

Mobilizing Faith Communities for Common Action

Strategic Framework Goal:

A Cohesive and Peaceful Society: through an empowered faith sector that promotes; Good governance, economic justice, quality education, health service delivery, social well- being, environmental & climate conservation and sustainable Inter-Religious Council.



FOREWORD

The review of this IRCK Strategic Plan coincides with the expiry of the second strategic plan 2013 -2018 and a one year extension by the executive to cover the year 2019. The period covered by this Strategic Plan is characterised by a paradigm shift in donor priorities not only in Kenya but globally. There will be significant reduction of resources available to facilitate actions by civil and religious organisations. The breakout of COVID 19 pandemic further complicates this delicate scenario. Evidence shows the effects of the pandemic will redefine the world order as we know it for the foreseeable future. A form of a highly contagious respiratory disease that was first reported in China spread rapidly

across the world leaving a trail of unprecedented disruption to known social and economic configurations. That the operation of faith communities will be impacted severely is a norm rather than an exception. The need for greater innovation to align our shared traditions and values with the new and highly challenging global realities has never been dire. The implementation of this strategic plan comes at a time when devolution and County Governments have been implemented close to seven years a time that has seen corruption, nepotism and favoritism being devolved to county levels. This phenomenon has high potential for crippling devolution and killing the spirit behind devolution. As an umbrella

for all main faith bodies in Kenya, Inter-Religious Council of Kenya (IRCK) must reposition herself to effectively advocate for accessible quality health care, good governance, responsible environment and

climate change management and quality education.

Rev. Fr. Joseph Mutie

Chairman, IRCK Executive Committee

ACKNOWLEDGEMENT

As a learning organization, IRCK conducts regular environmental scan to inform her interventions and decision. As IRCK we acknowledge the great contribution of partners and collaborators in re-writing the 2020/2024 strategic plan. Special acknowledgement goes to members of IRCK Executive board, IRCK secretariat and IRCK ambassadors spread all over the country who have tirelessly offered support to review, critique and approve the content and process of developing this strategic plan.

Dr. Francis Kuria

Executive Director – The Inter-Religious Council of Kenya

EXECUTIVE SUMMARY

The IRCKs Strategic Plan 2020 – 2024 offers the strategic direction that Inter-Religious Council of Kenya (IRCK) will take in order to achieve optimal performance in fulfilling her mandate. The Plan is anchored on seven (5) strategic outcomes, which are based on Key



Result Areas (KRA) that have been established in line with the IRCK's mandate. Implementation plans were developed through a consultative process and a frameworks outlining specific issues, goals, objectives and activities to be carried out as well as outcomes and targets for the period arrived at. This strategic plan is themed along: Social economic equity, justice, peace and national cohesion; health and social wellbeing; quality education, environmental and climate conservation principles.

To address the core problems facing our country, it is presumed that Religious leaders have a role to play in strengthening and promoting democratic governance, progressive environmental management, better health outcomes and peaceful coexistence among Kenya's. IRCK will take advantage of the opportunities provided by the county,

national and international environment throughout the life of this Strategic Plan to ensure that faith communities and their leaders play a more critical role in the fight against social evils as well as create a force that can irreversibly change the policies, actions of political actors and leaders in the country for the benefit of the Kenyan citizenry.

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ABOUT INTER RELIGIOUS COUNCIL OF KENYA

The IRCK is a coalition of all major faith communities in Kenya, which works to deepen inter-faith dialogue and collaboration among members for a common endeavor to mobilize the unique moral and social resources of religious people and address shared concerns. Between 1983 when IRCK was founded and now, the role of civil society has changed, with increased demand for civil society actors to demonstrate their value as facilitators, conveners and innovators as well as service providers and advocates. The political, economic, environmental, technological and social contexts have also changed over time.

From a non-structured inter-faith body characterized by conference participation and, ad hoc, inter-faith dialogue and action under the World Conference on Religions for Peace Kenya (WCRP-Kenya) in 1983; IRCK has grown into an independent and influential coalition of all major faith communities in Kenya, that works to deepen inter-faith dialogue and collaboration among members for a common endeavor and mobilize the unique moral and social resources of religious people and address shared concerns.

IRCK members or partner Religious Coordinating Bodies (RCBs) include: the Kenya Conference of Catholic Bishops (KCCB), the National Council of Churches of Kenya (NCCCK), the Evangelical Alliance of Kenya (EAK), the Organization of African Instituted Churches (OAIC), Seventh Day Adventist Church (SDA), the Supreme Council of Kenyan Muslims (SUPKEM), the National Muslim Leaders Forum (NAMLEF), Shia Ithnasharia Muslim Association and the Hindu Council of Kenya (HCK). Each of these RCBs have a national coverage with structures that reach at the grassroots level. Additionally, IRCK has formed local interfaith networks to act as platforms for local advocacy and action in 40 out of 47 counties.

IRCK 2020 – 2024 FOCUS AREAS

The Inter-Religious Council of Kenya recognizes this shift and intends to position itself in a vibrant, diverse and evolving environment that is increasingly demanding more innovation in its attempts to solve faith society's challenges by redesigning its thematic areas to reflect and provide the changes and shifts in the operating environment through:

- Promoting interfaith fellowship, inter-religious dialogue and sharing of common values.
- Supporting religious communities in Kenya to identify areas of convergence in their respective faith traditions that can be harnessed to build a peaceful and just society.

- Supporting religious communities in Kenya to respond to: social economic, health, educational, governance, peace and environmental challenges.
- Implementing collaborative advocacy programmes based on shared moral commitments in all thematic areas.
- Mobilizing resources to implement programmes geared towards improved: health and social wellbeing, good Governance, peaceful coexistence, environmental management and institutional strengthening for a better society.
- Offering strategic linkages and engagements with county, national, regional and international religious, human rights, and developmental organizations and systems.

IRCK MOTO VISION, MISSION AND CORE VALUES

Motto; *“Mobilizing Faith Communities for Common Action”.*

Vision; *Faith communities living in peace; united in social economic action in Kenya*

Mission; *To promote a just society in Kenya through social economic transformation*

Core values;

Unity and tolerance: In our diversity in religious beliefs, we show willingness to accept and permit religious beliefs and practices, which disagree with one's own.

