



CARE International 2030 Vision for Kenya



Note from the Board

Dear friends and partners,

This vision ushers in an important phase in the life of CARE International in Kenya, setting the agenda for the period 2024-2030.

The strategy has been developed with due cognizance of CARE's past performance, an assessment of its current operating environment both locally and globally, and with a sharp focus on its future. It is a product of wide stakeholder consultations, both internally and externally.

Against the background of CARE's global *Vision 2030*, CARE shall continue its focus on addressing women and girls' vulnerabilities. CARE plans to reach 5.5 million people by 2030, the majority being women, which is a challenging but exciting commitment by the organization.

The Kenya program foci is intended to contribute to a comprehensive approach to addressing the root causes of poverty and social injustice for women and girls. The programs enabling strategies seek to be gender transformative, climate change and resilience building, locally-led, aware of the Humanitarian-Development-Peace (HDP) Nexus,

market-based, and should allow CARE to implement and scale cutting-edge programs.

Thank you to all who supported us on this journey, including the untiring CARE Kenya Board of Directors, CARE USA, CMPs, and the entire CARE confederation, the government of Kenya, both national and county levels. We look forward to working with you all during the next five years to change the lives of vulnerable women and girls.

We are grateful to all the communities in Kenya that have welcomed CARE's partnership, civil society and private sector, and we hereby commit to future strengthened and mutual partnerships.

Thank you,



Nelly Otieno

Chair of the Board of Directors

November 2023

A Transformative Vision for CARE in Kenya

As we celebrate our 55th year in Kenya, CARE International is excited to launch our strategy for CARE in Kenya.

Our vision for Kenya and Kenyans in 2030 is that a thriving private sector and civil society has taken the lead in enabling 5.5 million people from the most vulnerable and excluded communities to sustainably overcome poverty and social injustice.

Set within the framework of CARE International's recent *Vision 2030* and *Gender Equality Framework* (GEF), this new strategy seeks to adapt wholeheartedly to these challenges to find new and better ways to deliver resilient, sustainable change in the lives of women and girls throughout the country.

The Four Ambitions

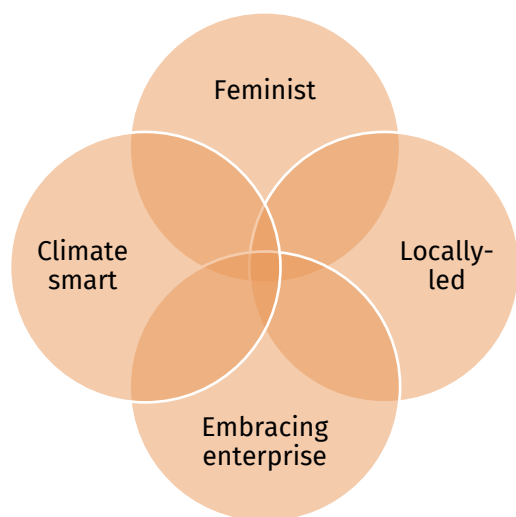


Figure 1: The Four Ambitions

We are embarking on a new direction for CARE in Kenya, reinforcing our commitment to gender transformative work, but with a bold shift in mindset that clearly points to the future. This is underpinned by four ambitions, which we commit to reaching for in all our programming.

Ambition 1. We will be a transformative ally to Kenya's grassroots feminist movement. CARE brings a unique gender lens and powerfully

From embracing enterprise to shifting power, this strategy seeks to ensure that as a leading partner, CARE Kenya continues to put gender equality and women's empowerment at the heart of everything we do.

transformative gender approaches within and across our programs. We commit to invest significantly in grassroots feminist advocacy, transferring more of our resources and bringing grassroots voices center stage.

Ambition 2. We will be truly locally-led, enabling a robust growth of Kenya's strong civil society. Civil society will play a very central and decisive role, not only in delivery but in decision making. We will explore innovative approaches and foster connections and partnerships with civil society organizations, private sector entities, and government institutions, research and academia. We will be intentionally open to learning from and being led by our partners, following the principles of Project Implementation by Facilitation Approach (PIFA). Following CARE's Regional Locally-Led Framework, we will grow our network of Civil Society Organizations (CSO) and Community-Based Organizations (CBO), super-charging the mechanisms by which we engage, and facilitating a greater local leadership in programs.

Ambition 3. We will transform the way we work with Kenya's thriving private sector, embracing enterprise and adopting a strong market-based mindset throughout. There is still a lot to learn about how we can work with the private sector to leverage joint-value that benefit both social and economic endeavors. This learning journey will take

us far beyond business-as-usual approaches to truly embrace the sustainable and transformative potential of women-led market-based commercial enterprise.

Ambition 4. We will actively identify and adapt to the climate dynamics in everything we do. We know that climate change has a significantly greater impact on women, girls and other marginalized groups than the general population. Climate is already part of CARE's Food, Water and Nutrition Security (FWNS) pillar, but we intend to raise our game so that it permeates across all our thinking. In particular, we have the power to strengthen grassroots climate advocacy and do more to build resilience in the populations we work with. As an example, CARE will share the experiences of Kenyan women and girls affected by climate change at COP28 under the theme 'Climate Change is Sexist'.

How these ambitions cut across our three impact pillars is laid out in the pages of this strategy. We recognize this is a long term commitment, and the journey only begins here.

We look forward to the next six years of successful partnership and learning!

Thank you,

Leah Kagwara, Country Director

December 2023

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Acronyms

ASAL	Arid and semi-arid lands
CBO	Community-based organizations
CSC	Community Score Card approach
CSO	Civil society organizations
DRR	Disaster risk reduction
EMB	Engaging Men and Boys approach
FFBS	Farmer Field Business School approach
FWNS	Food, Water and Nutrition Security
GEF	Gender Equality Framework
GEWE	Gender Equality and Women's Empowerment
HDP	Humanitarian-Development-Peace
INGO	International non-governmental organization
MEAL	Monitoring, evidence, accountability and learning
PIFA	Project Implementation by Facilitation approach
PSHEA	Prevention of sexual harassment, exploitation and abuse
PQL	Program quality and learning
SAA	Social Analysis and Action approach
SDG	Sustainable Development Goals
SRHR	Sexual, reproductive and health rights
VSLA	Village savings and loans associations
WLIE	Women Lead in Emergencies approach
WLO	Women-led organizations

Introduction

CARE International, Kenya

CARE International works for a world without poverty, in which rights and dignities are guaranteed and in which all people have the opportunity to realize their human potential. Founded in 1945 as a US-based organization providing aid to European war victims, CARE now has nearly 80 years of experience assisting and empowering the most vulnerable people across the world.

We are dedicated to fighting poverty and gender inequality in more than 100 countries, keeping gender equality and women's voice at the center of all our programming.

CARE International has been in Kenya since 1968. We are currently in 20 out of the country's 47 counties, reaching and assisting approximately one million people each year. We are part of the global CARE federation, but we are Kenyan-governed and Kenyan-led.

The Strategy Process

This strategic process was driven by CARE Kenya's leadership team and included three main stages: first, research, analysis, and reflection; second, strategic decisions; and third, design and operational planning. We consulted extensively over several months during each phase with communities, CBO partners, regional and national line ministries, CARE's peers, technical specialists, our board and our donors, and throughout the CARE Kenya and regional staff.

Decisions were framed by Kenya's country context, national trend analyses, CARE's Kenya footprint and experience, CARE's global *Vision 2030* and *Gender Equality Framework*, and CARE USA's East and Central Africa Roadmap.

Document Structure

This document starts with a Strategic Overview that introduces our goals for the next five years, before presenting a snapshot of the Kenya context and the analysis that informed those commitments. It then presents key global conceptual frameworks from the CARE International federation, followed by CARE's 2030 Vision for Kenya, which details the goal, pillars, and Impact Model for this strategy. Technical sections then walk through the three program pillars of Gender Equality and Women's Empowerment (GEWE), FWNS, and Humanitarian and Emergency Response. The 'how' of this strategy is presented using four Cross-Cutting Impact Enablers and several Resourcing and Operations considerations.

Strategic Overview

By 2030, 5.5 million people in the most vulnerable and excluded communities have overcome poverty and social injustice.

CARE Kenya's goal for this strategic period is that 5.5 million people in the most vulnerable and excluded communities have overcome poverty and social injustice. This goal rests on three inter-related program pillars.

Figure 2: CARE Kenya's Program Pillars

Pillar 1. Gender Equality and Women's Empowerment. People of all genders experience greater equality in their lives.

Pillar 2. Food, Water and Nutrition Security. Communities have increased food productivity, have better access to water and access to healthier diets.

