a school library and providing key textbooks to students
- Constructing a kitchen, kitchen store, and school administration center
- Increasing the number of teaching and support staff

As of December 2022, significant progress has been made toward achieving the project's objectives:

- Clean and safe water access has been increased for 400 students and 3,000 community members through the sinking and commissioning of a borehole at the school.
- Access to sanitation and hygiene services has been improved by constructing ablution blocks for children, benefitting over 400 students.
- Security for the 400 students has been enhanced by erecting a perimeter wall around the school premises, reducing the entry of drugs and mitigating drug and substance abuse within the school.

1.6.4   Cross-Cutting Issues

As of December 2022, the achievement reported in relations to cross-cutting issues includes:

- Trained over 700 youth in and out of college, in Siaya County with skills on reproductive health, entrepreneurship, HIV/Aids and life skills.

  This was done in partnership with the Ugunja University Students Association.

CHAPTER TWO

2.0   CONTEXT ANALYSIS

The development of this strategic framework entailed a comprehensive examination of both internal and external factors relevant to NCT's operations. The context analysis for strategy development encompassed a SWOT analysis, PESTEL analysis, and stakeholder analysis.

2.1   INTERNAL ANALYSIS

2.1.1   SWOT Analysis

The SWOT analysis provides the key internal and external factors that are critical to the achievement of NCT's strategic framework. The analysis enables NCT to assess its ability to deliver on its mandates and to implement activities with an informed perspective of their strengths, weaknesses, threats and opportunities.

Table 1: NCT's SWOT Analysis

Strengths	Weaknesses
▪ Strong and supportive governance structure with diverse skills, experience, and expertise,	▪ High Donor Dependency and Financial Sustainability: NCT's financial solvency is presently constrained primarily to ongoing projects, raising concerns about long-term

contributing to NCT's strategic direction.

- Demonstrated tangible impact over the years, such as the construction of a perimeter wall for a school in Kibera under the Mashimoni Project and the building of homes for repatriates.
- Robust institutional systems in place, including an organogram, policies and procedures, and operational tools such as accounting and monitoring & evaluation frameworks, supported by strong internal controls.
- A skilled workforce equipped with the necessary expertise.
- Well-designed programs with a clear Theory of Change guiding their implementation.
- Stakeholder buy-in secured through effective engagement and communication.
- Active engagement with communities to garner support and respect by honoring commitments and promises.
- Fostering a positive organizational culture that attracts dedicated, hard-working, and motivated individuals.

sustainability.

- Limited Resources (Financial and Non-financial) Relative to Growing Needs.
- Insufficient Stakeholder Engagement.
- Lack of a Resource Mobilization Strategy to provide direction for financing efforts.
- Absence of a Partnership Strategy and Stakeholder Engagement Plan.
- Lack of a Strategic Plan.
- Capacity Gaps and Specialization Limitations in several areas due to a lean staff structure, posing significant risks to succession planning.
- Low Levels of Organizational Visibility.

▪ Strong collaboration with both national and county government entities, enhancing program effectiveness and sustainability.	
Opportunities	**Threats**
▪ Enhanced community ownership of NCT interventions, ensuring project sustainability and continuity. ▪ Adoption of innovative and unique development approaches, such as voluntary demand-based urban-rural migration initiatives. ▪ Prioritization of research, advocacy, and communications through investments in knowledge management and partnerships with other organizations, amplifying the voice of local communities at policy, national, and county levels to uplift the underserved. ▪ Establishment of new and stronger partnerships to access resource opportunities, both financial	▪ Decline in funding and shifts in the funding landscape, resulting in reduced availability of funds. ▪ Changing donor priorities within the global funding environment, with a decreased willingness to provide unrestricted funding. ▪ Macro-economic instability affecting financial stability and resource allocation. ▪ Geo-political instability and security concerns in Kenya, impacting operations and program implementation. ▪ Increased financial constraints due to the COVID-19 pandemic, exacerbating funding challenges. ▪ Inadequate collaboration frameworks with strategic partners, hindering effective partnership and resource mobilization efforts.

and non-financial, for the organization.	
▪ Utilization of social media platforms to enhance NCT's brand visibility.	
▪ Utilization of devolution to facilitate decision-making at the community level and advancements in technology, such as the use of GIS for mapping.	

2.2 EXTERNAL ANALYSIS

2.2.1 PESTEL Analysis

A macro environmental analysis was undertaken to identify issues that may threaten or support NCT in achieving its strategic mandates. This PESTEL analysis evaluates the impact that political, economic, socio-cultural, technological, environmental, and legal factors may have on the organization. Opportunities highlighted from the analysis can be leveraged on as a springboard for developing strategies for organizational growth and the threats need mitigation to minimize the adverse effects they may have to the organization.

