

STRATEGIC PLAN 2023-2027



HAND IN HAND
EASTERN AFRICA

Inspiring Hope, Dignity and Choice



OUR TRANSFORMATIONAL GOAL

Amplify Enterprise Development Impact by Doubling our reach on the number of unemployed women, youth and men served to

650,000

Accelerate 30% of their enterprises, enhance their resilience and increase their profitability from

Kshs 200 to Kshs 800 per day

TABLE OF CONTENT

LIST OF ABBREVIATIONS AND ACRONYMS	2
WORD FROM CHAIRPERSON	3
FOREWORD	5
EXECUTIVE SUMMARY	7
BACKGROUND INFORMATION	9
1.1. INTRODUCTION	9
STRATEGIC FOCUS	10
VISION	10
MISSION	10
CORE VALUES	10
TAGLINE	11
TRANSFORMATIONAL GOAL AND STRATEGIC PILLARS	11
STRATEGY MAP	12



We have taken this bold and ambitious goal because we believe that the future belongs to those who are willing to dream and take steps to invent it.

LIST OF ABBREVIATIONS AND ACRONYMS

BDO	Business Development Officer	M & E	Monitoring and Evaluation
BoP	Bottom of the Pyramid	MFI	Microfinance Institution
BRO	Business Relationship Officer	MSMEs	Micro, Small and Medium Enterprises
CBO	Community-Based Organization	NITA	National Industrial Training Authority
CERA	Circular Economy and Regenerative Agriculture	NGO	Non-Governmental Organization
CEO	Chief Executive Officer	PESTLE	Political, Economic, Social, Technological, Legal, Environmental
CIDP	County Integrated Development Plan	PWDs	Persons with Disability
CRB	Credit Reference Bureau	SACCO	Savings and Credit Co-operative Organization
EIF	Enterprise Incubation Fund	SP	Strategic Plan
FGD	Focus Group Discussion	SWOT	Strengths, Weaknesses, Opportunities, Threats
GMO	Genetically-Modified Organisms	VSLA	Village Savings and Loan Association
HiH EA	Hand in Hand Eastern Africa	WEF	Women Enterprise Fund
HiH EA -TZ	Hand in Hand Eastern Africa Tanzania	YEF	Youth Enterprise Fund
HoD	Head of Department		
HQ	Headquarter		
IT	Information Technology		
KEBS	Kenya Bureau of Standards		
KII	Key Informant Interview		

**AMALIA JOHNSON**

The Board Chair - HiH EA Hand in Hand International

WORD FROM CHAIRPERSON

The Board of an institution is vested with four main responsibilities: Fiduciary; Strategy; Oversight and Management Development. To deliver effectively on each of these roles, the Board has to be facilitated and provided with the adequate tools for the task so that they ensure that the business of the organization is run properly. This is why strategic thinking is their preserve and therefore those who have the privilege and opportunity of serving in such important roles must invest the time and resources to deliver on their mandate.

Strategic planning is one of those tools that is used by leadership to shape and guide an institution and ensure that their thinking, acting and influencing is responsive to the challenges and that resources available to it are optimized in the process. This Strategic Plan articulates what we believe is our shared vision and direction of the future for HiH-EA for the years 2023-2027. It provides the framework that

will be used to focus the efforts of everyone around the common goal that informed our establishment. We have invested a considerable time to develop it and we are dedicated to following through this commitment.

HiH-EA is registered in Kenya as NGO with mandate to operate within the Eastern Africa Region. It is a member of the Hand in Hand Global Network that comprises affiliated organizations that mutually pursue the shared goal of poverty alleviation while supporting poorer communities to create sustainable enterprises and jobs. It is a huge and noble mandate that is best told by those whom our work has touched. They continue to inspire us to be and do more in the space.

We commit to work closely with the management and partners to ensure that the roll out phase of this strategy is carried out well. We are cognizant of the fact that the overall direction, effectiveness, supervision, and accountability of the institution are not on one single individual or one group of individuals, rather that it is a process. This process involves a system of checks and balances and works towards a set of objectives based on our strategic plan. We will look forward to growing and becoming better as we execute our plan



We will look forward to growing and becoming better as we execute our plan and as a leadership, we will do our part to ensure that all make their input to making the plan a success.