Pillar 3. Humanitarian and Emergency Response. Provide quality and gender focused and localized humanitarian assistance to those affected by major crises.

Pillar 1. Gender Equality and Women's Empowerment (GEWE). Taking a strong rights-based approach to women and girls' protection, health, and voice, this pillar provides the anchor for transformative gender-integration across the whole strategy.

We will work with institutions, CBOs and women, girls, and adolescents to build impact across our four GEWE result areas:

- **Women's voice and leadership**, by supporting women and girls' groups and through collective action.

- **Participation in household, community and policy decision making**, by changing norms and providing training in public and private institutions at all levels.
- **Knowledge and skills to act on sexual, reproductive and health rights (SRHR) among adolescents**, through rights-based advocacy, accountability, and economic empowerment.
- **Gender equal and non-violent norms**, by engaging men and boys, cooperatives, and duty-bearers on issues of gender-based violence (GBV) and the prevention of sexual harassment, exploitation and abuse (PSHEA).

At the core of the strategy, our **Gender Equality and Women's Empowerment** program will be:

- ✓ Rights-based
- ✓ Community and civil society-led
- ✓ Evidence building
- ✓ Truly cross-cutting

Pillar 2. Food, Water and Nutrition Security (FWNS). CARE will focus efforts on innovative pathways that progress women in the formal and informal agriculture sectors toward market-based, commercially-led, and enterprising business growth for local, national and even international markets, all delivered with a strong climate, gender, and technology lens.

We will work with the private sector and commercial enterprises in all value chains to build impact across our five FWNS result areas:

- **food production**, through climate-sensitive, tech-driven, demand-driven and enterprising agricultural practices.
- **economic resilience**, with inclusive access to finance and market systems.

- **dietary diversity**, through robust, nutrition sensitive agricultural value chains.
- **access to multi-use water**, through better agriculture-focused water systems, water supply, and water management.
- **climate resilience**, through a better capacity to anticipate, adapt to and recover from climate shocks throughout food systems and markets.

Our **Food, Water and Nutrition Security** program will be:

- ✓ Resilient, inclusive, and sustainable
- ✓ Market-based, commercially-led, and enterprising
- ✓ Climate, gender, and technology focused.

Pillar 3. Humanitarian and Emergency Response.

CARE will transition away from direct assistance and seek to enable dignified, locally-led, and resilient response systems. We will transfer resources by expanding cash and asset transfers. We will empower CBOs as true first responders, under CARE's Women Lead in Emergencies approach. Programming will be informed by the HDP Nexus, seeing recovery and peace-building as integral components to emergency response.

We will work with communities, the displaced, the local humanitarian community - especially women-

led bodies – to build impact across our five humanitarian result areas:

- **life-saving food security and nutrition humanitarian assistance**, through emergency food, cash, livestock, and nutrition assistance.
- **life-saving WASH services**, with quality, resilient multi-purpose water supply, hygiene, and sanitation systems.
- **resilience to shocks**, through resilience building recovery efforts linked to livelihoods, migrant reintegration, and community-based Disaster Risk Reduction (DRR).
- **humanitarian policies and structures**, through rights-based advocacy, influence, and training.
- **gender and protection prevention, response and mainstreaming**, through internal and external training, advocacy and capacity building, with a focus on GBViE.

Our **Humanitarian and Emergency Response** program will be:

- ✓ Resilience-building
- ✓ Locally-led, women-led
- ✓ Nexus driven
- ✓ Gender transformative

Kenya in 2023

At the start of 2023, the Center for Economic Analysis conducted extensive context and trend research across CARE Kenya's program areas, collecting data for each of Kenya's 47 counties for almost all indicators. This then informed a trend analysis by the country office, leading to key strategic decisions about our ambitions for 2030, the future of our programs, and how we run our operations.

Kenya, a vital economic, financial, and transport hub in East Africa, achieved lower middle-income status in 2014. The country's successful economic growth and development are propelled by educational advancements, a thriving entrepreneurial population, and a growing private sector. Although Kenya briefly dropped to 152nd out of 190 countries on the Human Development Index in the wake of the coronavirus pandemic, it has since rebounded, and the overall economic outlook remains positive.

Kenya is often hailed as a regional leader in GEWE. However, behind the national progress lie stark disparities between different counties across the country. These disparities are intricately linked to negative social norms, poverty, food insecurity, and climate risks.

Agriculture serves as the foundation of economic growth, with a vibrant commercial and civil society sector. Nevertheless, gender inequality and frequent shocks pose challenges to inclusive growth, disproportionately affecting women, girls, and the less privileged. Therefore, it is imperative to ensure that Kenya's agricultural growth and social equity can withstand the impacts of climate change.

Given the marked geographical disparities and the intricate interplay of social and environmental factors, which affect individuals of different genders and ages, CARE must make judicious

geographical choices while embracing an intersectional approach to promote gender transformation.

Gender Equality and Kenya's Feminist Movement

Kenya has made progress toward gender equality in recent decades, but significant gaps remain across economic, political, social, and health spheres and there is significant disparity between regions.

The devolution process has given local county governments significant influence, and these administrations are generally more open to engaging in gender-related policy implementation. The country's open political environment allows for advocacy in policy implementation and addressing social norms.

Kenya recently rose 15 places in the Gender Equality Index with a score of 0.55. However this differs across the country: in Samburu it is poor, at 0.73. In Nyeri it is 0.53. This highlights the gap in implementation of gender policy, a more closed local political environment, and negative gender norms. This regional and county disparity is reflected in the SRHR, FWNS, and safety data, showing that gender inequality in these areas is closely linked to poverty, climate vulnerability, and entrenched negative gender norms. Areas where harmful gender norms are entrenched, and climate vulnerability is high see the greatest impediment to social change and economic resilience. Women and girls in these areas in particular lose out.

Kenyan civil society is diverse, active, and vibrant and consists of a wide range of organizations and associations and has a robust representation of women's rights and feminist organizations, networks and movements. With its ever-growing number of civil society actors in the country – in 2020, 11,624 NGOs and 70,000 societies - access to funding is a major challenge for the sustainability of organizations and their actions.

Economic Empowerment and Security of Livelihoods

Age, education, wealth, and regional service disparities make it hard for women and girls from economically and geographically disadvantaged families and communities to break through the cycle of poverty.

While it is far off from the 2025 Sustainable Development Goals (SDG) target of 14%, Kenya's absolute poverty rate remains in decline, dropping from 36% in 2020 to 33% in 2022. However, unemployment among the youth in Kenya is at 67%, while the overall unemployment rate in Kenya is 13%. Employment and income generating opportunities in Kenya are unequally distributed and inaccessible to the majority of Kenyans, especially among the rural populations, which results in increased poverty and rural-urban migration.

Women comprise an estimated 43% of the agricultural labor force in developing countries, but they only own about 15% of the land. Drylands cover 84% of the country's land surface and are home to approximately 9.9 million people (34% of the population). These areas are also responsible for approximately 80% of the nation's ecotourism, 60% of its livestock, and up to 75% of the wildlife population.

Resilience and Shocks

Women and girls, often dependent on rainfed small scale agriculture and natural resources, face a higher risk of GBV linked to their lower socio-economic status and cycles of economic and psychological stress during climate shocks.

Annually about 5 million people are affected by drought – when major droughts occur, this number almost doubles. Extreme weather events are likely to intensify due to climate change exacerbating incidences of floods and droughts, negatively

impacting on the agriculture sector and food security, water access, and economic stability.

The last major drought in 2017 left 3 million people in need of emergency food assistance. The economy loses about 2.0 – 2.5% of its Gross Domestic Product every year due to effects of climate change.

Neighbored by conflict-torn South Sudan in the northwest, Ethiopia in the north, and Somalia in the east, Kenya is home to over half a million refugees, which could rapidly increase if the external security context deteriorates.

Global Trends

CARE sees that the traditional role played by International NGOs (INGO) over the last 30 years is losing relevance, forcing us to reflect and reconsider our position in the Kenyan ecosystem.

Political shifts in the US and Europe have shifted donor government priorities and reduced aid spend. Social movements, including #BlackLivesMatter and #MeToo, have changed perspectives on power balance throughout the aid delivery chain and led to parallel #DecoloniseAid and localization movements within the international community.

Conclusion

In this context, CARE has a particularly impactful role to play in advancing GEWE. We must commit to working with the energetic CSO and commercial sectors to address the discrimination that women face, hindering their ability to fully participate in the economy as entrepreneurs and leaders. We must facilitate locally-led and locally-owned DRR and disaster preparedness efforts to achieve true resilience. Solutions need to be locally-owned and tailored to specific contexts, as climate impacts vary across different value chains, cultures, and economies.

