SOUTH IMENTI
SUSTAINABLE EDUCATION FUND
— (SISEF) —

STRATEGIC PLAN
2026–2030



VISION
An educated, empowered, and self-reliant South Imenti community

MISSION
To mobilize, invest, and sustainably manage resources that expand access to quality education, mentorship, and opportunities for needy/vulnerable learners in South Imenti.

MOTTO
Empowering Education, Transforming Lives

— OUR STRATEGIC PILLARS —

ACCESS
Promoting equal opportunities for all learners.

EQUITY
Supporting the most vulnerable and marginalized.

QUALITY
Enhancing teaching, learning and outcomes.

SUSTAINABILITY
Building partnerships and responsible stewardship.

ACCOUNTABILITY
Ensuring transparency and impact in all our efforts.

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Vision

An educated, empowered, and self-reliant South Imenti community

Mission

To mobilize, invest, and sustainably manage resources that expand access to quality education, mentorship, and opportunities for needy/vulnerable learners in South Imenti.

Motto

Empowering Education, Transforming Lives

Core Values

Collaboration

Accountability

Integrity

Professionalism

Inclusivity

Innovation

FOREWORD

It gives me great pleasure to present the South Imenti Sustainable Education Fund (SISEF) Strategic Plan 2026–2030. This Plan reflects our collective commitment to advancing education, empowering young people, and promoting sustainable socio-economic development within South Imenti Constituency.

Education remains one of the most powerful tools for transforming lives and communities. While significant progress has been made in expanding access to education, many bright and deserving learners continue to face financial and social barriers that limit their ability to realize their full potential. Challenges such as poverty, school dropouts, and teenage pregnancies continue to affect educational attainment and future opportunities for many young people.

Since its establishment in 2003, SISEF has played a vital role in supporting vulnerable learners through scholarships, mentorship, academic support programmes, and community engagement initiatives. Through its sustainable endowment model, the Fund has demonstrated that long-term investment in education can create lasting benefits for current and future generations.

This Strategic Plan provides a roadmap for the period 2026–2030 and outlines key priorities aimed at strengthening institutional capacity, expanding educational support, mobilizing resources, growing the endowment fund, enhancing stakeholder engagement, and leveraging technology to improve service delivery. The aspiration to transform SISEF into a fully-fledged Community Foundation and grow the endowment Fund to KES 100 million by 2030 is both ambitious and achievable.

The successful implementation of this Strategy will require the collective efforts of government agencies, development partners, the private sector, educational institutions, alumni, the diaspora community, religious organizations, and the people of South Imenti. I therefore call upon all stakeholders to support this initiative and contribute towards its successful implementation.

I commend the Board of Directors, management, partners, and all stakeholders who contributed to the development of this Strategic Plan. I am confident that through effective implementation, SISEF will continue to transform lives, nurture future leaders, and contribute significantly to the realization of an educated, empowered, and self-reliant South Imenti community.

Hon. Dr. Shadrack Mwiti, MP
Member of Parliament, South Imenti Constituency

EXECUTIVE SUMMARY

South Imenti Sustainable Education Fund (SISEF) operates within South Imenti Constituency in Meru County, Kenya, serving a population of 206,506 people across six wards and supporting 247 schools. The region is largely agricultural but continues to face key challenges including poverty, school dropouts, and teenage pregnancy rates estimated at 24%–28%, which significantly affect access to education.

SISEF was established in 2003 as a community-based education endowment fund under SIDA and later became autonomous. The Fund exists to support bright and needy learners from primary school to university through scholarships and educational support. Its vision is "An educated, empowered, and self-reliant South Imenti community", and its mission is to mobilize and sustainably manage resources to expand access to quality education and mentorship.

The Fund operates on an endowment model, where capital is preserved and only investment income is utilized for programmes. From an initial base of KES 11.6 million (2004), the Fund has grown to approximately KES 47 million (2025), generating about KES 2.8 million annually in investment income. However, demand remains far higher than available resources, with only a small proportion of applicants supported each year.

SISEF interventions include scholarships and bursaries, academic excellence awards, provision of learning materials, mentorship programmes, education days, and capacity building for schools. The scholarship programme has grown from 9 beneficiaries in 2024 to 28 cumulative beneficiaries in 2026, reflecting increasing demand for support across the constituency.

The 2026–2030 Strategic Plan focuses on strengthening SISEF through nine Key Result Areas: institutional strengthening, resource mobilization, beneficiary support, investment growth, stakeholder engagement, digital transformation, environmental sustainability, livelihood development, and monitoring and evaluation.