Table 2: Summary of the PESTEL Analysis

PESTEL FACTORS	OPPORTUNITIES	THREATS
Political	▪ The devolved system of government provides new	▪ Change of regime at both National and Country level may affect engagement and continuation of work

	advocacy opportunities for more strategic engagement at the community level.	▪ Changes in Government priorities and policies every five years
Economic	▪ Performance of the economy may affect the budgetary allocation for different thematic areas	▪ High Inflation Rates ▪ FX Fluctuations ▪ High cost of living ▪ Decline in donor funding ▪ Kenya's transition from a low- income country (LIC) to a lower middle-income country (LMIC) by World Bank standards.
Social-Cultural	▪ Focus on vulnerable groups (women, youths, elderly and People living with HIV/AIDS-(PLWHA))	▪ Cultural Barriers and negative public perceptions regarding the Vulnerable groups (Widows, Single Mothers, youth, People living with HIV/AIDS –(PLWHA) etc) ▪ High unemployment rates at the rural areas ▪ Low education levels
Technological	▪ Internet Infrastructure- Social Media Platforms for increasing visibility ▪ Increased use of social media by different stakeholders ▪ Use of geographic information system (GIS) for mapping	▪ Cybercrime

Environmental	▪ Existence of environmental bodies and authorities- NEMA, WRMA, NDMA etc. ▪ Existing gaps in community based adaptation to climate change such as smart agriculture, rainwater harvesting and environmental conservation activities ▪ Need to access the carbon credits market in view of green development initiatives pursued	▪ Global warming and climate change
Legal and Policy	▪ County Government procedures to sign MOUs safeguards the organization and ensures Buy-In ▪ Data Protection laws ▪ Development and implementation of a number of policies that support repatriation	▪ Long procedures or delays in securing MOU with county government. ▪ Long legislative processes to effect/influence policy change

2.2.2   Stakeholder Analysis

Different stakeholders have differing perspectives, influence, and interest. Managing these multiple interests becomes very imperative in achieving organizational mandates. Through a stakeholder analysis, NCT has been able to identify key stakeholders and assessed their influence, importance and how best they can add value to the organization.

Table 3: Stakeholder Matrix and Plan

Stakeholder	Impact to the NCT's work (Low, Medium, High)	Influence over the NCT's work (Low, Medium, High)	Key priority areas for the stakeholder	Stakeholder's Contribution	Possible Engagement Strategy
Donors (Traditional and Non-Traditional Donors)	High	High	▪ Quality Delivery ▪ Transparency & Accountability ▪ Commitment to best practices ▪ Compliance to donor regulation, policies & procedures	▪ Financial and non-financial Resources ▪ Technical Assistance	▪ Joint Missions ▪ Donor Visibility & Acknowledgement ▪ Communication

Implementing Partners (Government, INGO, LNGO, CSO, FBO)	High	Medium	▪ Quality Delivery ▪ Transparency & Accountability ▪ Commitment to best practices ▪ Open Dialogue ▪ Mutual Respect	▪ Financial and non-financial Resources ▪ Technical Assistance	▪ Technical Working Groups ▪ Joint advocacy ▪ Activity Reviews
Government (County)	High	High	▪ Quality Delivery ▪ Transparency & Accountability ▪ Commitment to best practices ▪ Compliance to legal & regulatory policies & procedures	▪ Financial Resources ▪ Technical Assistance ▪ Buy-In ▪ In-kind contribution	▪ Advocacy Forums ▪ Technical Working Groups ▪ MoUs
NCT Staff Members	High	High	▪ Quality Delivery ▪ Transparency & Accountability ▪ Commitment to best practices	▪ Technical Assistance	▪ Open dialogue and transparency ▪ Inclusivity

			▪ Mutual respect		
Community	High	High	▪ Safeguards ▪ Commitment to best practices ▪ Mutual respect	▪ Buy-In ▪ Public Participation & Involvement ▪ Human interest stories	▪ Public Participation ▪ Community Group Meetings Campaigns and meetings
Media	Medium	Medium	▪ Commitment to best practices in terms of communication ▪ Mutual respect	▪ Buy-In Public Participation & Involvement	▪ Advocacy Forums ▪ Press Meetings
Private Sector	Medium	Medium	▪ Quality Delivery ▪ Transparency & Accountability ▪ Commitment to best practices ▪ Value Add	▪ Financial and non-financial Resources ▪ Technical Assistance ▪ Buy-In	▪ Technical Working Groups ▪ Stakeholder fora

<div align="center">**CHAPTER THREE**</div>

3.0   NATURAL CAPITAL TRUST STRATEGIC DIRECTION

The development of the Strategic Framework was guided by a consultative process, which included a strategic planning workshop held on December 20th, 2022, at the Rosa Mystica Guest House on Riara Road, Bamboo Lane. Additionally, a comprehensive review of the internal and external environment was conducted, identifying NCT's achievements, lessons learned, challenges, threats, and opportunities to be leveraged over the next five years.

3.1   Purpose of the Strategic Framework

The purpose of the Strategic Framework is to set out the strategic roadmap that the organization will take to realize its mission over the next 5 years. The framework has been developed with a clear understanding of NCT's operating landscape (both internal and external) and its comparative advantage.

3.2   Strategic Priorities

Strategic priorities are essential for fulfilling the organization's mandates, serving as the cornerstone that uniquely guides its direction and expansion. This Strategic Framework centers on three strategic priorities, each paired with strategic actions and key performance indicators (KPIs). These priorities include:

1. Enhance and nurture NCT's organizational excellence.
2. Mobilize resources totaling US$10 million over a five-year period and expand NCT's donor base.
3. Execute and amplify programmatic priorities, outcomes, and impact through implementation and scaling up initiatives.