Conceptual Framework

This strategy for Kenya is framed by CARE's global strategic frameworks. Together, this body of work captures the belief and attitudes common to all members of the CARE International federation.

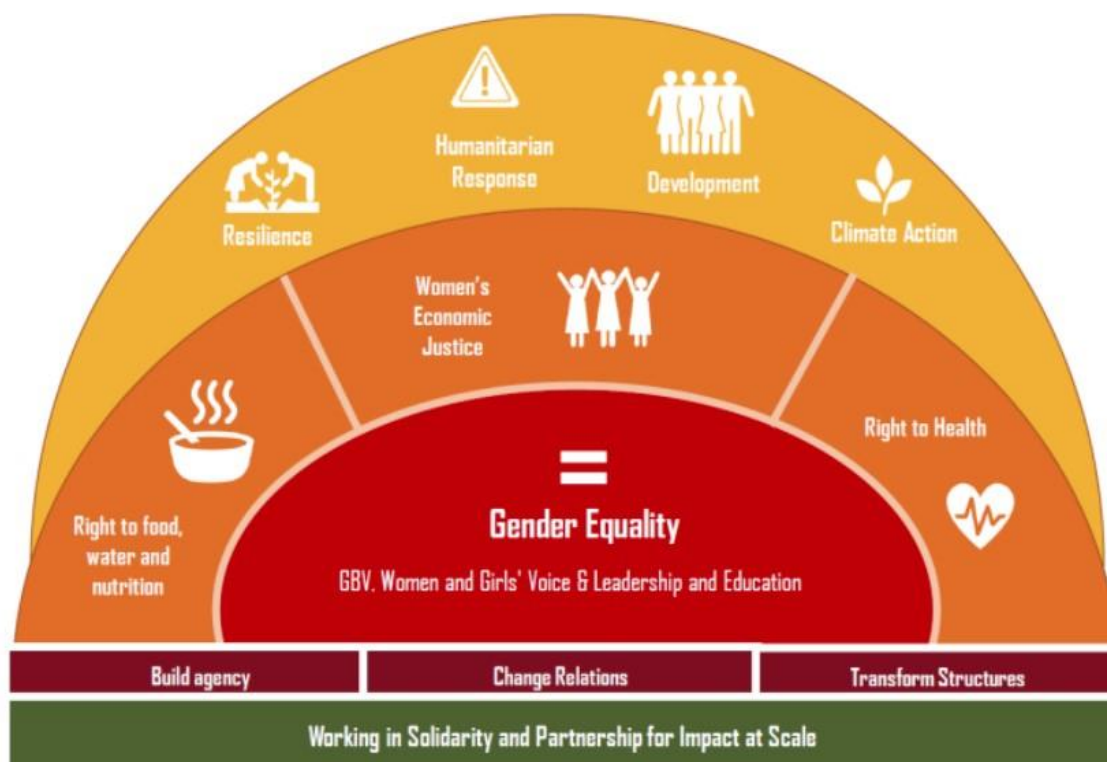
Globally, CARE's efforts to advance gender equality are grounded in our *Gender Equality Framework (GEF)*, which is the Theory of Change for our *Vision 2030* and our *Global Goals* (see fig. 3).

CARE's Vision 2030 and the Global Goals

CARE contributes to lasting impact at scale in poverty eradication and social justice, in support of the SDGs. While all that we do is to support the achievement of ending poverty (SDG 1), gender equality (SDG 5) sits at the heart of our programmatic ambitions and radiates throughout our work.

Across the world, CARE and our partners support 200 million people from most vulnerable and excluded communities to overcome poverty and social injustice.

Figure 3: Vision 2030



To deliver on this, we have established global targets for 2030 for our six global impact areas:

✓ **Gender Justice**

50 million people of all genders experience greater gender equality (particularly the elimination of GBV, increasing women's and girls' voice, as well as education).

✓ **Health and Sexual and Reproductive Health**

50 million people increase the fulfillment of their right to health, and 30 million women their right to sexual and reproductive health.

✓ **Economic Justice**

50 million women are economically empowered and have greater access to and control over economic resources and opportunities.

✓ **Food, Water and Nutrition**

75 million people increase their fulfillment of the right to adequate food, water, and nutrition.

✓ Humanitarian Action

CARE provides quality, gender-focused and localized humanitarian assistance to 10% of those affected in major crises, reaching at least 50 million people by 2030.

✓ Climate Action

25 million poor and marginalized people, particularly women and girls, have strengthened their resilience and adaptive capacities to the effects of climate change and are contributing to the energy transition.

CARE's Gender Equality Framework

In all CARE's global impact areas – from humanitarian assistance to health equity and rights, to food and security, to climate justice and women's economic justice – the evidence is clear that we will not have lasting impact if we do not address gender injustice. Promoting gender equality is the right thing to do. It is also the necessary thing to do to advance social justice and sustainable development for all.

To achieve gender and social justice, the GEF Theory of Change (see fig. 4) outlines the vertically integrated outcomes of building agency for

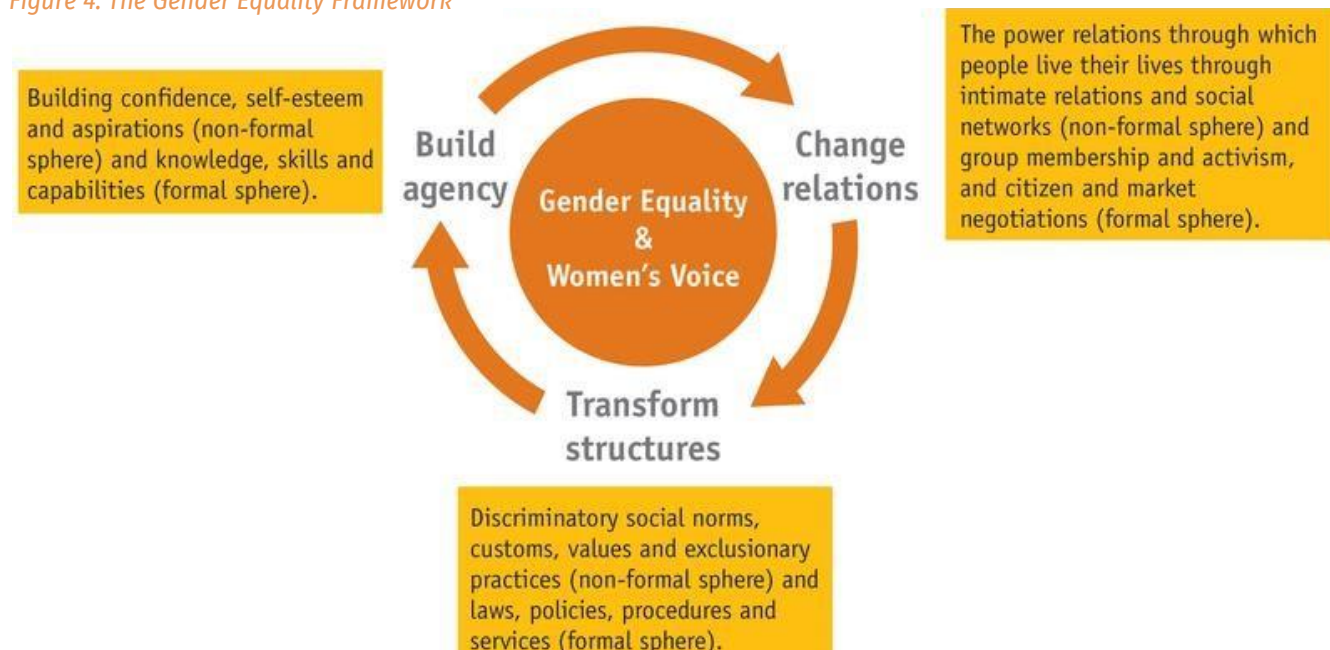
individuals, changing their relations with peers and ecosystems, and transforming the social, political, and legal structures in which they exist.

To **build agency**, CARE works with individuals to raise the consciousness, self esteem, confidence, and aspirations to change their world, and the knowledge, skills, and capabilities to do so.

To **change relations**, CARE addresses inequality that persists in intimate relations, family, social and political networks, marketplaces, and community or citizen groups.

To **transform structures**, CARE advocates against discriminatory laws and for new laws and policies to reduce discrimination. Our work is shaped by a long term holistic approach to change gender norms and remove barriers to women's and girls' participation in decision making.

Figure 4: The Gender Equality Framework



CARE's East and Central Africa Region RoadMap

CARE Kenya is part of CARE's East and Central Africa Region; a platform of nine country offices plus a regional hub. Together we work on the challenges and find the opportunities throughout this diverse and dynamic region.