By 2030, SISEF aims to:

- Transition into a registered community Foundation
- Grow the endowment fund to KES 100 million
- Support at least 150 beneficiaries annually
- Establish 15 strategic partnerships (MOUs)
- Fully operational digital systems and online fundraising platform
- Implement environmental initiatives including 50,000 trees planted

Implementation of this Strategic Plan will be guided by strong governance, prudent financial management, strategic partnerships, and a robust monitoring, evaluation, and learning (MEL) framework. The Board of Directors will provide strategic oversight and policy direction, while Board Committees and the Secretariat will coordinate and oversee the day-to-day execution, monitoring, and reporting of plan activities.

SISEF remains committed to transforming educational outcomes and improving the socio-economic well-being of the South Imenti community through sustainable financing, inclusive educational support, and long-term investment in human capital.

ABREVIATIONS

COC-Continuity of Concept

MEL – Monitoring, Evaluation and Learning

MIS – Management Information System

MOE – Ministry of Education

MOH – Ministry of Health

MOU – Memorandum of Understanding

NSDCC – National Syndemic Diseases Control Council

SDG – Sustainable Development Goals

SIDA – South Imenti Development Association

SISEF – South Imenti Sustainable Education Fund

STI – Science, Technology and Innovation

SWODA – South Women Development Association

SYDP – South Youth Development Programme

TVET – Technical and Vocational Education and Training

UN – United Nations

UNICEF – United Nations Children's Fund

UNESCO – United Nations Educational, Scientific and Cultural Organization

VC – Vision 2030 (Kenya Vision 2030)

CHAPTER ONE

1.0 Introduction

This Strategic Plan sets out the strategic direction of the South Imenti Sustainable Education Fund (SISEF) for the period 2026–2030. It provides a comprehensive framework for strengthening the Fund's capacity to expand access to quality education for needy and vulnerable learners through sustainable resource mobilization, effective governance, strategic partnerships, and sound financial stewardship.

The Strategic Plan presents the situational analysis of the educational and socio-economic context of South Imenti Constituency, the institutional and operating environment, and the findings from stakeholder consultations that informed the planning process. It further outlines the Fund's Vision, Mission, Core Values, Strategic Objectives, and Strategic Pillars that will guide implementation over the five-year period.

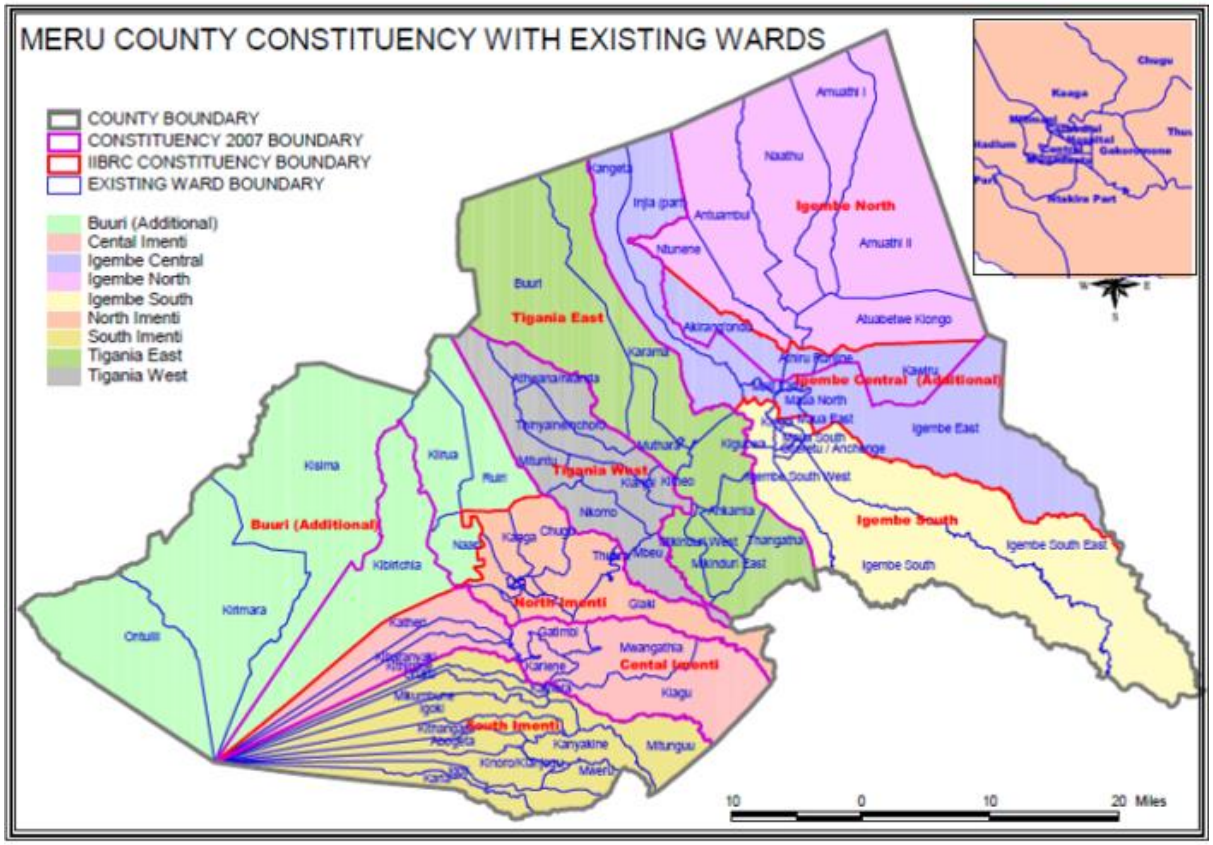
In addition, the Plan defines the implementation framework, governance and institutional arrangements, resource mobilization strategies, communication strategy, and monitoring and evaluation framework that will guide performance measurement and accountability. Collectively, these components provide a roadmap for mobilizing resources, strengthening partnerships, promoting educational equity, and ensuring the long-term sustainability and impact of SISEF in transforming the lives of learners and the South Imenti community.