3.2.1   Strengthen and cultivate NCT's organizational excellence.

To successfully implement this Strategic Framework, NCT will need to invest in its organizational excellence through the development of strong internal systems, well-functioning structures, establishing strategic partnerships and communicating its work effectively. To achieve this strategic priority, NCT will focus on undertaking the following activities:

1. Developing policies, procedures, strategies and internal systems to improve NCT's operational effectiveness and efficiency.
2. Conducting a capacity needs assessment to identify the staffing gaps and recruit key personnel to expand NCT's impact.
3. Recruitment and onboarding of personnel to increase the technical capacity of NCT to deliver on its mandate.
4. Investing in capacity building opportunities for NCT's Board and staff member in different areas to achieve greater impact of its work.
5. Development of a robust performance management system to identify emerging leaders in the organization.
6. Developing high quality communications tools and platforms for NCT to communicate the impact of their work internally and externally.

3.2.2   Resource Mobilize US$10m over a five-year period and increase NCT's donor and partner base.

1. To effectively implement this Strategic Framework, NCT must invest in its organizational excellence by enhancing internal systems, ensuring well-established structures, fostering strategic partnerships, and enhancing communication strategies. To achieve this strategic priority, NCT will focus on the following activities:
2. Develop and implement policies, procedures, strategies, and internal systems to enhance NCT's operational effectiveness and efficiency.
3. Conduct a comprehensive capacity needs assessment to identify staffing gaps and recruit key personnel to bolster NCT's impact.

4. Recruit and onboard personnel to augment NCT's technical capacity and fulfill its mandate effectively.

5. Invest in capacity-building opportunities for NCT's Board and staff members across various areas to enhance the organization's impact.

6. Establish a robust performance management system to identify emerging leaders within the organization.

7. Develop high-quality communication tools and platforms for NCT to effectively convey the impact of its work internally and externally.

3.2.3 Implement and scale up NCT's thematic focus areas, outcomes, and impact.

The vision of NCT is having a world where all, especially the marginalized, have opportunities to dignified lives. This can be achieved through the implementation of NCT's programmatic focus areas. These activities will be undertaken across the different thematic focus areas:

<u>Water, Sanitation and Hygiene</u>

The provision of safe water, sanitation, and hygiene education to vulnerable populations in urban informal settlements and rural areas is essential for achieving Sustainable Development Goals 4 and 6. NCT has partnered with HCSOM to address this need in informal settlement communities. Recognizing that many well-intentioned projects aimed at improving people's wellbeing often fall short due to institutional weaknesses, NCT is revitalizing such initiatives by focusing on sustainability dimensions such as capacity building, management systems, social cohesion, and entrepreneurship.

The Jollyland project, launched in 2011 as a significant investment, operated briefly before closure due to various reasons. After nearly a year of effort, NCT has successfully revived the project, aligning it with the NCT community project development framework to ensure sustainable achievement of its objectives.

Additionally, to broaden its impact, NCT is expanding its reach to other vulnerable areas by implementing school WASH programs and initiatives in rural areas. The first school WASH program is scheduled for implementation at Mashimoni Squatters' School, aiming to provide over 400 pupils with access to potable water, improved sanitation, and hygiene education. In the coming years, NCT aims to replicate the successful WASH model implemented at Mashimoni in other needy schools as resources permit.

1. Sinking and commissioning a borehole to increasing access to safe and affordable water for all under the Mashimoni Project.
2. Construction of staff and children ablution books in a school in Kibera to increasing access to adequate sanitation and hygiene services
3. Construction of sanitation facilities for KISKAM beneficiaries
4. Fundraise to expand its WASH activities in the rural areas in Kenya through installation of both community boreholes and water points, Dams, pans at targeted locations and installation of rainwater harvesting systems to improve access to water supplies for 5000 households.
5. Replicate the WASH model applied in Mashimoni Squatters in at least Five (5) other needy schools in the Next five years

Livelihood and Sustainable Communities

NCT is dedicated to advancing livelihoods and enhancing the welfare of communities through sustainable management of natural resources, thereby contributing to the achievement of SDG 11. One of NCT's flagship livelihood projects, the KISKAM Project (2021 to date), is a voluntary and demand-based relocation initiative aimed at empowering communities in urban informal settlements to alleviate poverty by settling sustainably in their rural homes. Building on the success of this pilot project, NCT plans to expand the relocation initiative to other areas in the country while addressing emerging gaps programmatically to offer a holistic approach to livelihood enhancement.

One emerging gap identified is the vulnerability of older persons in urban areas, making them a target for relocation. NCT intends to collaborate with like-minded organizations such as HelpAge International, MICOP, GAP, and the Kibera Day Care Centre for the Elderly (KDCCE) to address this issue. Additionally, NCT plans to design interventions to assist relocated beneficiaries with challenges such as school fees, access to credit, healthcare, and water supply.

The strategic initiatives include:

Voluntary and demand-based rural-urban repatriation to improve beneficiary welfare.