Compassion and charity: We share in the suffering of the poor, have a desire to alleviate

or reduce such suffering and show special kindness to those in need.

Stewardship: We generally recognize and accept the assignments given to us, as we shepherd and safeguard them through sound resource management.

Integrity and Transparency: We conduct business honestly and ethically, expect and exemplify trust, respect, fairness and high character. We conduct ourselves with openness in all aspects of our work. We seek feedback from all stakeholders in order to achieve open communication and foster collaboration.

IRCK GOVERNANCE STRUCTURE.

IRCK has two levels of structures; national and sub national structures.

The National Structures

- The steering board
- The executive committee
- The standing commissions
- The secretariat

Sub National Structures of IRCK

- The Local Interfaith Network
- The Kenya Women of Faith Network and the Kenya Interfaith Youth Network

LINKAGES TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Of particular relevance to IRCK's strategic Plan 2020-2024, are the Sustainable Development Goals (SDGs) and the worldwide COVID-19 disease Pandemic. The two phenomenon will greatly shape IRCK interventions during the current strategic planning period.

Since the first case of coronavirus was reported in China in November 2019, the virus has remained the single most cross cutting phenomena in human operations.

Starting with the SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

SDG 3: Ensure healthy lives and promote well-being for all at all ages. Of particular concern in IRCK is improving maternal and neo-natal health (MDG 5) which has been very slow.

SITUATIONAL ANALYSIS OF IRCK

Covid-19 disease like any other new disease has taken the world by surprise. With little information about the virus, the world has resulted to trial and error in prevention and management of the pandemic. The disease is known to follow a certain pattern and has a way of manifesting itself in human body if infected. Since the first case was diagnosed in China in November 2019, the disease has dominated all spaces: political, economic, social technological, environmental and legal. As such, it is critical that IRCK integrates this in her programming for the period 2020 - 2024

As the umbrella body for the main faith communities in Kenya, IRCK operates in a highly dynamic environment consisting of; political factors, economic trends, socio-political dimensions, technological, ecological and legal changes. A detailed analysis of internal successes and strengths and external factors that affect implementation of this plan have been considered in developing thematic areas as well as intervention strategies for this period.

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Education initiatives will focus on both formal and informal education.

SDG 5: Gender Equality. IRCK takes special interest on mainstreaming gender in all her operations within the life of this strategic plan.

SDG 13: Take urgent action to combat climate change and its impacts. To address the challenges associated with climate change and global warming, IRCK has a fully operational programme area.

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

IRCK will build on past successes, and accelerate the progress already achieved under the previous strategic plan 2013 – 2018.

IRCK SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> i. IRCK is an all-inclusive entity that encompasses all major faith communities in Kenya ii. IRCK has a national coverage with structures that reach the lowest grassroots levels even where government does not. iii. IRCK and partner members have harmonized religious values and practices. iv. The Council has adequate internal and institutional capacity to deliver her mandate. 	<ul style="list-style-type: none"> i. IRCK has a huge national, regional and county mandate but lacks matching financial wherewithal to deliver this. ii. Delicate balance between being neutral and being partisan where controversial issues are concerned. iii. Low publicity of IRCK's work and inadequate documentation iv. Competition among partners for donor funding from the same financial pool
Opportunities	Challenges
<ul style="list-style-type: none"> i. IRCK has the potential to act as a consortium with RCBs and apply for funding as one entity. ii. There is an increase in funding opportunities under the thematic areas of IRCK. iii. Technological advancement and exploration of new media iv. There exists goodwill between IRCK, the political class, funding agencies, National government and County Governments. 	<ul style="list-style-type: none"> i. Growing religious extremism that works to divide Christians and Muslims along faith lines. ii. Fragile political environment that stretches IRCK capacity to intervene in all scenarios. iii. Unpredictable security concerns which affects implementation of IRCK's programs. iv. Bad politics that ethicizes/politicizes every national agenda.

THE 2020 – 2024 THEMATIC AREAS

Considering COVID-19 dominates the local, national, regional and international; political, economic, social technological, environmental and legal environment, it is important that IRCK integrates it in all her programmes and strategies for the period 2020 - 2024

In performing our mandate and meeting the needs of Kenya between 2020– 2024, IRCK will dedicate her energies towards the following interdependent strategic goals:

1.0 Governance and Peace

2.0 Health and Social Wellbeing

3.0 Education and learning

4.0 Environment and Climate Change

5.0 Institutional Strengthening for IRCK

THEMATIC AREA 1; GOVERNANCE AND PEACE

Strategic Objective 1: To contribute to improved governance and peace at national and county levels of governments.

Sustainable Development Goal (SDG) 16 the fundamental pivot of this strategic goal. **It focuses on peaceful societies, access to justice and strong, well-functioning governance institutions.** It aims to reduce conflict and violence, corruption and organized crime. It highlights the crucial role of the rule of law and inclusive decision-making.

Strategic approaches:

With COVID-19 disease being a cross cutting phenomenon in all spheres of operation, IRCK will adopt COVID-19 appropriate strategies in:

- Building capacity of religious leaders and communities on governance and peace.
- Carrying out advocacy and evidence based research on good governance and peace.

THEMATIC AREAS 2: HEALTH AND SOCIAL WELLBEING

Strategic Objective 2: To promote improved health services delivery in community health, WASH and social protection for women, children, PLWD & youth.

With the new COVID-19 disease affecting all aspects of human life and specifically health and wellbeing, IRCK will adopt COVID-19

- Building partnerships and networks.
- Engaging political parties, legislative arms of national and county government.
- Promoting and incorporating new communication strategies.

Expected outcomes:

Strengthened religious leaders' understanding of issues of good governance, devolution, land laws and policies, and how to use the knowledge to encourage peace building and national cohesion;

Improved public participation of both religious leaders and communities in budgeting, planning and monitoring of service provision at county and national levels.

Evidence based research and advocacy on good governance and peace.

Established and sustained partnerships and networks.

Improved communication and embracing of new forms of communication.

appropriate strategies in implementing Health and Social wellbeing strategies for the period of this strategic plan. Considering that the disease presents challenges in political, economic, environmental, social and legal spheres, it is important to integrate COVID-19 relevant strategies in promoting improved health services delivery in community health, WASH and social protection for women, children, PLWD & youth.