1.1 Geographical and Administrative Boundaries of South Imenti Constituency

The South Imenti Sustainable Education Fund (SISEF) operates within **South Imenti Constituency**, one of the nine constituencies in **Meru County, Kenya**. The constituency comprises several administrative wards and a network of educational institutions serving learners at primary, secondary, TVET, and university levels.

South Imenti is predominantly an agricultural constituency, with tea, coffee, dairy farming, horticulture, and banana production forming the main economic activities. While agriculture provides livelihoods for most households, socio-economic disparities continue to affect access to quality education for many vulnerable learners. This Strategic Plan focuses on addressing these educational needs through sustainable investment, partnerships, and targeted support programmes across the constituency.

Figure 1.1: Larger Meru district showing constituency names and boundaries



South Imenti Constituency is one of the 9 constituencies in the current Meru County. It covers approximately 737–823 square kilometres and borders Meru Central constituency to the North, Tharaka Constituency to the East, Maara Constituency to the South, Mount Kenya Forest and Laikipia East constituency to the West.

The constituency consists of three sub-counties namely Igoji, Abogeta, and Imenti South, with their wards, administrative headquarters, and major urban centres as given in Table 1 below.

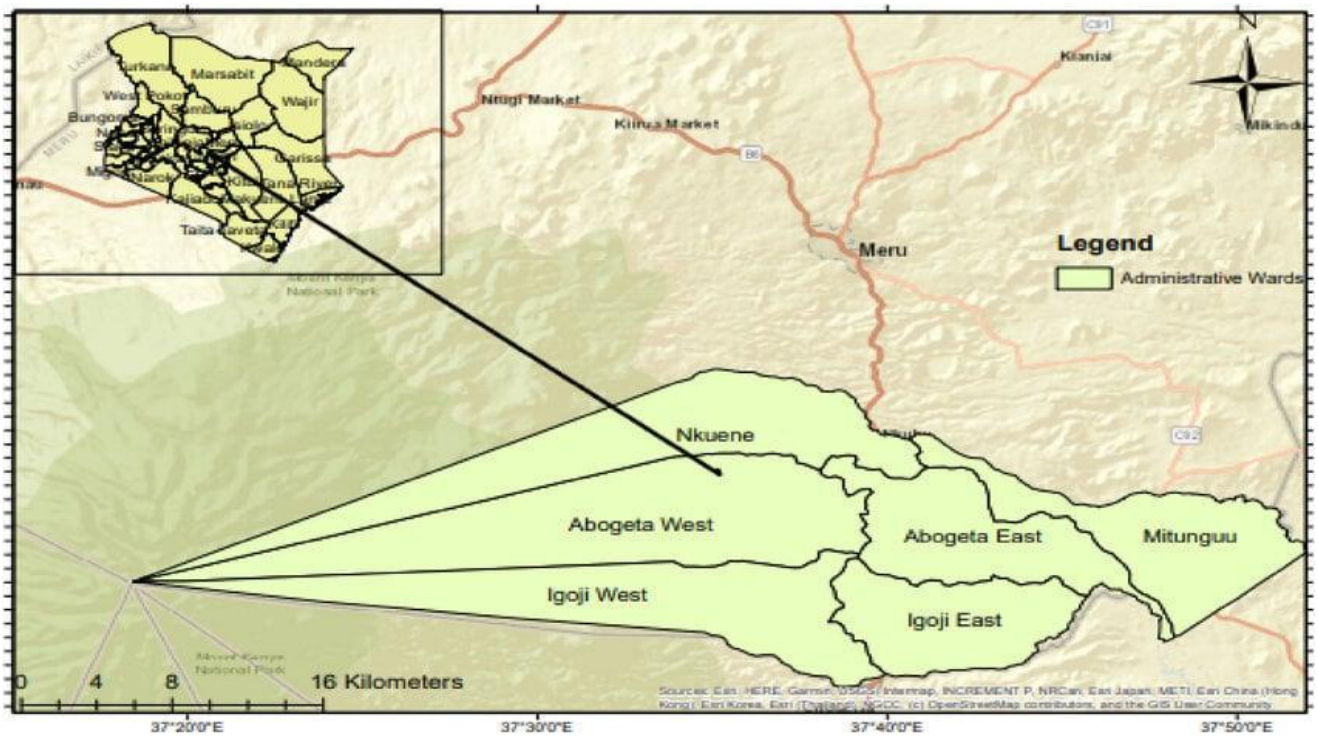
Table 1.1: South Imenti Sub-counties, Wards, Administrative headquarters, and Urban centres