As a regional leadership team, we have identified a set of five shared priorities which are the pillars of our collective Regional RoadMap. Along with our

partners we work toward and share learning across the region to be:

- Gender equal
- Locally-led
- Globally scaled
- Program quality and learning driven
- Operationally excellent

CARE's 2030 Vision for Kenya

CARE's 2030 Vision for Kenya and Kenyans is that a thriving private sector and civil society takes the lead in enabling 5.5 million people from the most vulnerable and excluded communities to sustainably overcome poverty and social injustice.

Considering the contextual trends within CARE's conceptual frameworks, our bold vision for Kenya connects two fundamental observations.

First, we know that gender equality, food and water security and women's economic justice are intrinsically linked, and together these are undermined by both humanitarian and climate risk. The evidence supports this: the Kenyan counties with the lowest gender equality indicators and poorest livelihoods conditions also suffer the greatest recurrent or prolonged humanitarian crises.

Second, Kenya's CSO sector and commercial enterprise are both very strong in many places, and the feminist and climate movements have significant momentum across the country. This sets Kenya apart from her regional neighbors and offers an opportune environment for change.

To deliver on our vision, CARE will focus our efforts in regions marked by significant gender inequality, poverty, and food and livelihoods insecurity. We will scale previous success to areas that are being left behind, working in both development and humanitarian settings, and fully embracing the opportunity of enterprise, CSO and feminism in Kenya. Cognizant of the fragile situation in the Horn of Africa and Kenya's vulnerability to climate shocks, we will continue offering life-saving support

in humanitarian settings, being there to support our partners when and where disaster hits.

The Three Pillars

The three program components of this vision are as follows.

Under our GEWE pillar, public, private, and civil society institutions are gender equitable, representative of and responsive to people of all genders and ages. Partnering with research institutions, public and private partners, CARE enables partners to build and share evidence on what works in different contexts and to scale up gender transformative practices.

Through the FWNS pillar, CARE works with local feminist organizations and commercial institutions to promote sustainable food and market systems by building a strong commercial ecosystem that benefits women, girls and the poor. Productivity interventions in an updated Farmer Field Business School model move beyond simply improving climate-smart productivity and consumption, and is now driven by market demand, supported by Collective Action, and catalyzed by enterprise.

The Humanitarian and Emergency Response pillar is driven by CARE's Women Lead in Emergencies model. Working in CARE's core emergency themes of food security, nutrition, economic recovery, and WASH, we enable local, women-led structures in vulnerable communities to deliver locally-led, GEWE centered, life-saving humanitarian assistance to vulnerable, conflict and crisis affected populations, refugees, and displaced populations. A focus on local institutions and markets, such as WASH service and commodity providers, ensures a sustainable, commercially-led approach. A stronger institutional and coordination environment will enable a more nexus-smart and inclusive humanitarian system.

Our Impact Model

Drawing on the global *Vision 2030* framework, the Impact Model for this strategy (see fig. 5) visualizes the interaction between CARE Kenya’s three pillars, our four ambitions, and the GEF as follows. It determines that GEWE is at the heart of everything we do, sitting at the center of change and feeding into all work in the FWNS and humanitarian pillars. All pillars are built on the foundational concept of agency, relations, structures. All pillars are housed in our feminist, locally-led, climate-first and enterprising ambitions. To hold ourselves to account, objectively measure impact and enable innovation and adaptation, change is premised on a basis of robust monitoring, evidence, accountability and learning (MEAL) as well as program quality and learning (PQL).

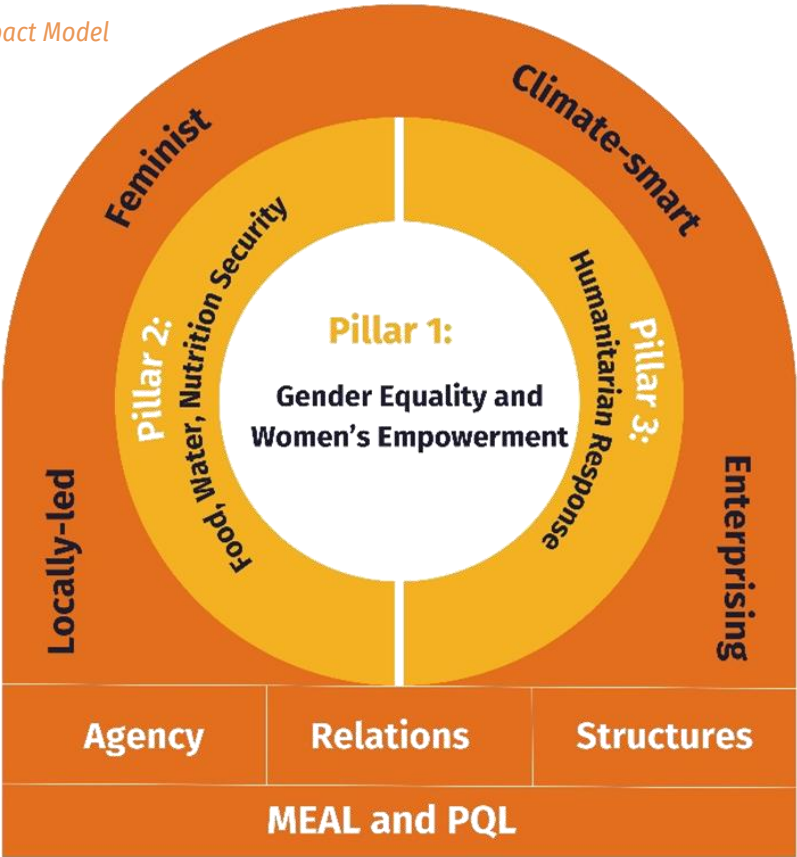
Evolving the Operational Model

Some key operational decisions have been made to advance our vision.

Our previous five programs and four cross-cutting themes have been refined and restructured into three pillars and four ambitions. This reflects the growing interconnectedness and integration of critical aspects of our work and creates a more efficient and clearer management structure for the country team. It also aligns more closely to CARE’s global *Vision 2030*.

We will refine our geographical footprint, scaling down presence in the west and southwestern regions, moving into the north, central and east. Project funding has driven our expansion across multiple regions, straining our ability to sustainably support project quality. This extensive geographic reach stresses our support functions and limits our efficiency. While we have fostered lasting gender equality change in some counties, our analysis highlighted gaps persisting in others.

Figure 5: CARE Kenya's Impact Model



A crowded donor space and our commitment to locally-led enterprising solutions means we must open ourselves to resourcing and funding models that do not center INGOs. This is a new and challenging area for CARE Kenya, and represents perhaps the biggest step change from business-as-usual. We must be extremely creative and humble in mobilizing commercial and Kenyan-owned resources, listening to our allies and seeking to innovate.

These decisions will be supported by a series of structural changes, as outlined in the [Resourcing and Operations](#) section.

Cornerstone Technical Approaches

Success in the previous strategy was built on several flagship technical approaches that set us apart from our peers. Over the next year, we will adapt these approaches to reflect our ambitions and our new geography, incorporating market-based solutions, climate-first approaches, evidence-based advocacy, and an enterprise mindset. The following approaches will play an important role in our vision.

Project Implementation by Facilitation Approach (PIFA). CARE is piloting an adaptation of USAID's PIFA approach, which will become central to our ambition to be truly locally-led. PIFA aims to facilitate widespread locally-owned systemic change, while avoiding direct intervention. It requires a shift in thinking toward supporting, guiding and coaching stakeholders, rather than thinking, talking and doing on their behalf. This is a new framework will guide our new culture, but it will take time for CARE to change our systems and approaches using this model. PIFA runs throughout all pillars.

Community Score Card (CSC). Developed by CARE in 2002, CSC is an internationally recognized participatory governance approach for enhancing the implementation of quality services, emphasizing good governance and advocacy to

influence policy and budget changes. CSC serves as an easy-to-use, adaptable two-way tool for assessing, planning, monitoring, and evaluating services, uniting service users and providers to collectively address delivery issues. Our goal is to expand CSC to enhance citizens' voices in demanding higher-quality and more equitable service delivery while influencing service provision quality, efficiency, and accountability. CSC is also deployed throughout all pillars.

Social Analysis and Action (SAA). SAA is a catalyzing community-led change process. Community members are engaged in critical reflection and dialogue to challenge social norms, beliefs, and practices. They collaborate to create more equitable gender norms and foster community support for the desired changes. SAA is implemented alongside other gender approaches like Engaging Men and Boys (EMB) and the Women Lead in Emergencies (WLiE) model. It is housed under pillar 1.