This strategic objective is anchored in SDG 3 that ensures healthy lives and promotes well-being for all at all ages. Of particular concern is improving maternal and neo-natal health (MDG 5) which has been very slow. IRCK aims to address the challenges of poor health outcomes in rural and urban areas, conflict affected and underserved communities by working within the existing health framework to establish and promote health and social wellbeing programs that provide rapid and long-term capacity-building and access to health care to improve health and quality of life, and will give children, mothers and communities more control over their health status.

Strategic approaches

- 1) Advocate for formulation/review and implementation of sound health policies at national and county levels.
- 2) Build partnerships, networking and alliance with like-minded partners.
- 3) Generate evidence based data, monitoring, documentation and learning

Expected outcomes

- 1) Enhanced capacity for religious leaders and congregations to address maternal neonatal child health, improved nutrition, HIV/AIDS, and sexual and reproductive health issues;
- 2) Support religious leaders at the national and county levels to identify and respond to health policy gaps, formulate, review and implement sound health policies;
- 3) Sustainable partnerships and networks on health and well being
- 4) Documented strategies and advocacy on good health and well-being of faith communities.

THEMATIC AREA 3: ENVIRONMENT AND CLIMATE SUSTAINABILITY

Strategic Objective 3: To promote sustainable environmental conservation and climate change management.

Considering that the newly discovered coronavirus which causes COVID-19 disease has affected the way in which the world relates with its environment, IRCK will adopt COVID-19 appropriate strategies in promoting sustainable environmental conservation and climate change management.

The strategic objective 3 – Promoting sustainable environmental conservation falls under various categories of SDGs: a). GOAL 6: Clean Water and Sanitation, GOAL 7: Affordable and Clean Energy, GOAL 11: Sustainable Cities and Communities, GOAL 12: Responsible Consumption and Production, GOAL 13: Climate Action, GOAL 14: Life below Water and GOAL 15: Life on Land. IRCK will use her resources to address these needs so as to stir balanced economic development and environmental Sustainability and sustainable use of terrestrial ecosystems.

Strategic approaches

- Building the capacity of religious leaders and communities on environment conservation and climate change adaptation
- Advocating for adoption of sustainable environmental conservation and climate change management.
- Generating evidence based data, documentation and learning good practices on sustainable environmental conservation and climate change management.

Partnership building and resource mobilize for the implementation of programme goals and objectives.

Expected outcomes:

1. Empowered religious leaders and communities advocating on environment conservation and climate change adaptation
2. Improved sustainable Partnerships and networks at national and county levels on

environmental conservation and climate change management;

3. Facilitation of advocacy forums on formulation, review and implementation of environmental conservation and climate change management policies;
4. Implemented a-forestation and re-afforestation programmes for enhanced environmental conservation.



THEMATIC AREA 4; EDUCATION AND LEARNING

- 1) Strategic Objective 4: To promote access and provision of quality education for all
- 2) Considering that the newly discovered coronavirus disease has affected education sector in the same measure as any other sector and COVID-19 pandemic remains the single most cross cutting phenomena in the human race today, IRCK will adopt COVID-19 appropriate strategies in promoting access and provision of quality education for all.
- 3) This strategic objective is anchored on SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Education initiatives will focus on both formal and informal education. IRCK seeks to not only influence the policy direction

of universal education, Primary to tertiary but also ensure that value based education is mainstreamed in our education system.

- 4) Advocate for promotion of formal and informal education basic education.
- 5) Advocate for adoption of progressive educational policies at County and National levels
- 6) Intensifying partnerships for quality education for all with special attention to marginalized group.

Expected outcomes:

- 1) Advanced advocacy for the adoption of value based education
- 2) Advocate for equality basic and technical education for all.
- 3) Developed and embraced policies on quality education by both county and national government.
- 4) Planned and purposed programming of Institutional Strengthening in IRCK's work
- 5) Strong monitoring, evaluation, learning and documentation of educational gains within IRCK.

THEMATIC AREA 5: INSTITUTIONAL STRENGTHENING

Strategic Objective 5: To Strengthen IRCK and her members capacity to deliver on their mandate

With the discovery of COVID-19 disease in China in November 2019, the world's development agenda and path has been altered. With its negative impact on: political, economic, environmental, social and legal environments, every progressive organization must incorporate COVID-19 appropriate strategies in charting its development path. Like all other programmes, Institutional Strengthening will adopt COVID-19 appropriate strategies in strengthening her members capacity to deliver on their mandate

Inter Religious council as an institution needs capacity strengthening to be able to carry her mandate. The organization does not exist on its own but is dependent on members, development and social partners. IRCK will seek to have partnerships for sustainable development. ICT aspect, a gap identified in the analysis and digitalization will provide an open world. IRCK recognizes that to effectively influence the society, citizens, democratic space, development and security sectors.

Strategic approaches

- Build capacity of IRCK structures; the steering board, Kenya women of faith network, Kenya interfaith youth network, local interfaith networks, the executive committee, religious coordinating bodies, standing commissioners and Secretariat on to deliver on their mandate.
- Develop, review and adopt appropriate and progressive policies, standards and processes that enables IRCK remain relevant in the changing world.
- Mainstream Institutional Strengthening in all programmes, projects and plans of IRCK
- Networking, partnership building and resource mobilization for implementation of IRCK mandate
- Data generation and documentation of good practices on Institutional Strengthening.

Expected outcomes:

1. Enhanced capacity of SB, EC, RCBs, SCs and the Secretariat to deliver their mandate;
2. Strengthened IRCK sub-national structures KWFN and KIYN and Interfaith to deliver their mandate;
3. IRCK's key policies and processes documented and codified
4. IRCK's policies and procedures ;Implemented

IMPLEMENTATION APPROACHES

Considering that COVID-19 disease affects people of all races, age, gender and ethnicity and can be more severe in the elderly people, those with chronic illnesses like diabetes, high blood pressure and respiratory illnesses among others. It is important that IRCK pays special attention to its programme implementation approaches.