Sub-County	Ward	Ward Administration Head Quarter	Major urban centre/Markets

Igoji Sub County	1. Igoji East 2. Igoji West	Igoji Market Kinoro	Igoji market. K.K market, Mworoga, Miruriiri. Kinoro, Kiangua, Mutunguru, Keeria
Abogeta Sub County	1. Abogeta East 2. Abogeta West	Kanyakine Kionyo	Lower Chure and Kamachege market. Kionyo and Kithurine Market
Imenti South Sub County	1. Nkuene 2. Mitunguu	Nkubu Mitunguu	Nkubu, Mikumbune, Rubiri, Mitunguu, Ndamene

The map of South Imenti Constituency indicating the six administrative wards of Egoji East and West, Abogeta East and West, Nkuene, and Mitunguu are shown in Figure 1.2 below.

Figure 1.2: South Imenti constituency showing administrative wards



1.2 Population

According to the 2019 Kenya Population and Housing Census, South Imenti Constituency had an estimated population of 206,506 people, comprising 100,520 males and 105,986 females,

with a population density of approximately 499 persons per square kilometre. The population is distributed across both rural and semi-urban centres.

Administratively, South Imenti Sub-County consists of six wards with a total population of 206,506 and approximately 107,406 registered voters. The ward population distribution is as follows given in Table 2 bellow.

Table 1:2: South Imenti Population per ward

Ward	Population
Nkuene	52,456
Mitunguu	32,172
Abogeta East	36,262
Abogeta West	32,226
Igoji East	34,119
Igoji West	19,272
Total	206,506

Source (KNBS 2019 Census)

Table 1.3 Schools in South Imenti

There are 247 schools in South Imenti constituency comprising public and private primary and secondary schools, respectively as detailed in Table 3 below.

Table1:4 Distribution of South Imenti constituency schools

Sub County	Public Pry School	Private Pry School	Public Sec School	Private Sec school	Total
Igoji	**48**	**7**	**24**	**1**	**80**
Abogeta	**44**	**18**	**26**	**0**	**88**
Imenti South	**30**	**27**	**21**	**1**	**79**
Total	**122**	**52**	**71**	**2**	**247**

1.3 Economic Activities

The economy of South Imenti Constituency is predominantly agriculture-based, with farming serving as the principal source of income and livelihood for most households. The constituency is situated within diverse agro-ecological zones that support a wide range of agricultural activities, including tea, coffee, dairy farming, horticulture, and banana production. These activities contribute significantly to household incomes, food security, and the overall socio-economic development of the constituency. The three main agro-economic zones are:

1. **Upper zones:** Cool and wet climatic conditions supporting tea, coffee and dairy farming. These activities contribute significantly to household incomes and the local economy.
2. **Middle zones:** Coffee and banana zones

3. **Lower zones:** Horticulture is widespread, with banana farming dominating as the major source of income. This is reflected in vibrant trading in markets such as Ntharene, Kanyakine, Mwichiune, Mirurìiri, Igoji, KK, Kamachege and Mitunguu Market

1.4 Current educational challenges

Despite significant progress in expanding access to education, many learners in South Imenti Constituency continue to face social, economic, and educational barriers that limit equitable participation, retention, and successful completion of schooling. Poverty, household vulnerability, gender disparities, inadequate learning resources, and limited access to educational support services continue to undermine learning outcomes for many children and youth. These challenges disproportionately affect learners from vulnerable households, threatening the constituency's aspirations for inclusive and quality education.