Engaging Men and Boys (EMB). The EMB approach encourages men and boys to reflect on gender, masculinities and social norms, and on the power dynamics within their relationships. Groups are formed to build supportive networks among men and within their communities, with the aim of inspiring organic and large scale behavior change. These groups can act as platforms for further action in support of gender equality. EMB is housed under pillar 1.

Farmer Field Busyness School (FFBS). The FFBS approach works with the extension service to build climate-resilient, commercially-minded capacity that goes beyond simple productivity gains for female producers in agricultural value chains. It strengthens links to private sector service providers including digital financial services and connects to our work on voice and leadership for women in commercial and market ecosystems. FFBS sits under pillar 2.

Collective Action. Collective Action brings together informal and small scale women-led businesses together to aggregate supply and demand in the commercial marketplace. Collective Action sits under pillar 2.

Women Lead in Emergencies (WLiE). WLiE is an established sub-component of CARE's locally-led framework. Here, we collaborate with Women-Led Organizations (WLOs) to bolster their role as primary emergency responders, leveraging community resources and empowering local WLOs, including refugees, to devise solutions during crises. It aims to reinforce women's influence and leadership and decision making in programming, in community and local governance. This transformation involves engaging men, male leadership, and other power holders while enhancing women's collective agency and leadership. WLiE sits under pillar 3.

Gender Equality and Women's Empowerment (Pillar 1)

Our ambition to be truly locally-led is most prominent here, and working with feminist movements in Kenya presents an exciting learning curve. Alongside South Africa, Kenya is one of the continent's leaders in the growth and strength of feminist and women's rights movements and networks.

To meet our four ambitions, CARE must understand the GEWE landscape across all our geographies and take time to build relationships, trust and understanding with feminist ally organizations. We must invest in these relationships and networks, recognizing the strength of some of our partner organizations, and adopting humility. Gender and climate are very closely linked, with implications in both formal and informal commercial spaces. CARE will take up feminist advocacy on climate issues. We must enhance, facilitate and amplify our feminist partner strategies, take the lead from local institutions and identifying opportunities to strengthen private sector enterprises in the women's rights and services spaces.

Under the GEF, GEWE will:

- **Build Agency:** Enhance the skills, capacity and confidence of women and girls to understand, voice and realize their rights, and to influence formal and informal decision making at household, community, district and national level.
- **Change Relations:** Support women, girls' men and boy's public and private institutions to create gender equitable change, through collective action and solidarity networks.
- **Transform Structures:** Promote gender equal and non-violent attitudes, behaviors, practices, and policies. Strengthen capacities of households, public and private institutions to change harmful and restrictive social and gender norms.

We seek four results in this pillar.

Result 1.1. Women's Voice and Leadership

Women are significantly underrepresented in politics and leadership positions in Kenya and progress has faltered. In 2020, only 24% of public servants were women, 6% less than in 2010, indicating a widening gender gap. In the 2022 general elections, only 10% of elected Members of Parliament were women, along with 15% of governors and 7% of Members of County Assemblies. Six counties did not elect any women to any elective seats. Further, women hold less than a quarter of managerial positions in Kenya.

The government has shown positive political will toward gender and women's issues and made efforts to increase women's representation in political processes. While the legal framework has improved and gender-friendly policies are in place, data reveals that these policies often do not translate into action on the ground.

1.1 Pathways and Approaches

We will support our partners, including women and girls, men and boys, to create gender equitable change, through collective action and solidarity networks. Specifically:

- Strengthen institutional capacity of WLO, WRO, public and private institutions to advocate for gender equality for all.
- Strengthen formal and informal collaboration and networking between feminist, male engagement and WLO/WRO organizations, public and private institutions.
- Strengthen the capacity of girls, boys, and youth in influencing and leadership toward gender equality.

- Strengthen institutional capacity of WLO, WRO, public and private institutions to prevent, mitigate and respond to GBV.

Result 1.2. Positive Gender Norms

Societies with less restrictive norms tend to have more gender equality. Harmful norms often manifest through discriminatory traditional laws and practices related to marriage, inheritance, and property ownership. Additionally, they contribute to issues like child marriage and GBV.

Gender norms that persist throughout Kenya can undermine women's bodily integrity, require them to shoulder most of the unpaid care work and limit their role in decision making at all levels. NGO data shows that Kenyan women spend five times more time on primary care work than men (5 hours per day), Men, in turn, spend double the time of women on paid work (10.5 hours for men in comparison to 5.3 hours for women). In certain contexts, such as the Northern Kenya drought, social norms continue to drive practices like early marriage and dowry as coping mechanisms.

Owning land is key for economic productivity and wellbeing, but women own substantially less land than men in Kenya. Approximately 15% of agricultural land in Kenya is owned by women, compared to 34% owned by men, while most of the rest is under government and communal ownership. In addition, women have less secure tenure rights even when they do own land.

1.2 Pathways and Approaches

Holistic efforts are required to shift underlying social norms and attitudes that perpetuate gender inequality.

We will work with feminist advocates and WLOs to build the abilities of households, public and private institutions to change harmful and restrictive social and gender norms. Specifically:

- Engage men and boys as allies of gender equality.
- Strengthen capacities of public, private, women-led CSOs, to integrate social and gender norms change actions, in their programs.
- Building evidence and facilitate learning on gender and social norms change.
- Strengthen capacities of public, private, women-led CSOs, to prevent and mitigate GBV associated with harmful and restrictive social and gender norms.

Result 1.3. Sexual and Reproductive Health Rights

Gaps in access to contraception, family planning information, and maternal healthcare services constrains women's sexual and reproductive health and rights. Access to these services can help to prevent unintended pregnancies, reduce maternal mortality, and improve women's health and wellbeing. However, 14% of married women have an unmet need for family planning, and over half a million girls are married before age 18. Improving adolescent girls' access to reproductive health services and information is vital.

Adolescent pregnancies are significantly higher in Kenya's rural areas and among girls with no or limited education and from the lower wealth quintiles. Nationally, 15% of girls aged 15-19 have had a pregnancy, and this ranges from 4% in Nyeri to more than half in Samburu.

1.3 Pathways and Approaches

Empowering adolescents' boys and girls to voice their SRHR rights and enhance their livelihoods opportunities. Specifically:

- Support quality and youth friendly SRHR services that respond to the needs and rights of all young people.
- Improve socio-cultural, political, and legal environment for gender-sensitive, youth friendly SRHR.

- Support provision of livelihoods and economic opportunities through providing employability skills.

Result 1.4. Freedom from Violence

Physical and sexual violence remains widespread in Kenya. The rate of women who have experienced physical GBV in their lifetime has dropped by 10% since 2014, however it still remains high at 34%. The regional disparity is stark: the rate is 9% in Mandera but 62% in Bungoma. Despite years of intervention, experience of sexual violence remains at 13% nationally. Current or former intimate partners are some of the most frequent perpetrators.

1.4 Pathways and Approaches

Comprehensive prevention, response services, legal reforms, and support for survivors are essential to counter pervasive GBV in homes, schools, workplaces, and public spaces.

We will provide technical assistance on GBV prevention, mitigation, and gender responsive policy and practice. Specifically:

- Provide technical assistance to drive gender responsive policy and legislation on GBV mitigation, SRHR, and gender at county level.
- Work with county health institutions, law enforcement, judiciary, children's department, GBV rescue centers to scale up evidence-based GBV and mitigation models.
- Provide technical assistance to national institutions, ministries, departments, agencies, KSG, and the private sector to improve their policies and training programs on GBV mitigation and SRHR.
- Engage in partnerships with male engagement organizations to combat GBV and promote gender responsive policy and practice.

Right to Food, Water and Nutrition Security (Pillar 2)

Under this pillar, small scale producers and agricultural communities will benefit from resilient, inclusive, and sustainable growth in Kenya's agricultural sector.

CARE Kenya, in partnership with private and public actors, will strengthen aggregation and collective investment by small scale producers, facilitate access to market information systems, expand value addition opportunities, promote linkage with market actors for credit and insurance services and advocate for favorable market regulations and tariffs, with the local government authorities. There will also be a new focus on commercial strategies to bring women producers closer to larger national and export markets.

To meet our four ambitions, CARE will expand our focus on an individual producer's supply and income to taking a full market ecosystem approach. We must recognize producers not only as individuals, but as central players in a complex and commercially driven local-to-national marketplace, with multiple entities and drivers. Climate plays a huge role in undermining markets and food systems, and preventing graduation out of poverty. The barriers that prevent women from fully participating and leading in this marketplace are complex and nuanced, reaching from limited individual agency to institutional shortfalls. We therefore must strengthen our working knowledge and approaches to the commercial institutions at all levels and work very closely with feminist partners close to the problem.