Each approach will integrate COVID-19 appropriate approach in its delivering their mandates. In order to implement this plan efficiently and effectively, IRCK will continue to address structural bottlenecks identified in the SWOC analysis so as to enhance its delivery capacity.

Implementation of the IRCK Strategic Plan will be rooted in the existing religious structures at the operational level and adopt the following implementation models in coordination and implementation of this Strategic Plan.

Project Management approach

The success of IRCK project Implementation is rooted on the efficient project management systems and operation guidelines.

IRCK project management manual offers guidelines for enhanced project management approaches and techniques from project: Project Initiation; Project Planning; Implementation; Monitoring and evaluation to Project closure: The guiding principles of IRCK project management include:

- Having a shared strategic direction in the whole organization
- Adoption of a participatory approach

- Meeting unique needs of different IRCK stakeholders.
- Developing IRCK Culture and structure which supports projects endeavours.
- Ensuring that IRCK strategies are aligned to national goals.
- Building strong control systems which support successful project implementation undertakings

For effective administration and delivery of programmes and projects, IRCK has developed clear manuals, policies and guidelines on: Monitoring and evaluation, Project communication, Finance management, Procurement and Human resource management that must be adhered to at all times.

Research, documentation and Learning

IRCK will use Research documentation and learning approach for monitoring and evaluation.

M&E will form a critical feature of the implementation of this strategic plan. This will entail regular data collection and analysis, based on both implementation matrix and annual work plans to provide timely analytical information for decision making.

- The output of the process will be used to inform decision-making, including taking corrective action from the lessons learnt.

- It will also provide the necessary feedback on the status of implementation to enable the IRCK steering committees- standing commissions make informed decisions based on evidence from M&E.

To achieve the required outputs, outcomes and objectives IRCK intends to employ the following approaches:

- i. Result based approach
- ii. Stakeholder agreement
- iii. Rapid appraisal methods
- iv. Decision making and organizational learning
- v. Living reference documents.

Work planning and budgeting approach

In order to implement this strategic plan effectively, IRCK will fundraise along each thematic area. This will be done through creation of annual operational plans and budgets with clear targets, objectives, outcomes, activities and timelines.

IRCK's Annual Financial Plan is the organization's fiscal plan of action. It will include the creation of an organizational budget as well as the conduct of a number of processes to monitor the financial health and well-being of the organization.

IRCK will develop a Long-range Fundraising Plan to maintain its sustainability. The long-range fundraising plan will help the staff and board to ensure that the organization will have the funding

necessary to conduct its annual operational plan and to fulfill its long-range strategic plan.

The plan will include steps to identify the funding needs of the organization and the organization's potential sources of income or support. Staff must then identify and cultivate potential donors, apply/ask for funding and report the organization's accomplishments on an on-going basis

The total funding requirement for implementing the Strategic Plan over the five years from FY 2020 –2024 is estimated at **Ksh. 220,000,000**. Sources of funding for implementing the Plan will be through development partners and well-wishers.

Communication

Complex environments, such as those in which IRCK operates in requires carefully considered communications. IRCK will adopt a communication Strategy that;

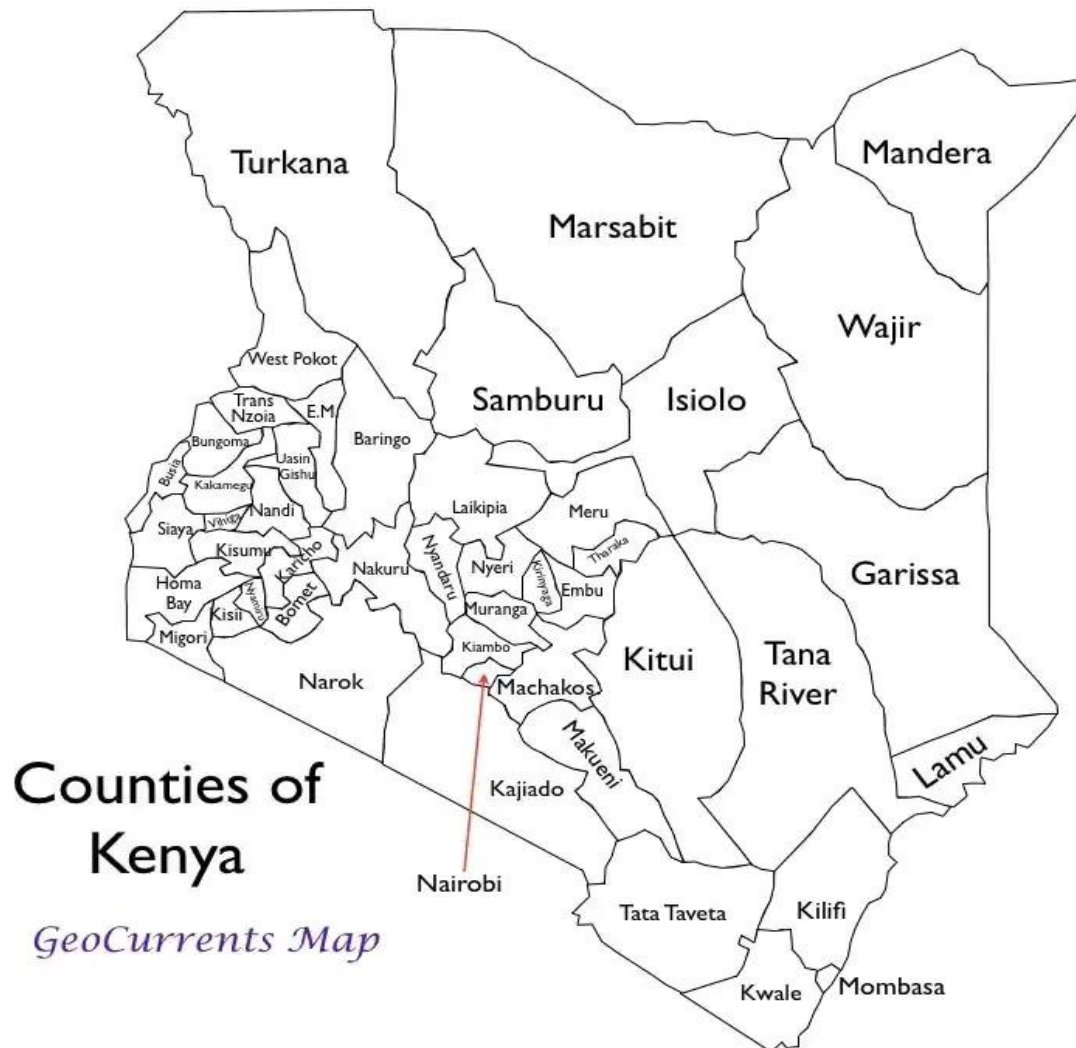
Strengthens internal and external communication processes such as; reports, meetings, newsletters, memos and use of ICT.