Establishment of Income Generating Activities (IGAs) to promote financial sustainability post-repatriation.

Facilitating linkages between beneficiaries and value-adding institutions to enhance business activities.

Fundraising to expand KISKAM beneficiaries' reach to 1000 households over the next five years.

Designing interventions for older persons in urban informal settlements in collaboration with partner organizations.

Transitioning the business support model to a revolving fund model for empowerment.

Facilitating the development of self-help groups among beneficiaries and community members to improve access to credit.

In addition to these initiatives, NCT will undertake deliberate measures to mainstream gender in its organization and programs, ensuring gender-responsive activities and services. Furthermore, NCT will address cross-cutting issues such as youth empowerment, research and advocacy, capacity building, environmental awareness, education improvement, and HIV/AIDS initiatives.

CHAPTER FOUR

4.0 IMPLEMENTATION, FINANCING, MONITORING AND EVALUATION

4.1 IMPLEMENTATION

Successful implementation of NCT's Strategic Framework 2023-2027 will hinge on effective interaction between different aspects of the organization including but not limited to: organizational strengthening, strategic and collaborative partnerships, communication, resource mobilization and monitoring and evaluation. An implementation plan has been developed to deliver on the Framework. Its implementation will be cascaded to all levels of organization i.e., from the governance level, programmatic to administrative level. Some of the success implementation factors will include:

4.1.1 Institutional Strengthening

NCT will leverage on all aspects of institutional strengthening to deliver on the framework. This will encompass development of a functional organizational structure that is aligned to the strategic priorities, strengthening the institutional capacity to implement the

framework by attracting, developing and retaining talented staff and adoption of policies, procedures and systems to ensure transparency and accountability to itself, beneficiaries and partners.

4.1.2   Strategic and collaborative partnerships

Complementarity in collaboration will be key in implementation of NCT's Strategic Framework. The organization will build on strategic partnerships to foster impactful collaboration, pooling of resources and unified identification of solutions to shared challenges. To ensure that it leverages on the benefits of partnerships, partner engagement will be strategic, and evidence based. This will ensure that NCT understands the type of contributions being sought from the partner, its comparative advantages and value proposition for greater alignment in priorities. This approach to engagement will ensure the partnerships are deliberate, tailored and focused on instilling greater accountability by each partner.

4.1.3   Strategic Communication

Leveraging on strategic communication will be a key success factor in the implementation of the Strategic Framework. Utilization of communication tools like social media platforms and knowledge management products (annual reports, blogs, and factsheets) will enable the organization to increase its brand profile and visibility and thereby demonstrating its catalytic role in influencing change through evidence. This will be achieved through the development of consistent communication materials that appeals to both internal and external audience which reflects NCT's strategic priorities.

4.1.4   Evidence for Change

Data mining helps in identification of strategic and operational progress, challenges and risks which drives evidence based and coordinated action planning. NCT will utilize data from different sources to facilitate data-driven management, implementation, monitoring, evaluation and reporting against the Strategic Framework to enhance transparency and accountability.

4.2   RESOURCE MOBILIZATION

The successful implementation of the Strategic Framework will depend not only on robust institutional systems and partnerships but also on the availability and efficient utilization of resources, both financial and non-financial. Resource mobilization will be crucial to ensure financial sustainability throughout the implementation period of the Framework. To successfully execute the Strategic Framework, NCT will require an estimated budget of USD 10,000,000. This will necessitate evidence-based and strategic engagement with current donors, as well as the adoption of innovative financing mechanisms by reaching out to both traditional and non-traditional donors to support the actualization of its strategies.

4.3   MONITORING, EVALUATION AND REPORTING

Monitoring, evaluation, and reporting are pivotal elements to ensure transparency and accountability to stakeholders. NCT's Strategic Framework will undergo rigorous monitoring to effectively manage the achievement of results. The M&E data collected will be utilized systematically to take corrective action and enhance organizational and programmatic decision-making, ensuring that desired outcomes are attained. Monitoring the implementation of the Framework will be based on the targets outlined in the results framework detailed in Annex 2.

Evaluation and reporting of the Strategic Framework will occur semi-annually. This process will provide valuable insights into successful practices, areas needing improvement, lessons learned from implementation, and generate new knowledge and evidence to inform subsequent planning phases.

ANNEX 1: IMPLEMENTATION PLAN

The Strategic Framework will be implemented over a period of 5 years beginning January 2023 through to December 2027 with strong support from the Advisory Board, Executive Directors and NCT Staff.