Under the GEE, FWNS will:

- **Build agency:** Enhance the skills, capacity and confidence of women and girls to engage in agricultural activities, making informed decisions about their own involvement with markets and market services.

- **Change relations:** Change women's relationship with the market and financial systems, and with their communities through better norms. Strengthen Small Scale Producers access to finance and market systems.
- **Transform structures:** Transform market and food institutions to be more feminist, sustainable and climate-smart, sustainable, inclusive and ultimately accessible for women and youth in agriculture.

We seek five results under this pillar.

Result 2.1 Demand-Led Food Production

The drivers of low agricultural productivity in Kenya include limited access to information and services at 21%, quality and affordable inputs, low mechanization, and over-reliance on rainfed agriculture. The proportion of national extension staff to farmers is 1:1000, compared to the recommended 1:400 ratio. Input costs have risen in the current economic climate, and only 30% of farms are using modern technology, compared to the government's *Kenya Vision 2030* target of 50%.

CARE Kenya will strengthen partnerships with the public and private sector, to improve small scale producer's access to quality agricultural inputs and services, positively shift restrictive social norms and practices on access, utilization, and ownership of productive resources by women small scale producers.

2.1 Pathways and Approaches

Increasing sustainable, women-led and commercially driven agricultural productivity. Specifically:

- Improve small scale producers' access to and use of agricultural inputs and services.

- Integrate climate-resilient technologies and approaches in small scale producer systems.
- Diversify food production for households' consumption and markets.
- Establish and strengthen effective agricultural and livestock information systems (seasonal climate, price, techniques, early warning) and climate services.
- Improved access to water for livestock and crop productivity.
- Shifting positively harmful social change norms and practices related to access.
- Strengthen GBV mitigation in agriculture production and practices.

Result 2.2 Commercial and Economic Resilience

The collective marketing system for small scale producers in Kenya is weak, and linkages with upstream value chain actors and is constrained by poor governance. Producers' low and fluctuating supplies often fail to meet the minimum aggregate threshold required by major buyers. Post-harvest losses in agricultural commodities stand at over 30% for harvested crops, 40% in dairy and 25% in fish, contributed by inadequate harvesting, handling and distribution techniques, poor storage facilities and perishability nature of agricultural commodities.

2.2 Pathways and Approaches

Strengthen female producers' commercial success, through access to finance and market systems. Specifically:

- Strengthen commercialization of small scale production.
- Strengthen aggregation and collective investments.
- Strengthen capacity of small scale producers engage with market systems.

- Promote access to agricultural credit and insurances working with users and suppliers.
- Promote access to market information systems.
- Promote business development models for small and medium enterprises and cooperatives.
- Promote value addition and processing for agriculture produce.
- Strengthen GBV mitigation.
- Promote meaningful engagement of women in finance and market systems.

Result 2.3 Dietary Diversity

In Kenya, 26% of children under 5 - over 2 million children – are stunted, with devastating long term effects, including diminished mental and physical development. 11% of Kenyan children are underweight, with 4% wasted resulting to increased preventable deaths among young children. Cases of overweight and obesity continue to rise with the prevalence of overweight or obesity among urban adults at 36% and 22% among rural adults.

CARE Kenya will work with the county and national governments and private sector to promote production and consumption of nutritious and commercially viable crops, advocate for nutritious sensitive policies and shift social norms that limit access and consumption of nutritious food by children, pregnant and lactating women.

2.3 Pathways and Approaches

Improving access to nutritious for households. Specifically:

- Promote production of nutrition sensitive food.
- Advocate for policy change for nutrition sensitive policies.
- Strengthen supply chains of nutritious foods from small scale producers to markets.

- Promote consumption of nutritious foods.
- Shifting positively social norms.

Result 2.4 Access to Multi-Use Water

Disparities still exists in different counties hence the need for greater investments in water infrastructure and access to safe drinking water in the more rural and underserved counties.

The trend in the percentage of people using at least basic drinking water services in Kenya has steadily been increasing from 47.3% to 61.6% in 2020. The national average access to potable water stands at 58% of the population, however the regional disparity is striking, ranging from 86% to 30%. 98% of Kenya's agriculture is entirely rainfed, and only 19% of the targeted 10.5 million hectares of potentially irrigated land has been developed.

2.4 Pathways and Approaches

CARE Kenya will work with the public and private sector to strengthen water governance and accountability systems, promote use of climate-smart technologies, and enhance women participation in water management.

We will strengthen WASH Systems and Management. Specifically:

- Strengthen water governance and accountability systems.
- Support the privatization of water management systems at the community level.
- Support the development of infrastructure to improve water access.
- Integrate innovative water technologies for safety quality and access.
- Strengthen women participation in water governance and accountability systems.
- Shift social norms.
- GBV mitigation.

- Promote climate-smart water technologies, including solarization.

Result 2.5 Climate Resilience

Although it is housed here, resilience to climate change cuts across everything, working in close alignment with the Government of Kenya's 2018 National Climate Change Action Plan.

With 70% of the country arid or semi-arid, climate is increasingly the key driver of humanitarian shocks, and parts of the country experience cyclical crises, with disease epidemics and refugees from regional conflict contribute to the caseload. Kenya ranks 147 out of 181 countries on the Notre Dame Global Adaptation Initiative Index, reflecting its elevated vulnerability and limited readiness levels.

As climate change events drive environmental migration in Kenya and neighboring states, CARE Kenya will partner with the public and private sectors to enhance access to climate information systems, bolster decentralized DRR mechanisms, and advocate for gender responsive climate-smart and nature-based solutions.

2.5 Pathways and Approaches

Increasing capacities to anticipate and adapt to climate risks and shocks. Specifically:

- Facilitate access and use of climate information systems.
- Strengthen the devolved DRR structures.
- Promote green growth and the circular economy.
- Facilitate access to gender responsive climate-smart technologies in agricultural production.
- Strengthen communities to engage in nature-based solutions and climate change adaptation plans.
- Promote water and ecosystem conservation.

Humanitarian and Emergency Response (Pillar 3)

An increasing number of local partners and actors are active in the humanitarian space, and in some sectors are forming networks for collaboration and to engage in policy and legal issues. This is sometimes happening with the support of INGOs, in the example of the Arid and Semi-Arid Lands Network. CARE can offer a valuable facilitation and capacity building role in these spaces.

To meet our four ambitions, CARE must boost local coordination capacities and stimulate economic opportunity and investment to build shock resilient women-centered markets and institutions. People affected by crisis and those forced to flee will be assisted and empowered to recover in sustainable, dignified and market-led ways. We will take the lead from our feminist and women-led partners on the ground.

Under the GEE, the humanitarian pillar will:

- **Build Agency:** Enhance the skills, resources and confidence of women, including refugees, to manage disaster preparedness, resilience and response at household and community level.
- **Change Relations:** Address power relations in households and communities affected by emergencies, including refugees and host communities.
- **Transform Structures:** Strengthen climate, gender equitable and disaster resilient markets and response structures.

We seek five results under this pillar.

Result 3.1 Emergency Preparedness

In contrast to other countries in the region, Kenya has an effective mechanism for the coordination of drought response, at both national and county level. The National Drought Management Authority coordinates and publishes multi-agency assessments, and acts as a secretariat, with

counties increasingly taking the lead, with involvement of all other actors - under the 'implementing as one' approach. The World Food Program and other UN agencies are active but work under other actors – not taking the lead unless the clusters are activated. Country Integrated Development Plans align longer term investments in resilience.

Adopting a locally-led mindset, we will prioritize investments in local capacity and networks to further boost local preparedness and response. This includes an examination of the Partnership Platform approach currently being piloted in Somalia and South Sudan.

3.1 Pathways and Approaches

Ensuring adequate emergency preparedness. Specifically:

- Strengthen participation in the national emergency coordination technical working groups and partnership platforms in the regions.
- Ensure active Country Office Emergency preparedness Plan.

Result 3.2 Food and Nutrition Security in Emergencies

In Kenya, an estimated 4.4 million people are facing high levels of Acute Food Insecurity (IPC3 and above), of which 774,000 were in IPC 4 (Emergency). CARE Kenya will continue to offer humanitarian assistance, to Kenyans and refugee in emergency by supporting access to food, cash, and voucher assistance, promoting inclusive water, hygiene, and sanitation interventions, strengthen WLiE response initiatives, support GBV prevention and advocate for gender responsive policies, laws, and legislations. Within this context, our intent is to strengthen national and county ownership while enhancing institutional capacity.