Stakeholder engagement through participating in stakeholder meetings and informative sessions. Maintaining a coordinated information generation and dissemination. Strengthening capacity of people responsible for communicating organizational vision and direction through orientation and continuous on the job training. Planning and implementing proactive media relations to promote deeper and more context-based coverage and of IRCK's activities .A results-oriented communications will be maintained both internally and with external stakeholders for successful achievements of results.

GEOGRAPHICAL LOCATIONS

Being a national interfaith organization, IRCK is found in every corner, village, sub county and county. According to the Kenya population census 2019, Christian population stands at 83% (Protestant 47.7%, Catholic 23.4%, other Christian 11.9%), Muslim at 11.2%, Hindus at 0.14%, African traditional religion at 1.7%, other 1.6%, none 2.4% and unspecified at 0.2% Being the umbrella body for all main religious organizations in Kenya, IRCK remains the single interfaith structure with the widest reach in the country. As at December 2019, IRCK had established Interfaith Networks in 35 out of 47 Counties. As such, we have the ability to reach the remotest village in Kenya as our networks are found in all counties, sub counties and villages in Kenya.

IRCK Geographical coverage



THEORY OF CHANGE

<div> <div></div> <div>THEORY OF CHANGE</div> </div>	Goal	Achieve good governance and Peace	Promote Health and Social Wellbeing	Advocate for environment and climate Sustainability	Education	Institutional Strengthening
	Objectives	To contribute to improved governance and peace at national and county levels of governments.	To promote improved health services delivery in community health, WASH and social protection for women, children, PLWD & youth.	To promote sustainable environmental conservation and climate change management.	To promote access and provision of quality education for all	To Strengthen IRCK and her members capacity to deliver on their mandate
	Drivers of Change	<ul style="list-style-type: none"> - Build capacity of religious leaders and communities on governance and peace. - Carry out advocacy and evidence based research on good governance and peace. - Build partnerships and networks. - Engage political parties, legislative arms of national and county government. - Introduce and embrace new communication strategies. 	<ul style="list-style-type: none"> - Capacity building of religious leaders in and communities on health and wellbeing. - Advocacy for formulation/review and implementation of sound policies at national and county levels. - Partnerships, Networking and alliance building with like-minded partners. - Evidence based research, monitoring, documentation and learning 	<ul style="list-style-type: none"> - Build capacity of religious leaders and communities on environment conservation and climate change adaptation - Advocacy on sustainable environmental conservation and climate change management; - Monitoring, documentation and learning good practices on issues of sustainable environmental conservation and climate change; - Mobilize resources for implementation of the programme sub categories; afforestation, mitigation of negative impact of climate change, 	<ul style="list-style-type: none"> - Advocate for formal and informal quality education not only in basic education but other societal aspects like good governance, health and well being, environmental sustainability and social economic justice. - Lobbying for adoption of education policies by both the National and county government - Advocate for adoption of progressive educational policies at County and National levels 	<ul style="list-style-type: none"> - Build capacity of SB, EC, RCBs, SCs and the Secretariat on policies and processes of IRCK Institutional Strengthening standards and form sub-national level KWFN and KIYN and Interfaith bodies; - Mainstream Institutional Strengthening in the annual plans of IRCK - Mobilize resources for Institutional Strengthening specifically for research,

IMPLEMENTATION STRATEGIES

Capacity Building: Capacity of religious and community leaders will be enhanced in relevant thematic areas.	Lobbying and advocacy: This strategy is critical for sustainable solutions to social, political and economic challenges facing the Kenyan population.
Research, documentation and learning: As a learning organization, IRCK will document her interventions and process.	Partnership building and resource mobilization: Like any other successful organization, IRCK will build new partnerships and create new ones for successful implementation of programmes, projects and plans.