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We are clear that we will not achieve our mandate on our own and this is why partnership is key for us as an organization. We want to do things that add value to our members and partners and this means we are ready to learn and unlearn because solutions come when people come together and commit to openly devise measures to address common challenges and do it to better humanity.

This strategy is being launched at a time when the government at the National and County level is focusing on lifting the welfare of those at the BOP. We are ready and willing to share our lessons on what we have learned in the past decade on what works and what doesn't work. This plan will be shared with our stakeholders who share our mission. We will also institute measures to ensure that we monitor well the

implementation so that we can take corrective measures on time to keep us focused on the goal.

This plan carries the aspiration of 650,000 unemployed Women, Youth and Men who in the next 5 years who will have their lives transformed by setting up or growing their Enterprises. We aim that these entrepreneurs will enhance their enterprises' resilience and increase their profitability from Kshs 200 to Kshs 800 per day.

We invite our partners to journey with us in making this reality. We believe we have what it takes to deliver on this future even as we take bold and ambitious step to shape destinies for the better.

Amalia Johnsson
Chairperson Hand in Hand Eastern Africa Board



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ALBERT WAMBUGU
Chief Executive Officer
Hand in Hand Eastern Africa

CEO STATEMENT

The HiH EA's Strategic Plan (2023-2027) is now complete and ready for implementation. We have enjoyed the journey of generating a framework that articulates our ambition and focus for the next five years. We are building on the gains and lessons from the previous plan and work of fighting poverty by inspiring hope, dignity and choice. The process has been enlightening, making us ready for the execution phase bearing in mind that fortune favours the prepared.

In the next 5 years, HiH EA will focus on five strategic Pillars: starting with facilitating the development of **Sustainable Enterprises** as the core of the Strategy. We will prioritise **Strategic Communication** to position HiH EA as the go-to-agency for enterprise development, we will enhance **People and Processes** across the organization for efficiency and effectiveness. We will collaborate with all stakeholders and amplify the voices of the entrepreneurs

through **Partnerships and advocacy**. To achieve this bold strategy, we will need Ksh.6.6 billion, we therefore have positioned **Resource mobilization and management** as central to achieving our goal.

We have taken this bold and ambitious goal because we believe that the future belongs to those who are willing to dream and take steps to invent it. As a team, we are clear that there will be changes that will be taken as we implement this plan. The lessons will keep feeding into the continuous improvement so that we stay true to the cause of transforming livelihoods.

While we appreciate that a strategic plan is a critical tool for effective corporate governance and management of an organization, it has assumptions about the future that is ever-changing: thus the volatility, uncertainty, complexity and ambiguity (VUCA) of the future has been considered when developing an implementation plan for only the first year (2023) only. This provides for end of year reviews of the strategic plan and the development of aligned work plans for subsequent years. The Year 2023 Action Plan states the objectives and key activities to be undertaken, with the indicators that will show



The lessons will keep feeding into the continuous improvement that we will be making so that we stay true to the cause that we have embarked on for transforming lives.



The focus on enterprise and job creation is so central to the success of the recovery efforts.....

whether these objectives are being achieved.

We commence the implementation of the strategy at a time when the country is rebuilding from the effects of the COVID-19 pandemic and conflicts that led to economies go into recession, jobs losses and dwindling of national coffers. The focus on enterprise and job creation is central to the success of recovery efforts since they help to secure the lives and livelihoods of the populace. We are cognisant of the focus of the current government and we will be deliberate in forging synergies with the work of the relevant state agencies to ensure that there is minimal duplication and maximum concerted efforts all geared towards advancing the welfare of our target communities.

I therefore wish to acknowledge the strategic plan team that spearheaded the development

of this plan, the entire Board as well as the Strategic Plan Committee of the Board; the Management; Staff; Partners and our Consultants, Jeypent Limited.

As we transition to the implementation phase, I invite all stakeholders, partners, investors and the public to join us as we take a bolder and stronger step towards developing and accelerating the growth of sustainable enterprises and transform communities at the local, national, and regional level.

Long live Hand in Hand Eastern Africa!