	Activities	Output	Timeline	Person Responsible
	Strategic Priority 1: Strengthen and cultivate NCT's organizational excellence			
A1	Developing policies, procedures, and internal systems to improve on NCT's operational effectiveness and efficiency	▪ Policies, Procedures and Systems Developed	▪ 2023	▪ Executive Director, ▪ Finance and Administrative Officer
A2	Conducting a capacity needs assessment to identify the staffing gaps and recruit key personnel to expand NCT's impact.	▪ Capacity Needs Assessment Completed	▪ 2023	
A3	Recruitment and onboarding of personnel to increase the technical capacity of NCT to deliver on its mandate	▪ Recruitment and onboarding completed	▪ 2023-2024	
A4	Investing in capacity building opportunities for NCT's Board and staff member in different areas to achieve greater impact of its work.	▪ Capacity Building Activities Completed	▪ 2023-2027	

A5	Development of a robust performance management system to identify emerging leaders in the organization.	▪ Performance Management System established	▪ 2023-2024	
A6	Developing high quality communications tools and platforms for NCT to communicate the impact of their work internally and externally.	▪ Communication Tools and Platforms established	▪ 2023-2024	
Strategic Priority 2: Resource Mobilize US$10m over a five-year period and increase NCT's donor and partner base				
A7	Undertaking a donor trend analysis and mapping exercise to understand Which donors are working in which countries, on what issues and their resource pool	▪ Donor trend analysis and mapping exercise completed	▪ 2023	▪ Executive Director, ▪ Finance and Administrative Officer ▪ Program Officers
A8	Undertaking a stakeholder mapping exercise to identify NCT's stakeholders, their influence and interest dynamics to ensure effective and impactful engagement.	▪ Stakeholder mapping exercise completed	▪ 2023	
A9	Developing a Resource Mobilization Strategy (RMS) that identifies new donors and funding opportunities, areas of collaboration between NCT and different stakeholders.	▪ Resource Mobilization Strategy Developed	▪ 2023	

A10	Developing a Partnership Strategy to guide NCT in building high impact multi-stakeholder Partnerships.	▪ Partnership Strategy Developed	▪ 2023-2027	
A11	Responding to calls for proposals by developing winning proposals	▪ Approved Proposals	▪ 2023-2027	
A12	Contract Signing and disbursement of resources mobilized	▪ Signed Contracts ▪ Bank Statements	▪ 2023-2027	
	Strategic Priority 3: Implement and scale up NCT's thematic focus areas, outcomes and impact			
A13	**WASH:** Sinking and commissioning a borehole to increasing access to safe and affordable water for all under the Mashimoni Project	▪ Borehole Sunk, Commissioned and operational	▪ 2023-2027	▪ Executive Director, ▪ Finance and Administrative Officer

				▪ Program Officers
A14	**WASH:** Construction of staff and children ablution books in a school in Kibera to increasing access to adequate sanitation and hygiene services	▪ Ablutions Constructed and commissioned	▪ 2023-2027	
	Fundraise to expand WASH in rural Kenya to reach 5000hh with potable water	▪ Proposals	▪	
	Construction of sanitation facilities for KISKAM beneficiaries	▪ Ablutions Constructed	▪	
	Replicate the NCT WASH model for Mashimoni in at least 5 other needy schools countrywide	▪ Proposals developed	▪	
A15	**Livelihood and Sustainable Communities** Voluntary and demand based rural-urban repatriation to improve the welfare of the beneficiaries	▪ Rural-Urban Repatriation successfully completed	▪ 2023-2027	

A16	**Livelihood and Sustainable Communities** Establishment of Income Generating Activities (IGA) to support beneficiaries in achieving financial sustainability following the repatriation	▪ IGAs established	▪ 2023-2027
	Expand KISKAM to reach at least 1000 beneficiaries	▪ Proposal developed ▪ Meetings with partners	▪ 2023-2027
	Design a repatriation project for older persons in Urban areas as part of the 1000 families 'target	▪ Proposal developed ▪ Meetings with partners	▪ 2023-2027
	Link KISKAM beneficiaries with other value adding actors to boost their businesses growth	▪ Linkages and networks formed	▪ 2023
	Facilitate formation of SHGs among KISKAM beneficiaries and other community members	▪ SHGs formed and registered	▪
	Transform the KISKAM Business support model to a revolving fund to inculcate ownership	▪ Revolving fund established	▪
A17	**Gender and Development:** Mainstreaming gender in the organization and programs	▪ Gender Mainstreamed in the organization and programs	▪ 2023-2027
	CROSS CUTTING ISSUES	▪	▪

A18	**Youth Empowerment:** Training the youth to empower them in different aspects of their lives	▪ Trainings Completed	▪ 2023-2027
A19	**Research and Advocacy:** Developing different knowledge management products to generate knowledge that can influence policy change	▪ Knowledge Management Products developed and approved	▪ 2023-2027
A20	**Capacity Building:** Building requisite business development and life skills of beneficiaries and youth to improve the quality of their lives	▪ Capacity Building initiative completed	▪ 2023-2027
A21	**Environment:** Organizing and undertaking awareness initiatives on sustainable environmental approaches to build resilient communities	▪ Awareness initiative completed	▪ 2023-2027
	Fundraise to initiate community-based climate change adaptation interventions to strengthen community resilience	▪	▪
	Develop initiatives to access the carbon credits markets	▪	▪
A21	**Education:** Undertaking different activities to improve learning environment of pupils in Mashimoni Squatters Schools (erecting a perimeter	▪ Learning Environment Improved	▪ 2023-2027

	wall for security, putting up a science laboratory; providing meals to the needy students, providing school uniform to needy students; installing school library, providing students with key textbooks putting up a kitchen and kitchen store and school administration center and increasing the teaching and support staff.)		