IRCK 2020 – 2024 IMPLEMENTATION FRAMEWOK

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
GOVERNANCE AND PEACE PROGRAMME: Strategic Objective 1: <i>To contribute to improved governance and peace at national and county levels of governments</i>									
Capacity of religious leaders and communities on peace, reconciliation and national cohesion built	Religious leaders trained on peace, reconciliation and national cohesion	Number of capacity building trainings for religious leaders, Number of Religious leaders trained on peace, reconciliation and national cohesion	Training reports, Attendance lists, Transport reimbursement forms						20,000,000
	Community leaders trained on peace, reconciliation and national cohesion	Number of capacity building trainings for community leaders, Number of community leaders trained on peace, reconciliation and national cohesion	Training reports Attendance lists Transport reimbursement forms						
	Community members sensitized on peace, reconciliation and national cohesion	Number of community sensitization forums held on high impact health intervention areas	Sensitization meetings reports, Photographs Video recordings						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
Enhanced religious and community leaders capacity to detect early signs of conflict	Religious leaders trained on how to detect early signs of conflict	Number of capacity building trainings for religious leaders on detection of early signs of conflict, Number of religious leaders trained	Training reports Attendance lists Transport reimbursement forms						15,000,000
	Peace building and national cohesion actions held	Number of peace building and national cohesion actions held	Meeting reports						
Enhanced community members skills to sustain peace building and national cohesion mechanisms	Peace promotion actions held by community members	Number of peace promotions held	Activity reports						20,000,000
	Cohesion actions held by community members	Number of cohesion actions held	Activity reports						
	IEC materials on peace building and national cohesion mechanisms produced and disseminated	Number of IEC materials produced and disseminated	IEC material samples, printing contracts and receipts, delivery notes						
Strong religious leaders understanding of devolution and policies, and how to use the knowledge to encourage peace	Dialogue forums held	Number of dialogue forums held	Meeting reports, Attendance lists						15,000,000
	Social Intelligence and Reporting supported	Number of social intelligence reports	Social intelligence reports, media coverage						
	Peace actions conducted	Number of peace actions conducted	Activity reports						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
building and national cohesion	Civic education conducted on devolution and policies, and how to use the knowledge to encourage peace building and national cohesion	Number of civic education forums held on devolution, Number of community members trained	Forum reports, Attendance lists, Photographs Video recordings						
Interfaith networks and faith communities implement peace building and national cohesion related programmes	IRCK Sub national structures formed	Number of sub-national structures formed by IRCK to implement peace building and national cohesion related programmes	Meeting reports, Memorandum of Associations						10,000,000
	IRCK Sub national structures strengthened	Number of capacity building trainings held for IRCK sub-national structures	Training reports, Attendance lists						
	IRCK national structures supported	Number of national structures supported by IRCK to implement peace building and national cohesion related programmes	Activity reports						
Strengthened peace and national cohesion research, monitoring, documentation and learning structures in IRCK	Best practices documented	Number of studies best practices documented	Best practices reports						20,000,000
	Studies conducted and disseminated	Number of studies conducted	Research reports						
	M&E actions undertaken by project team	Number of M&E actions undertaken by project team	M&E reports						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
	Most Significant Changes Stories documented	Number of change stories documented	Change stories reports						
Networks and alliances built with relevant stakeholders to promote good governance and peace in the country	New Partnerships with strategic partners built	Number of new strategic partnerships	Memorandum of Associations						2,000, 000
	Partnership actions/ meetings with like- minded partners implemented	Number of meetings held with like- minded partners	Meeting reports, Minutes, Attendance lists						
Hold forums to advocate for policy development and implementation on peace and national cohesion at the national and county levels	Consultative forums with religious leaders supported	Number of consultative forums supported by IRCK to advocate for policy development and implementation on peace and national cohesion at the national and county levels	Activity reports						4,450,0 00
	Consultative meetings with relevant governmental and non- governmental agencies held	Number of consultative meetings held with relevant governmental and non-governmental agencies	Meeting reports, Minutes, Attendance lists						
	Policy briefs generated and disseminated	Number of Policy Briefs developed and peace and national cohesion, Number of lobbying meetings held with policy makers	Policy briefs on peace and national cohesion, Advocacy meeting reports						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
Advocacy forums for equitable distribution of resources and participation in decision-making at county and national levels strengthened	County level advocacy actions supported	Number of advocacy actions held at the County level	Advocacy activity reports						4,950,000
	National level advocacy actions supported	Number of advocacy actions held at the National level	Advocacy activity reports						
Grassroots forums advocating for sustainable peace and national cohesion through peace and reconciliation amongst Kenyan communities	Youth forums supported to advocate for sustainable peace and national cohesion	Number of Youth Forums interventions supported by IRCK to advocate for sustainable peace and national cohesion	Activity reports						2,000,0000
	Women forums supported to advocate for sustainable peace and national cohesion	Number of Women Forums interventions supported by IRCK to advocate for sustainable peace and national cohesion	Activity reports						
	Grass root organizations supported to advocate for local needs	Number of Grassroots organizations interventions supported by IRCK to advocate for sustainable peace and national cohesion	Activity reports						
TOTAL PROGRAMME BUDGET							92,400,000		

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR .2	YR. 3	YR .4	YR .5	BUD GET
HEALTH AND SOCIAL WELBEING PROGRAMME Strategic Objective 2: To promote improved health services delivery with a special focus on: COVID-19. HIV&AIDS, Community health, WASH. Social Protection of women, men, children, PLWD and youth.									
Improved health outcomes in: COVID-19, Nutrition, WASH, HIV/AIDS, and sexual and reproductive health indicators in target counties.	IEC materials on high impact health interventions produced and disseminated	Number of IEC materials produced and disseminated	IEC material samples, printing contracts and receipts, delivery notes						30,000,000
	Religious leaders capacitated on high impact health interventions areas	Number of capacity building trainings for religious leaders held on high impact health intervention areas	Training reports Attendance lists Transport reimbursement forms						
	Congregations members sensitized on high impact health outcomes	Number of community sensitization forums held on high impact health intervention areas	Sensitization meetings reports, Photographs Video recordings						
	Community members sensitized on high impact health outcomes including HIV&AIDS and COVID-19	Number of community sensitization forums held on high impact health intervention areas	Sensitization meetings reports Attendance lists Photographs Video recordings						
Improved health outcomes of participating congregations and	Policy gaps that hinder access to affordable quality healthcare addressed	Number of Policy Analysis Briefs developed, Number of lobbying meetings held with health care policy makers	Health Policy Analysis Reports, Policy briefs,						12,000,000