Albert Wambugu
CEO

EXECUTIVE SUMMARY

The aspiration in this 2023-2027 Strategic Plan is to leverage the tried enterprise development model, the established systems and structures and the competent human resource that HiH EA has developed over time to achieve, in the next five (5) years, the growth in members and enterprises equal to what the organization has realized since inception.

HiH EA's strategic and transformational goal is summarized as:

To amplify enterprise development impact by doubling the reach on the number of unemployed women, youth and men served to 650,000, accelerate 30% of their enterprises, enhance their resilience and increase their profitability from Kshs 200 to Kshs 800 per day.

To realize this goal, HiH EA will focus on the following strategic pillars and objectives:



1. SUSTAINABLE ENTERPRISE DEVELOPMENT

- Grow enterprise viability (average net profit per year per enterprise supported) from Kshs 97,250 to Kshs 276,000.
- Strengthen the resilience of enterprises and build their capacity for survival.
- Entrench evidence-based and quality programming.



2. STRATEGIC COMMUNICATION

- Position HiH-EA as the to-go-to agency on enterprise development.
- Enhance internal and external communication.



3. PEOPLE AND PROCESSES:

- Build a high performance and people-centric culture.
- Improve effectiveness and efficiency of organizational processes.
- Implement growth-supportive and strategy-aligned organizational structure.
- Strengthen corporate governance.
- Expand to 40 counties in Kenya and support regional expansion of the HiH EA network to a third country by the end of 2027.



4. RESOURCE MOBILIZATION AND MANAGEMENT:

- Grow institutional funding by 20% year on year and diversify funding sources.
- Enhance internal controls for increased social return on investment.
- Establish data-driven responsive and effective design processes.



PARTNERSHIPS AND ADVOCACY

- Improve HiH EA's strategic positioning and engagement on advocacy.
- Grow and maintain a strategic partners' portfolio.
- Leverage partnerships and collaborations to increase and deepen impact.

This will call for:

- Absolute commitment from the staff and board.

Financial resources: This strategy will cost **6.6 billion**.



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We believe we have what it takes to deliver on this future even as we take bold and ambitious step to shape destinies for the better.

1. BACKGROUND INFORMATION

1.1 INTRODUCTION

Hand in Hand Eastern Africa (HiH EA) is registered in Kenya as a Non-Governmental Organization (NGO) with mandate to operate within the Eastern Africa region. It is a member of the Hand in Hand Global Network that comprises affiliated organizations that mutually pursue the shared goal of poverty alleviation while supporting poorer communities to create sustainable enterprises and jobs.

The organization strives to work with the marginalized communities in the areas of economic and social empowerment using a participatory approach aimed at helping people fight poverty and vulnerability.

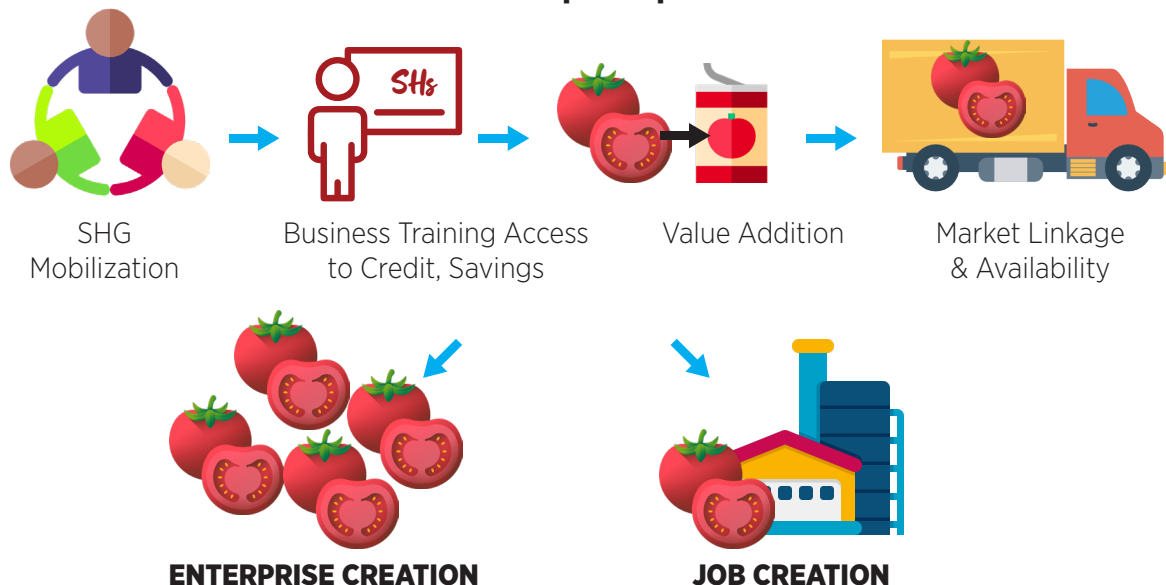
The Hand in Hand enterprise and job creation approach is based on a philosophy of self-help, providing training, skills and support to enable poor people, particularly women and youth, to build and sustain independent, market-based, economic activities. This provides for a higher level of income for them and their families, which in turn contributes to greater food security, better education for children, increased access to healthcare, improved housing and overall improved livelihoods.