3.2 Pathways and Approaches

Enhancing food and nutrition security during emergency crises. Specifically:

- Deliver and support emergency food supply.
- Deliver cash, voucher and emergency livestock assistance.
- Support emergency nutrition assistance.
- Strengthen caregivers in community malnutrition management.

Result 3.3 Community WASH

Pre-existing water shortages will be exacerbated by the intrusion of saltwater in the country's coastal areas due to rising sea levels. This is likely to increase water- and land related conflict.

3.3 Pathways and Approaches

We will strengthen WASH systems at community and institution levels. Specifically:

- Improve quality water supply systems for multi-purpose use.
- Promote inclusive hygiene and sanitation interventions in affected communities and institutions.
- Promote climate friendly water technologies.

Result 3.4 A Feminist Response System

Women and girls are the most impacted by crises, the most left behind in the recovery effort and the least likely to have meaningful influence in the response. We will actively develop our distinct niche in the WLiE approach, engaging partners and advocating for its adoption within the humanitarian system in Kenya.

3.4 Pathways and Approaches

We will promote gender equality in humanitarian response. Specifically:

- Strengthen internal and external Rapid Gender Assessment capacities for targeted response.
- Gender mainstreaming in WASH, SRHR, food and nutrition security.
- Support GBV prevention, mitigation and response.
- Promote and support WLiE response initiatives.

Result 3.5 Resilient Recovery

Funding for humanitarian response is limited, as Kenya's needs are eclipsed by larger crises elsewhere in the Horn of Africa. Donors are focused on building resilience, and questioning why predictable shocks continue to require external assistance. There is an active conversation to drive HDP Nexus thinking and strive for durable solutions.

Gender equal communities are more resilient in times of crisis. We will build resilience not only in this pillar but throughout all pillars. CARE's regional office is exploring an Early Crisis Action approach for HDP Nexus programming in the Horn region, and we recognize synergies with CARE's commitment to gender transformative programming.

3.5 Pathways and Approaches

We will build recovery and resilience into everything we do. Specifically:

- Strengthening linkages to livelihood opportunities.
- Shifting harmful and restrictive socio norms.
- Supporting reintegration into host communities.
- Strengthening community-based DRR.

Cross-Cutting Impact Enablers

CARE's 2030 Vision for Kenya embraces current global conversations that seek to transform development and humanitarian action and impact. In our new strategy, CARE Kenya will embrace these approaches to bring systemic change in tackling long standing root causes of poverty. In integrating these approaches to its strategic programming interventions CARE Kenya aims to bring transformational and lasting change to the lives of women, girls, men, and boys in Kenya.

Partnerships and Locally-Led

CARE International is already committed to global frameworks on shifting resources to local partners, through the [Grand Bargain Commitments](#), [PledgeforChange](#) and the subsequent [Charter4Change](#).

In the last few decades, Kenya has experienced increased growth of strong local civil society, private sector and more recently devolved government that has strengthened these movements. In recent years the conversation has moved beyond this, to demand a locally-led, locally-owned and where possible locally-resourced development landscape. CARE in Kenya is fully committed to this through our second ambition.

In this strategy CARE Kenya commits to the following principles to give space and resources to local solutions, and will:

- Contribute to a movement of **vibrant and effective civil society**, demanding rights, accountability, and voice for our impact groups.
- **Facilitate** civil society's linkages to national, regional, and global agendas.
- **Strengthen the capacity of local civil society and grassroots groups** to enhance the rights and livelihoods and build resilience of our impact groups.

- Become an **enabler**, convenor, and relationship builder.
- Serve as an **incubator** of ideas and innovations.
- Facilitating the testing of **innovative practices**; learning about; scaling up and integrating successful models into national policies and strategies, so as to feed into CARE's global learning.
- **Humanitarian Preparedness and Response**, making sure that CARE Kenya is prepared to respond to potential emergencies.
- Strengthen local **partners' own resource mobilization capacity**.

In the FWNS pillar CARE Kenya will strengthen the capacity of local implementing partners, youth groups, FFBS and village savings and loans associations (VSLA) to take a stronger and more proactive role in food productivity and market value chains. To ensure long term sustainability of our interventions CARE will engage and advocate with the local government to support and create an enabling environment that strengthens local agricultural business value chains.

In the GEWE pillar CARE Kenya is already partnering with over 120 WROs and WLOs in the country. CARE Kenya will continue to engage with these, with local public and private institutions and with local government to strengthen the Gender Equality outcomes in the country.

In the Humanitarian pillar, the localization agenda is progressing more slowly than in development sector. Nevertheless, CARE Kenya has made some notable progress and has begun to engage local partners as first responders. Going forward, CARE Kenya will identify engage and strengthen local CSOs, WRO and WLOs, and private partners in humanitarian response.

Private Sector Engagement and Enterprise

According to USAID, private enterprise is the single most powerful force for lifting lives, strengthening communities, and accelerating sustainable development. CARE recognizes the potential of private enterprise approaches to facilitate sustainable economic growth and development and their unique ability to design innovative solutions which provide practical ways of addressing the needs of the poor. These include creating new delivery channels, testing new products and technologies, and taking these to scale.

The Kenyan private sector offers huge scope for collaboration. Banks, telcos, mobile providers are key actors, often bundling services such as health and insurance to reach customers over the 'last mile'. an example is the Safaricom 'digifarm' platform, through which over one million subscribing farmers can access a suite of services from 50 different partners. These can be powerful platforms for scale, but there is more to do to ensure these last mile solutions truly overcome gender inequity.

Donors are seeking innovative approaches that go beyond traditional 'NGOs working with farmers' models. Blended finance, which involves using development funding to leverage or unlock private capital, is of significant interest to many donors as they acknowledge the funding gap in achieving the SDGs. CARE Kenya has previously implemented projects using private enterprise approaches, particularly with farmers and youth. There is a growing donor interest in funding development interventions that integrate business models and engage with the private sector.

In this strategy CARE Kenya commits to the following principles to strengthen private sector and enterprise approaches:

- Influence and collaborate with the **private sector** to enhance the rights and

livelihoods of the poorest segments of society.

- Pursue a **market-based approach** and investment as a more sustainable way to empower people.
- Strengthen a **commercialization approach** to production.
- Integrate **business models** in the agricultural business value chains.
- Strengthen **financial literacy** and **business management** in our training and capacity building.
- Strengthen **business to business** linkages (linking local cooperatives to aggregators, processors, and exporters).

In the **FWNS pillar**, CARE Kenya will strengthen capacities of FFBS to commercialize production and integrate business-led approaches. We will catalyze and incubate FFBS, cooperatives and micro, small and medium enterprises to be more market-based and engage more proactively with markets actors. We will take a private sector-led approach to water infrastructure development and management and engage with private institutions to increase technical capacity and knowledge transfer to small scale producers. Critically, we will strengthen our engagement and partnership with private sector donors and institutions to increase access to finance.

In the **GEWE pillar**, CARE will advocate and capacitate the private sector to embrace Gender Equity and Social Inclusion, especially in commodity provision.

In the **Humanitarian and Emergency Response pillar**, CARE will work with the private sector firstly to develop resilient climate-smart WASH infrastructure, and secondly in the cash, voucher and livestock assistance approaches.

Advocacy

Advocacy is integral in delivering CARE's mission. At CARE, advocacy is the means by which we and our partners seek to influence decision makers on the development, change and implementation of policies in the fight against poverty.

Relative to other countries in the region, Kenya is a straightforward context for advocacy: there is space for dialogue and freedom of expression, and the government of Kenya is willing to listen and engage. As a consequence, many actors are engaged in the busy advocacy space in Kenya. Power is both formal and informal, which makes the advocacy environment fairly accessible. Policy decision makers may be in central government or in devolved county administrations, but influence is also wielded by donors and diplomats, civil society and technocrats.

Formal advocacy spaces and structures are organized by sectors, often via technical working groups – some of these, e.g., education, are to an extent 'ring fenced' by large, established players with extensive social capital and the trust of government. However, new voices are emerging on many issues and there is a wide spectrum of opportunities for engagement, from the formal, technocratic structures to more radical, disruptive, and activist networks and movements, including public and media-driven debate and street protest and demonstration, sometimes intersecting with party politics. Careful choices are required about positioning along this spectrum.

CARE has some solid relationships with Kenyan government at both local and national levels and is trusted as a capable partner. Further, we have established robust partnerships with both strategic

Live issues in which CARE intends to engage in evidence-based policy and strategic advocacy include:

Pillar 1: GEWE

- Engender policies, laws, and legislations.
- Land ownership and rights for women.
- Women's representation, participation and influence in political seats.
- Inclusivity and diversity.
- Unpaid care work.