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR .2	YR. 3	YR .4	YR .5	BUD GET
communities in terms of accessibility, affordability, quality and equity.			Lobbying meeting reports						
	Religious leaders capacitated on advocacy for high impact health interventions	Number of capacity building trainings held on advocacy for high impact health interventions, Number of religious leaders trained	Training reports Attendance lists Transport reimbursement forms						
	Congregational members and communities sensitized on policies affecting health service delivery	Number of sensitization forums held	Sensitization forum reports, photos, video recordings						
Improved household income and health outcomes in participating communities and congregations.	Marginalized persons within congregations sensitized on available catalytic funding and opportunities	Number of sensitization forums held for marginalized persons	Sensitization forum reports, Attendance lists, Transport reimbursement forms						5,000,000
	Advocate for marginalized congregational members to benefit from available catalytic funding and opportunities	Increased number of marginalized groups in congregations receiving catalytic funds	Baseline reports, Catalytic funds disbursement reports						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
	Congregational members sensitized about available catalytic funds	Number of sensitization forums held on catalytic funds	Sensitization forum reports, Attendance lists						
	Congregational members supported to implement income generating initiatives	Number of capacity building trainings held, Increased number of congregational members engaging in income generating initiatives	Baseline reports, Capacity building training reports, Attendance lists						
Sustainable, funding, partnerships and networks on health and well being	Forum to address relevant health issues convened by IRCK	Number of forums convened by IRCK	Meeting reports Attendance lists						3,000,000
	IRCK participates in partnership forums with like-minded partners in health sector	Number of partnership forums on health attended by IRCK	Meeting reports						
	Funding initiatives for health launched and supported	Number of Funding Initiatives for health launched	Health funding initiative launch reports						
Studies, Lessons learnt and best practices documented and disseminated.	Studies/ research on health indicators conducted and documented	Number of studies/ research on health indicators conducted and documented	Health research reports						1,000,000
	Best practices and lessons learnt from the health program documented and disseminated.	Number of best practices reports documented and disseminated	Best practices reports						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
	M&E actions undertaken by the project teams	Number of M&E actions undertaken by the project teams	Best practices documented						
TOTAL PROGRAMME BUDGET							51,000,000		
ENVIRONMENT AND CLIMATE CHANGE PROGRAMME									
Strategic Objection 3: To promote sustainable environmental conservation and climate change management.									
Religious Leaders and congregational members empowered on environmental conservation and climate change management	KWFN and KIYN members trained as TOTs on Conservation Agriculture, and Agro-forestry.	Number of TOTs trainings held, Number of KWFN and KIYN members trained as TOTs	Training reports Attendance lists Transport reimbursement forms						10,000 ,000
	Centers of learning on Conservation Agriculture opened	Number of Centre’s of Learning on Conservation Agriculture opened	Centers of Learning on Conservation						
	Religious Leaders sensitized on Climate change adaptation, Mitigation and Conservation.	Number of sensitization forums held, Number of religious leaders sensitized on Climate change adaptation, Mitigation and Conservation	Training reports Attendance lists Transport reimbursement forms						
	Members of KWFN and KIYN sensitized on renewable energy and their role in the implementation of the Paris agreement	Number of TOTs trainings held, Number of KWFN and KIYN sensitized on renewable energy	Training reports Attendance lists Transport reimbursement forms						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
	Human Rights, Climate Change and Sustainable Development Goals (SDGs) conference held	Conference held on Human Rights, Climate Change and Sustainable Development Goals (SDGs)	Conference report, Attendance lists, Media Coverage, Transport reimbursement forms						
Religious leaders and congregation members actively engaged in influencing, review and implementation of environmental conservation and climate change policies at national and sub-national level.	Religious Leaders sensitized on existing environmental laws and policies/ interventions	Number of sensitization forums held, Number of religious leaders sensitized on Climate change adaptation, Mitigation and Conservation	Training reports Attendance lists Transport reimbursement forms						9,000,000
	Solid waste disposal and management interventions held.	Number of solid waste disposal and management interventions proposed and implemented	Solid waste disposal and management interventions						
	Advocate for adoption of appropriate environmental conservation and climate change policies at national and county levels.	Number of environmental conservation and climate change policy briefs developed, Number of advocacy meetings held, Number of environmental conservation and climate change policies adopted at national and county levels	Environmental conservation and climate change policy briefs, Advocacy meeting reports, Environmental conservation and climate change policies adopted at national and county levels						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
	Blue and green economies advocated for	Number of blue and green economy policy analysis reports developed, Number of advocacy meetings held	Blue and green economy policy analysis reports, Policy briefs, Advocacy meeting reports						
	Community awareness for environmental conservation and protection increased	Number of community awareness forums for environmental conservation and protection held	Forum reports, attendance lists						
Religious leaders and communities sensitized to engage in afforestation and re-afforestation.	Congregational members sensitized to plant trees.	Number of sensitization forums held	Forum reports, attendance lists						4,100,000
	Religious leaders supported to implement afforestation and re-afforestation interventions	Number of interventions supported on afforestation and re-afforestation supported by IRCK	Activity reports						
	Afforestation and re-afforestation champions identified and capacitated	Number of afforestation and re-afforestation champions identified and capacitated, Capacity building trainings for afforestation and re-afforestation champions	Names of afforestation and re-afforestation champions, Capacity building training reports, Action plans						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
Monitoring, documentation and learning systems for sound and sustainable environmental and climate change management strengthened	Relevant IEC materials on environmental conservation and protection produced and disseminated	Number of IEC materials produced and disseminated	IEC material samples, printing contracts and receipts						2,000,000
	Relevant studies undertaken to inform appropriate messaging and actions	Number of studies conducted	Research reports						
Increased Resources for sustainable programme implementation	Resource Mobilization Proposals targeting different areas of Environmental Conservation Protection, and Climate Change Adaptation developed.	Number of Resource Mobilization Proposals on Environmental Conservation Protection and Climate Change Adaptation developed	Resource Mobilization Proposals						3,000,000
	Environmental Conservation and Protection partners meetings hosted	Number of Environmental Conservation and Protection partners meetings hosted by IRCK	Meeting reports, Attendance lists						
	Relationships with like-minded partners formalized	Number of partnerships formed	Memorandums of Associations						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
Interventions on climate change increased on all available platforms	Online interventions on environmental conservation and climate change promoted	Number of online campaigns on environmental conservation and climate change promoted	Social media analytics reports						1,000,000
	Publications on environmental conservation and climate change produced and disseminated	Number of publications on environmental conservation and climate change produced and disseminated	Publications on environmental conservation and climate change						
TOTAL PROGRAMME BUDGET								28,000,000	
IRCK EDUCATION PROGRAMME									
<i>Strategic Objective 4: To promote access to quality education for all</i>									
Value based and religious education mainstreamed in government policies.	Education stakeholder forums engagement on value based and religious education.	Number of Education stakeholder forums held, Number of standing commissions engaged Number of educational officers engaged	Education Stakeholder Forum reports Attendance lists						3,000,000
	Faith leaders capacitated on value based and religious education.	Number of faith leaders trained on value based and religious education Number of Counties where sensitization on value based and religious education is conducted.	Capacity building training reports, Attendance lists, Transport reimbursement forms						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
	Messages on value based and religious education disseminated through social media	Number of messages shared Number of media used	Social media analytics reports						
	Messages on value based and religious education disseminated through print and electronic media	Number of print media engaged Number of electronic media engaged	Media monitoring reports						
Developed and embrace polices on quality education by both County and National government	Value based and religious education policy framework strengthen	Number of policy engagement meetings held	Meeting reports						3,000,000
	Value based and religious education policy promoted	Number of publicity forums held	Forum reports, photos, video recordings						
	IEC materials on education policy developed and shared	Number of IEC materials produced and disseminated	IEC material samples, printing contracts and receipts						
Improved access to quality education	Resource mobilization actions undertaken	Number of concept -proposals developed for fund-raising	Fundraising concepts and proposals submitted to donors						5,000,000
	Strategic partners identified and engaged	Number of strategic partners and partnerships established	Signed MOUs						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
	Engagement with relevant stakeholders hosted	Number of consultative forums with relevant stakeholders held	Consultative forum reports, attendance lists, transport reimbursement forms						
Education Monitoring & Evaluation , Research and documentation strengthened	Messages on value based and religious education developed and disseminated	Number of messages on value based and religious education developed and disseminated Number of national TV channels used, Number of local FM stations engaged	Media monitoring reports						2,000,000
	Success stories on value based and religious education documented	Number of success stories on value based and religious education implementation documented	Success stories, documentaries						
	In depth studies on value based and religious education conducted and documented	Number of studies documented	Research reports						
Raised profiles of teachers by better financing the education sector.	Advocacy actions for improved educational governance and funding held	Number of education policy briefs developed, Number of meetings held with education policy legislators,	Education policy briefs, Meeting with education policy legislators reports						1,000,000