ANNEX 2: RESULTS FRAMEWORK

The results framework is a tool to monitor and assess progress in the implementation of the Strategic Framework. Performance measurement will be undertaken semi-annually led by the Executive Director (ED) and a report with proposed recommendations submitted to the Board for review and approval.

	Activities	Indicators	Means of Verification	Years (2023-2027)					Data Collection Methods
				'23	'24	'25	'26	'27	
	Strategic Priority 1: Strengthen and cultivate NCT's organizational excellence								
	Developing policies, procedures,	▪ Number of policies,	▪ Policy and Procedure	5	0	0	0	0	▪ Document Review

A1	Strategies and internal systems to improve on NCT's operational effectiveness and efficiency	procedures, Strategies and internal systems developed and established	Documents ▪ Strategy Documents ▪ Internal Systems Established						▪ System Review
A2	Conducting a capacity needs assessment to identify the staffing gaps and recruit key personnel to expand NCT's impact.	▪ Number of Capacity Needs Assessments Conducted	▪ Capacity Needs Assessment Report	1	0	0	0	0	▪ Document Review
A3	Recruitment and onboarding of personnel to increase the technical capacity of NCT to deliver on its mandate	▪ Number of newly recruited and on boarded staff	▪ Recruitment Reports and Letter of Appointments	1	2	1	0	0	▪ Document Review
A4	Investing in capacity building opportunities for NCT's Board and staff member in different areas to achieve greater	▪ Number of capacity building activities completed	▪ Capacity Building Reports	2	2	2	2	2	▪ System Review

	impact of its work.									
A5	Development of a robust performance management system to identify emerging leaders in the organization.	▪ Number of Performance Management System developed and Operational	▪ Performance Management Reports	1	1	1	1	1	▪ Document Review
A6	Developing high quality communications tools and platforms for NCT to communicate the impact of their work internally and externally.	▪ Number of Communication Tools and Systems established	▪ Factsheets ▪ Annual Reports ▪ Blogs ▪ Active Social Media Platforms ▪ Social Media Analytics	2	2	2	2	2	▪ Document Review
	Strategic Priority 2: Resource Mobilize US$10m over a five-year period and increase NCT's donor and partner base									
A7	Undertaking a donor trend analysis and mapping exercise to understand Which donors are working in which countries,	▪ Number of donor trend analysis and mapping exercise completed	▪ Donor trend analysis and mapping Report	1	0	0	1	0	▪ Document Review

	on what issues and their resource pool								
A8	Undertaking a stakeholder mapping exercise to identify NCT's stakeholders, their influence and interest dynamics to ensure effective and impactful engagement.	▪ Number of stakeholder mapping exercise conducted	▪ Stakeholder mapping Report	1	0	1	0	1	▪ Document Review
A9	Developing a Resource Mobilization Strategy (RMS) that identifies new donors and funding opportunities, areas of collaboration between NCT and different stakeholders.	▪ Number of RMS developed and approved	▪ Approved Resource Mobilization Strategy	1	0	0	0	0	▪ Document Review

A10	Developing a Partnership Strategy to guide NCT in building high impact multi-stakeholder Partnerships	▪ Number of partnership strategies developed and approved	▪ Approved Partnership Strategy	1	0	0	0	0	▪ Document Review
A11	Responding to calls for proposals by developing winning proposals	▪ Number of proposals submitted	▪ Approved proposals	4	4	4	2	2	▪ Document Review
A12	Contract Signing and disbursement of resources mobilized	▪ Number of contracts signed	▪ Signed Contracts	0	1	2	1	2	▪ Document Review
	Resource mobilize US$ 10m	▪ Amount Secured	▪ Bank Statements	US$ 2.5m		US$ 7.5m			▪ Document Review

Strategic Priority 3: Implement and scale up NCT's thematic focus areas, outcomes and impact									
A13	**WASH:** Sinking and commissioning a borehole to increasing access to safe and affordable water for all under the Mashimoni Project	▪ Number of boreholes sunk and commissioned	▪ Operational Borehole	1	0	0	0	0	▪ Document Review
	Upscale and replicate the Mashimoni project in other needy schools both urban and rural	▪ Proposal developed. ▪ Number of needy schools identified	▪ Number of proposals ▪ Number of schools targeted. ▪ Commitments made						▪
	Design and implement holistic Rural WASH projects	▪ Proposal developed	▪ Number of proposals developed ▪ Projects implemented						▪

	Construction of staff and children ablution books in a school in Kibera to increasing access to adequate sanitation and hygiene services	▪ Number of ablution units constructed	▪ Operational Ablution blocks							▪ Document Review
	Livelihood and Sustainable Communities Voluntary and demand based rural-urban repatriation to improve the welfare of the beneficiaries	▪ Number of people repatriated voluntarily from rural to urban area	▪ Repatriation Reports							▪ Document Review
	Livelihood and Sustainable Communities Establishment of Income Generating Activities (IGA) to support beneficiaries	▪ Number of IGAs established, operational and sustained	▪ M&E Reports							▪

	in achieving financial sustainability following the repatriation							
	Expand KISKAM to reach at least 1000 beneficiaries	▪ Proposal developed. ▪ Meetings with partners	▪ Proposals ▪ Reports	▪	▪	▪	▪	▪
	Design a repatriation project for older persons in Urban areas as part of the 1000 families 'target	▪ Proposal developed. ▪ Meetings with partners	▪ Proposals ▪ Reports	▪	▪	▪	▪	▪
	Link KISKAM beneficiaries with other value adding actors to boost their businesses growth	▪ Linkages and networks formed. ▪ Opportunities accessed	▪ Reports	▪	▪	▪	▪	▪
		▪ SHGs formed and registered	▪ Meeting minutes ▪ Registration	▪	▪	▪	▪	▪