To facilitate enterprise creation, HiH EA uses a 4-step enterprise model that entails seven training modules that starts with set-up or mobilizing self-help groups that act as savings groups, delivering enterprise skills through training, enhancing financial management as well as financial access and providing linkage to broader markets. While entrepreneurship is the strategic focus of HiH-EA, the work is complemented by efforts in thematic areas that increase resilience to climate change, promote advocacy and human rights, and enhance gender mainstreaming, regenerative agriculture and circular economy among others.

HiH EA is currently implementing a strategic plan that has guided its work for the period 2018-2022 and will be coming to its close at the end of 2022. The development of the next plan comes at a time that the country is undergoing a transition from one administration to another with over 35.4% youth population (World Bank 2014) and 5.7% unemployment rate (ILO, ILOSTAT Database, 2021¹). It is also a difficult period considering that the country is just recovering from COVID-19 disruptions, experiencing increasing inflation and one of the worst droughts in decades. This makes the work of the HiH EA even more relevant since many are hurting as lives and livelihoods are being affected.

¹ ILO, ILOSTAT Database 2021

HiH-EA four-step enterprise mode





2. STRATEGIC FOCUS

In response to the situation analysis, the 2023-2027 strategic planning process reaffirmed the vision of HiH EA including its 4-step enterprise model that entails seven training modules that start with set-up or mobilizing self-help groups that act as savings groups, delivering enterprise skills through training, enhancing financial management as well as financial access and providing linkage to broader markets. Further, the thematic areas geared at complementing enterprise development and resilience like, promote advocacy and human rights, gender mainstreaming, planet friendly farming like regenerative agriculture and circular economy, will continue to be relevant in the next plan period. While retaining the overarching goals of HiH EA, the vision, mission and core values' statements were slightly adjusted and will moving forward read as outlined below:



OUR 2.1 VISION

An empowered society with sustainable enterprises and jobs.



OUR 2.2 MISSION

To facilitate communities out of poverty through training and enterprise development



OUR 2.3 CORE VALUES

Respect for all - We treat our members, staff, partners, donors and other stakeholders with dignity and sensitivity. We view different cultures, ideas, and orientations as opportunities from which to build synergy, tap experience, and promote talent.

Community focus - We put the needs of the people first. This is the basis for our programmes design and a guide for our decisions.

Innovativeness - We embrace new ideas and unique way of solving upcoming issues. We embrace technology and emerging best practices to become trend setters in our industry.

Professionalism - We reliable and our work ethic is characterized by excellence in execution our duties, use of the most appropriate skills and competencies and conduct, behaviour and attitude that best serve the interest of our customers.

Integrity - We open, transparent and accountable in all our work and exercise stewardship of resources entrusted to us.

Teamwork - We are one organization pursuing shared goals as a team. Each of us does their part subordinating their personal prominence to the efficiency and collective strength of the whole.

2.4 TAGLINE

Inspiring hope, dignity and choice.