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
	Capacity of RL to advocate for improved education enhanced	Number of religious leaders trained on advocacy for improved education	Training reports, attendance lists						
	Religious leaders supported to implement advocacy initiatives	Number of advocacy interventions implemented by religious leaders supported by IRCK	Activity reports						
TOTAL BUDGET			TOTAL PROGRAMME BUDGET						15,000,000
INSTITUTIONAL STRENGTHENING FOCUS AREA									
Strategic Objective 5: To Strengthen IRCK and her member’s capacity to deliver on their mandate									
Increased capacity of IRCK national structures (SB, EC, RCBs, SCs and the secretariat) to deliver on their mandate	Capacity of Executive Committee to deliver on their mandate enhanced	Number of women nominated into the Executive Board	Board meeting nomination reports						10,000,000
	Capacity of Standing Commissions to deliver on their mandate enhanced	Number of SCs attending refresher on their roles and responsibilities	Training reports Attendance lists Transport reimbursement forms						
	Capacity of Steering Board to deliver on their mandate enhanced	Number of SB members attending refresher on their roles and responsibilities	Training reports						
	Capacity of secretariat to deliver on their mandate enhanced	Number of capacity building trainings held for members of the Secretariat	Training reports Attendance lists						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR .2	YR. 3	YR .4	YR .5	BUD GET
	IRCK AGM meeting held	Yearly IRCK AGM meetings held	AGM Meeting Minutes Attendance Lists						
Improved capacity of IRCK sub-national structures (Interfaith networks, KWFN, KIYN) to deliver on their mandate.	Interfaith Networks formed and strengthened to deliver on their mandate	Number of new Interfaith Networks formed at the sub-national level	Meeting reports Memorandums						5,000,000
	Kenya Interfaith Youth Networks formed and strengthened to deliver on their mandate	Registration of Kenya Interfaith Youth Networks, Capacity building trainings of Kenya Youth Networks Members	Registration certificates Capacity building training reports						
	Women of Faith Networks formed and strengthened to deliver on their mandate	Registration of Kenya Interfaith Youth Networks, Capacity building trainings of Kenya Youth Networks Members	Registration certificates Capacity building training reports						
IRCK Secretariat growth and development	Secretariat staff motivation initiatives held	Number of staff motivation initiatives	New staff motivation initiatives						3,000,000
	Staffing levels improved	Revised organogram, Number of new staff members employed	Employment contracts						
	Individual staff development enhanced	Number of capacity building trainings attended by staff members	Staff training reports						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
Relevant studies emerging issues, policies and processes documented, codified to inform decision making	Relevant policies and procedures developed and adopted	Number of new policies and procedures developed and adopted	Policy and Procedural Manuals						1,500,000
M&E, Research and documentation strengthened	Review and planning meetings held	Number of Review and planning meetings held	Meeting reports						12,000,000
	Relevant studies conducted and documented	Number of studies conducted	Research reports						
Financial sustainability in IRCK improved	Capacitate resource mobilization teams	Number of resource mobilization teams formed, Number of capacity building trainings held for resource mobilization teams	Training reports						
	Organizational risk analysis and mitigation plans undertaken	Organizational risk analysis report	Organizational risk analysis report						
	Inter-religious platform strengthened for ease of fundraising	Formation of an inter-religious fundraising platform	Activity reports						
	Funding Proposals developed and submitted	Percentage increase of donor funding received by IRCK	Number of funding proposals developed						

OUTCOMES	OUTPUTS	INDICATORS	MOV	YR. 1	YR . 2	YR. 3	YR . 4	YR . 5	BUD GET
	Like minded stakeholders identified and engaged	Number of meetings held with stakeholders	Stakeholder analysis report, Stakeholder meetings reports						1,000,00
	TOTAL PROGRAMME BUDGET					32,500,000			
TOTAL BUDGE FOR THE FIVE YEAR STRATEGIC PLAN						220,000,000			

SUSTAINABILITY

To ensure proper and sustainable implementation of this strategic plan:

- 1) IRCK will maintain a data collection and analysis system that shall collect, analyse and disseminate data regarding this framework on quarterly and annual basis.
- 2) Each programme will maintain clear implementation plans showing how it is implementing their components.
- 3) Each programme will submit a comprehensive report to IRCK stakeholders and partners for improvement and revision purposes as scheduled.
- 4) Each programme head/secretariat staff has a responsibility to continuously monitor and report whether the strategic outcome areas are being implemented and achieved according to plans and assess whether they are resulting in the anticipated changes or impacts.
- 5) Each IRCK stakeholder; secretariat, Standing Commissioners, Executive Committee members, will maintain viable networks to boost IRCK fundraising and trust building efforts.
- 6) Identification of key learning points for improved programme design and management is a mandatory requirement from each staff.
- 7) IRCK will continuously identify and close any human resource, financial and or technical gaps that may hinder smooth implementation of this Strategic Plan.