	Facilitate formation of SHGs among KISKAM beneficiaries and other community members		certificates						
	Transform the KISKAM Business support model to a revolving fund to inculcate ownership	▪ Revolving fund established. ▪ Company registered	▪ Business plan ▪ Number of loans given out ▪	▪	▪	▪	▪	▪	
		▪	▪					▪	
	Gender and Social Inclusion: Mainstreaming gender in the organization and programs	▪ Number of Gender Analysis Conducted ▪ Number of Gender Strategy Developed ▪ Engendered M&E Log	▪ Gender Analysis Report ▪ Approved Gender Strategy ▪ Revised M&E Log frame	3	0	1	1	1	▪ Document Review

	frame								
Cross Cutting Issues	▪	▪		3	0	1	1	1	▪ Document Review
Youth Empowerment: Training the youth to empower them in different aspects of their lives	▪ Number of youth trainings completed	▪ Training Reports							▪ Document Review

Research and Advocacy: Developing different knowledge management products to generate knowledge that can influence policy change	▪ Number of Knowledge Management Products developed	▪ Knowledge Management Products (Annual Reports, Factsheets, Blogs,)	8	8	8	8	8	▪ Document Review
Capacity Building: Building requisite business development and life skills of beneficiaries and youth to improve the quality of their lives	▪ Number of capacity building initiatives completed	▪ Capacity Building Reports						▪ Document Review

Environment: Organizing and undertaking awareness initiatives on sustainable environmental approaches to build resilient communities	▪ Number of environmental awareness initiatives completed	▪ Project Reports								▪ Document Review
Explore carbon markets e.g. Leverage Mashimoni project to enlist for carbon credits	▪ Number of proposals developed	▪ Proposals ▪ Assessment reports							▪	
Initiate Climate adaptation activities	▪ Proposals developed	▪								▪

									▪
	Establish links with other actors and climate change advocacy platforms	▪ Number of active engagements ▪	▪ Policy briefs ▪ Reports						

	Education: Undertaking different activities to improve learning environment of pupils in Mashimoni Squatters Schools (erecting a perimeter wall for security, putting up a science laboratory; providing meals to the needy students, providing school uniform to needy students; installing school library, providing students with key textbooks putting up a kitchen and kitchen store and school administration center and increasing the teaching and support staff.)	▪ Number of improvements completed to improve the learning environment of the pupils	▪ Project Reports						▪ Document Review

ANNEX 3: RISK MATRIX

During the development of the Strategic Framework, key strategic risks were identified that are likely to impact the operations of the organization and implementation of the Strategic Framework. Mitigation measures for were identified as illustrated in Table 4 below.

RISK ISSUES	POTENTIAL IMPACT	PROBABILITY	STRATEGIC MITIGATION MEASURES

▪ **Financial Risk**
  o Limited resources to finance the Strategic Framework and programs
  o Non-Compliance with regulatory and statutory requirements
  o Corruption, misappropriation of funds impacting the running of programs.
	▪ High	▪ Medium	▪ Expanding resource mobilization efforts to non-traditional donors, such as foundations, the private sector and emerging donor countries-UAE, Turkey, and Brazil.
			▪ Carrying out a donor mapping exercise to identify the non- traditional resource environment and players.
			▪ Develop and implement an appropriate resource mobilization strategy
			▪ Establishment of strong financial controls and audit systems

▪ **Organizational Risks** o Lean Staffing	▪ Medium	▪ Medium	▪ Recruitment and retention of staff with necessary skills

o Low operational capacity			▪ Strengthen the capacity of staff through training and mentorship

▪ **Operational Risks**
  o Changes in organizational structures following exists
  o Low levels of organizational visibility
	▪ Medium	▪ Medium	▪ Develop and implement a new organizational structure.
			▪ Develop and implement a succession plan for staff and board members to facilitate business continuity post exit
			▪ Develop and implement a comprehensive communication strategy
			▪ Utilize social media platforms and monitor visibility through social media analytics.

▪ **Technological Risks** o Failure to leverage on and adopt innovative technological advancements e.g., use of GIS for mapping processes	▪ Low	▪ Low	▪ Invest in and adopt modern and relevant technology

|			
▪ **Reputational Risks** ○ Negative brand image and visibility.	▪ High	▪ Low	▪ Establishment of strong institutional systems (financial, safeguards,)

ANNEX 4: SUSTAINABILITY PLAN

The purpose of the Sustainability Plan is to provide NCT with realistic options on how it may be able to sustain itself both financially and non-financially over the next 5 years.