2.5 TRANSFORMATIONAL GOAL AND STRATEGIC PILLARS

Informed by the lessons and reflections drawn from the implementation of the 2018-2022 Strategic Plan, the contextual analysis, and cognizant of HiH EA's vision and mission, the transformational goal for the next 5 years will be to Amplify enterprise development impact by doubling the number of unemployed women, youth and men served to 650,000, accelerate 30% of their enterprises, enhance their resilience and increase their profitability from Kshs 200 to Kshs 800 per day. This transformational goal is underpinned by a focus on the following five strategic pillars for the next 5 years (2023-2027):

Table 1: Strategic Pillars and Objectives

No.	Strategic Priority Area	Objectives
1.	Sustainable enterprise development.	1.1 Grow enterprise viability (average net profit per year per enterprise supported) from Kshs 97,250 to Kshs 276,000.
		1.2 Strengthen the resilience of enterprises and build their capacity for survival.
		1.3 Entrench evidence-based and quality programming.
2.	Strategic communication.	2.1 Position HiH-EA as the to-go-to agency on enterprise development.
		2.2 Enhance internal and external communication.
3.	People and processes.	3.1 Build a high performance and people-centric culture.
		3.2 Improve effectiveness and efficiency of organizational processes.
		3.3 Implement growth-supportive and strategy-aligned organizational structure.
		3.4 Strengthen corporate governance.
		3.5 Expand to 40 counties in Kenya and support regional expansion of the HiH EA network to a third country by the end of 2027.
4.	Resource mobilization and management.	4.1 Grow institutional funding by 20% year on year and diversify funding sources.
		4.2 Enhance internal controls for increased social return on investment.
		4.3 Establish data-driven responsive and effective design processes.
5.	Partnerships and advocacy.	5.1 Improve HiH EA's strategic positioning and engagement on advocacy.
		5.2 Grow and maintain a strategic partners' portfolio.
		5.3 Leverage partnerships and collaborations to increase and deepen impact.

The realization of the transformational goal is hinged on availability of financial resources and so **resource mobilization and management, partnerships and advocacy** will be top strategic pillars in this strategic plan period.

2.6 STRATEGY MAP



VISION

An empowered and resilient society with sustainable enterprises and jobs



MISSION

To facilitate communities out of poverty through training and enterprise development



TRANSFORMATIONAL GOAL

Accelerate HiH-EA's impact by doubling the number of members served to 650,000, increasing the accelerators to 190,000 and strengthening the enterprises' viability by increasing their average profitability from Kshs 97,250 to Kshs 276,000 per year by 2027.

STRATEGIC RESULTS

STRATEGIC PRIORITIES

STRATEGIC PRIORITIES



SUSTAINABLE ENTERPRISE DEVELOPMENT



650,000 members and 190,000 accelerators served; 300% annual growth in net profitability per enterprise by 2027



STRATEGIC COMMUNICATION



Increased visibility, positioning as the goto enterprise development agency, and streamlined internal communication



PEOPLE AND PROCESSES



90% staff retention rate and 80% staff satisfaction rate



INSTITUTIONAL DEVELOPMENT



10% growth in institutional funding YoY; diversified revenue sources



PARTNERSHIPS AND ADVOCACY



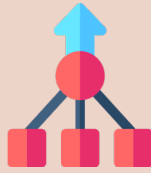
Increased collaboration and engagement in advocacy.

STRATEGIC OBJECTIVES

Beneficiaries/Members



Grow enterprise viability



Strengthen the resilience of enterprises and build their capacity for survival



Expand to 40 counties in Kenya and support regional expansion to a third country



Leverage partnerships and collaborations to increase and deepen impact

Internal processes



Entrench evidence-based and quality programming



Establish data-driven responsive and effective design processes



Enhance internal controls for increased social return on investment



Improve effectiveness and efficiency of organizational processes

Learning and Growth



Build a high performance and people-centric culture



Implement growth-supportive and strategy-aligned organizational structure



Enhance internal and external communication



Strengthen corporate governance

Financial/Revenue



Grow institutional funding by 20 % YoY



Improve strategic positioning and engagement on advocacy

Priority KPIs

New members
 New accelerators
 Net profitability/enterprise
 No. of new SHGs
 Enterprise survival Rate
 Compliance to SLAs
 Compliance to SoPs
 Employee Retention
 Employee Satisfaction Index
 Funding Growth
 Strategic partners' retention rate

Priority Targets

265,000
 79,500
 Kshs 276,000 by 2027
 13,250 by 2027
 >70%
 >90%
 >90%
 90%
 >80%
 >10% YoY
 >80%



HAND IN HAND

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