Pillar 2: FWNS

- Climate financing especially for women.
- Climate Change Action Plans.
- Protecting and maintaining water catchment areas.
- GTA in policy development.
- Food safety in agricultural production.
- government subsidies.
- Investment in ecosystem services, including extension, quality seeds and farming inputs, and climate information services.
- Government incorporated GBV mitigation measures.

Pillar 3: Humanitarian

- Gender-equitable, safe, and responsive approaches to and investments in disaster resilience, preparedness and response.
- Participation of women's rights-women-led and male engagement organizations.
- Gender responsive policy, laws, and legislations.

and local advocacy collaborators and have compiled substantial evidence to bolster future advocacy initiatives.

An advocacy plan will integrate interventions across the Impact Model, seeking to leverage entry points

from our programming, such as our VSLA network or CSO relationships.

In this strategy CARE Kenya commits to the following principles to strengthen advocacy initiatives:

- **Build evidence** by layering advocacy interventions across all pillars.
- Drive **inclusivity in advocacy** by amplifying and support local voices.
- Become an **enabler**, convenor, and relationship builder.
- Serve as an **incubator** of ideas and innovations.
- Engage with **alliances, networks, and social movements** to multiply impact.

In the **FWNS pillar**, CARE Kenya will partner with local small scale producers and other agricultural value chain actors to advocate for an enabling environment to increase productivity and economic resilience. We will advocate for government support to improved and privatized water resource management.

In the **GEWE pillar**, CARE Kenya will advocate for increased participation of women in political leadership and representation, to improve social and gender norms to enhance gender equality, and for access to SRHR services for out of school adolescents.

In the **humanitarian and emergency response pillar**, CARE Kenya will advocate and influence

within and beyond clusters for gender equitable, safe, and responsive humanitarian approaches and investments. We will advocate for development and implementation of gender responsive policy, laws, and legislations.

Monitoring, Quality and Learning

We will strengthen our country-level capacity for comprehensive data collection, analysis, and learning across projects, along with developing systems to aggregate project-level evidence for broader objectives. We will emphasize knowledge management and a focused research agenda.

Our MEAL plan for the new strategy includes monitoring program implementation, expanding the learning agenda, fostering collaborative learning with partners, and supporting adaptation and evidence-building for gender transformative program models and social norm change.

The new strategy necessitates a review of our MEAL structure, including the exploration of a dedicated PQL unit within the country office. This unit will provide strategic oversight of PQL and MEAL, ensure we meet CARE International's Program Quality Standards across all our work, influence project design and MEAL budgeting, ensure quality reporting, and oversee evaluations and the learning agenda. Additionally, we will implement a digitally enabled central Information Management System to enhance knowledge management.

Resourcing and Operations

Income and Financing

Past experiences and emerging trends have shown that relying solely on traditional grant-style funding is no longer viable. CARE Kenya, therefore, will explore alternative and innovative finance mechanisms to broaden its funding and financing sources. The ambition for CARE Kenya's future viability is that public and private financing for development work together and CARE can facilitate

a greater flow of resources direct to those closest to the problem. This will entail:

- leveraging and enhancing the impact of public finance, the main source of financing services for women and girls
- new partnerships and creative complementary financing solutions
- public and private funding and financing working together to achieve social outcomes.

Figure 7: Budget Projections

USD Budget	FY24	FY25	FY26	FY27	FY28	FY29	Total
1. GEWE	3,500,000	5,350,000	6,730,000	8,130,000	9,760,000	10,960,000	44,430,000
2. FWNS	6,900,000	12,530,000	12,490,000	15,280,000	15,840,000	17,930,000	80,970,000
3. Humanitarian	1,680,000	2,970,000	5,760,000	7,080,000	7,280,000	8,030,000	32,800,000
Sub Total	10,570,000	20,850,000	24,980,000	30,490,000	32,890,000	35,930,000	156,700,000
Operations Cost	1,060,000	2,080,000	2,500,000	3,050,000	3,290,000	3,590,000	15,670,000
Total Budget	11,630,000	22,930,000	27,480,000	33,540,000	36,180,000	39,520,000	172,370,000

Risk Mitigation

A dramatically changing context and ambitious new strategy amplify existing risks and generate new ones. A detailed risk analysis and mitigation plan for this strategic cycle is already in place. In summary, CARE Kenya has identified the following risks and mitigation steps.

Funding risks including rapidly shifting donor and government priorities that limit resource mobilization, potential low implementation quality eroding donor trust, and interruptions in short-term funding affecting our operations and impact.

Reputational risks include fraud, corruption, and PSHEA incidents damaging trust, limited brand awareness hindering strategy delivery, brand dilution through partner collaboration, potential misalignment with local norms due to SRHR focus, and geographic changes causing frustrations.

Quality risks include the potential for inadequate partner selection to impact project implementation quality, weak MEAL affecting our ability to showcase impact, a lack of sufficient competencies hindering the delivery of strategic goals and project quality, and the absence of analysis for potential adverse effects during project design and monitoring, which may harm project participants, communities, or partners.

Operational risks include security deterioration, endangering staff, partner staff, and assets; ineffective organizational change management leading to operational disruptions and legal, financial, or reputational consequences; and inadequate data security management, resulting in legal and reputational issues.

Accountability risks involve the potential for inadequate compliance with national NGO regulations, leading to legal and reputational consequences, and leadership turnover that could disrupt strategic focus and consistent management practices.

Functional Governance

As part of the CARE International confederation, CARE in Kenya will be governed through the local legal framework while ensuring adherence to the CARE confederation's guidelines. CARE in Kenya is registered under the Kenya NGO board and has a Board of Directors who provide governance support to the organization. CARE in Kenya will strengthen the role of the board through enhancing its functionality to provide support in ways including (but not limited to) the following:

- Accountability
- Prudent management
- Reputation and visibility
- Compliance and risk management
- Networking and resource mobilization
- Strategy implementation

Organizational Structure, Systems and Business Processes

Enhancing Organizational Efficiency and Capability. To support the strategy, we need to boost operational efficiency and strengthen our technical capacity in key areas in line with the three ambitions, in advocacy, and in our governance. An organizational review and restructuring process will:

- Restructure the organization to align with changing funding and portfolio needs.
- Streamline core business processes and identify roles and responsibilities.
- Explore implementation modes, client/partner needs, and digital technology utilization.
- Assess technical competencies and consider outsourcing and automation where applicable.
- Review departmental functions, job roles, and reporting lines for optimization.
- Adapt business policies to be more flexible, agile, and compliant.

Cultivating a Positive Organizational Culture and Human Resource Management.

CARE is committed to maintaining an agile organizational structure and high performing culture. Instituting an efficient performance management system to support staff capacity development and growth will support the promotion of a proper work-life balance. We are committed to enhancing our work environment and human resource management practices. To strengthen our culture in line with the new ambitions, we will:

- Perform a culture mapping exercise and create an action plan to address deficiencies.
- Establish service charters to enhance performance culture and improve internal communication.
- Enhance succession planning to retain and swiftly fill open positions.
- Develop a mentorship and apprenticeship program for nurturing talent in the long term.
- Conduct workforce planning to identify current and future skill requirements.

Strategic Milestones

The new strategy requires a CARE-wide commitment to changing our culture, our processes, and our operations to dramatically rethink the way in which we deliver on our mandate. This will not happen overnight, it will require constant investment and time to test and learn what works. The Roll Out Plan to the right identifies the important steps to planning and rolling out each of these changes.

Each step represents a financial and staff investment, and we appreciate the future effort of all staff in the country, regional and member offices in supporting and facilitating these investments.

Figure 1: Strategy Roll Out Plan

Organizational Structure	Timeline
Hire a change manager	Q1 - Q3 2024
Restucturing Plan in place	
Change Advisory Group established	
Partnerships	
Establish a Partnership Strategy	Q1 2024
MEAL	
MEAL Strategy in place including Learning Agenda	Q1 2024
MEAL structure strengthened	Q2 2024
Information Management System in place	Q3 2024
Organizational Resourcing and Culture	
Workforce planning exercise carried out	Q1 -Q2 2024
Departments and jobs redesigned	
Culture Strategy in place	
Talent Management Strategy in place	
Resource Mobilization	
RM Strategy and Donor Engagement Plan in place	Q1 2024
RM structure strengthened	Q1 – Q3 2024
Advocacy and Visibility	
Advocacy Strategy in place	Q 1 - Q2 2024
Communication and Visibility Plan in place	
Geographic Presence	
Phase-In/Phase-Out Plan in place	Q3 2024
Business Processes	
Business processes reviewed and improved	Q1 – Q3 2024
Business policies reviewed and improved	Q2 – Q4 2024