SUSTAINABILITY STRATEGY	KEY ACTIVITIES
Strategic Planning	• Development of an organizational structure that provides a clear roadmap of organizational priorities, activities and key performance indicators. • Establish and strengthen internal systems and structures to facilitate transparency and

	accountability
Business Planning	• Establishment of organizational governance and management structures • Donor and stakeholder Mapping • Identifying organizational business model and determining the engagement strategy with different stakeholders • Writing winning proposals
Capacity Building	• Undertaking regular capacity needs assessment to identify capacity gaps • Investment in capacity development initiatives in proposal development, financial sustainability, grants management, project execution, monitoring and evaluation
Strategic Partnerships and Networking	• Selection and recruitment of strategic board members who can open doors for the organizations • Participating in donor meetings
Board Development	• Building the capacity of the board on resource mobilization
Diversify donor base	• Explore innovative resource mobilization strategies e.g., Public, Private Partnerships (PPPs), Use of In-kind contribution

ANNEX 5: ORGANOGRAM

Natural Capital Trust
TRANSFORM. RESTORE. SUSTAIN
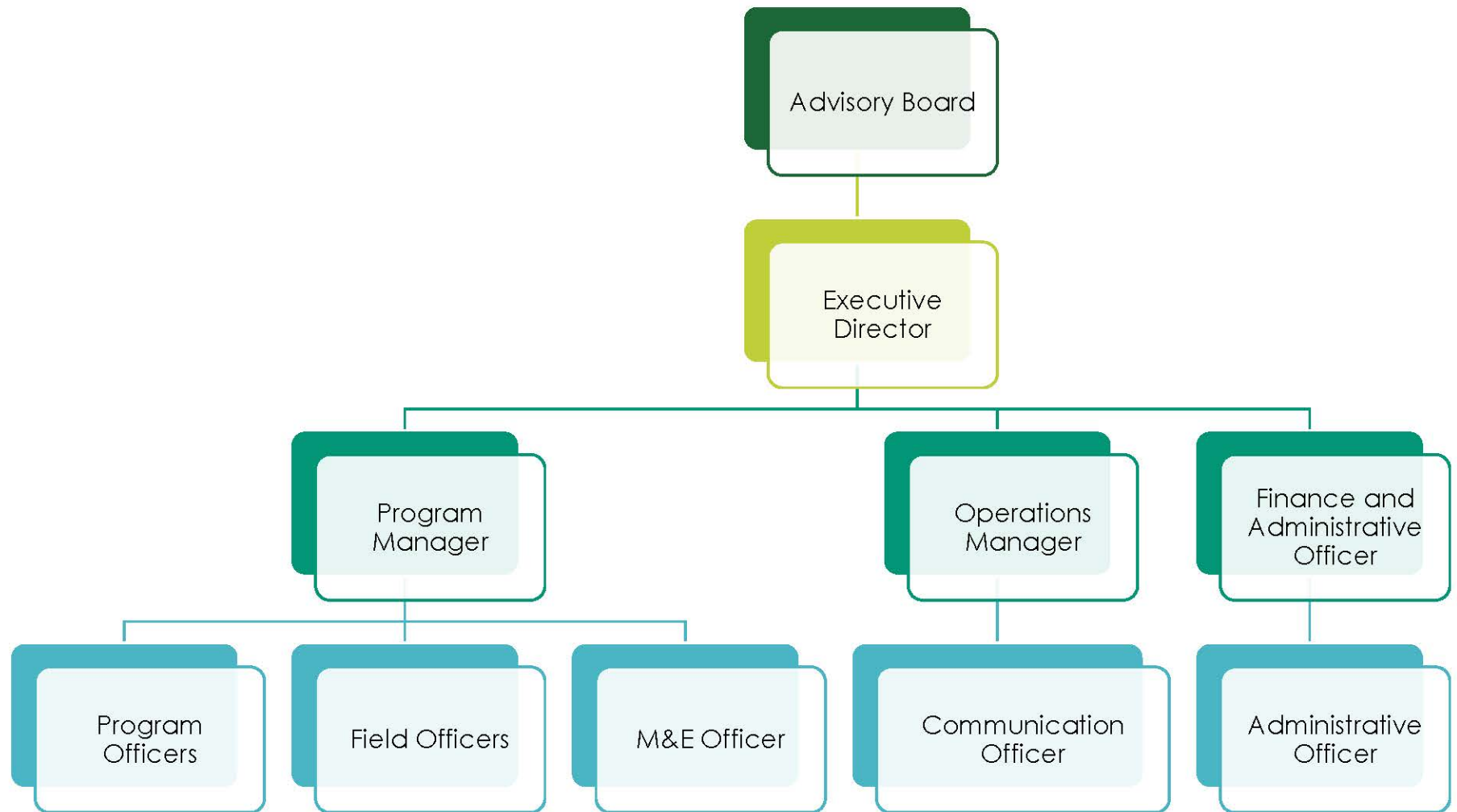
Upper Hill Gardens, 3rd Ngong Avenue

P.O Box 6931-00100, Nairobi, Kenya

TEL: 254 020 2405301, 254 020 2405285

Mobile: +254 796 551 878

Website: www.natcapt.org