Among these challenges, teenage pregnancy remains one of the most significant social and educational concerns in Meru County, with prevalence rates estimated at between 24% and 28%, significantly above the national average. In South Imenti Constituency, adolescent pregnancies contribute substantially to school dropout rates, particularly among girls, thereby limiting educational attainment and future socio-economic opportunities. The problem is further associated with increased risks of poor health outcomes, gender-based violence, HIV infection, and child protection concerns. Of particular concern is the occurrence of pregnancies among girls aged 10–14 years, highlighting the need for strengthened community awareness, child protection measures, and targeted educational interventions (County Government of Meru, 2023; MOH, 2022, 2023; NSDCC, 2023). Addressing teenage pregnancy is therefore critical to improving educational retention, transition, and completion rates among vulnerable learners in the constituency.

1.4.1 Root Causes

- Poverty and Limited Educational Opportunities: Many families struggle to afford basic needs and school-related expenses, leading to school dropout among girls and increasing vulnerability to transactional sex and early marriage (MOH, 2022; UNICEF Kenya, 2021).
- Cultural Practices: Harmful cultural practices such as Female Genital Mutilation (FGM) persist in some areas and are often associated with early marriage and adolescent pregnancy (UNICEF Kenya, 2021; NSDCC, 2023).
- Defilement and Peer Pressure: Exploitation of vulnerable minors by older men and peer influence linked to economic pressures significantly contribute to teenage pregnancies in the region (MOH, 2022; Meru County Government, 2023).

1.5 History of South Imenti Sustainable Education Fund (SISEF)

1.5.1 Background and Formation

The South Imenti Sustainable Education Fund (SISEF) traces its origins to the South Imenti Development Association (SIDA), a community-based organization that established SISEF in 2003 to support educational development in the constituency. SIDA was founded with the primary goal of alleviating poverty in South Imenti through sustainable social and economic development initiatives.

SIDA operated on the belief that rural communities are best placed to understand and address their own development challenges. It emphasized empowering local people to take leadership in development initiatives by utilizing locally available resources. Over time, it became evident that externally driven, donor-funded approaches often lacked sustainability, prompting a shift towards community-driven and locally owned development strategies.

1.5.2. Vision and Strategic Shift

SIDA recognized the need to transition from donor dependency to community empowerment. It promoted a participatory development approach that encouraged local communities to actively identify their needs, prioritize interventions, and play a central role in implementing sustainable solutions.

This transition encouraged:

- Strengthening local leadership and ownership of development initiatives
- Building sustainable structures for long-term impact
- Promoting self-reliance and local resource mobilization

1.5.3. Objectives of SIDA

To improve the livelihoods of the people of South Imenti Constituency, SIDA focused on:

- Raising standards of education
- Improving healthcare services
- Enhancing agricultural production and marketing
- Encouraging establishment of rural savings and credit systems
- Promoting youth and women participation in development
- Preserving positive cultural values
- Providing platforms for dialogue and innovation
- Developing community-driven solutions to local challenges

1.5.4. Establishment and Growth

SIDA was formally registered as a Community-Based Organization (CBO) on 10th August 1993. It adopted a governance structure with branches to effectively coordinate its activities.

The organization expanded its operations through various programs, including:

- Agriculture (focused on food security and income generation)
- Women empowerment initiatives (SWODA)
- Youth development programs (SYDP)
- Education-focused projects (SISEF)
- Commerce and industry development

1.5.5. Partnerships and Transition to SISEF

SIDA partnered with the Kenya Community Development Foundation (KCDF), which supported its initiatives through capacity building and institutional development for SISEF. Through this partnership, an endowment fund was established to support educational initiatives within South Imenti. This marked the beginning of SISEF as a key project under SIDA. Since its establishment in 2003, SISEF has experienced significant growth in both the value of its endowment fund and the number of beneficiaries supported through scholarships. SISEF mobilized local resources, while KCDF secured matching funds that contributed to the establishment and growth of the endowment fund.

Endowment Fund: Pursuant to the agreement between KCDF and SISEF, an endowment fund was established to ensure long-term financial sustainability. The principal fund is preserved and invested to generate income, with a portion of the returns allocated to grant-making and the balance reinvested to grow the fund. This approach creates a sustainable source of financing that will continue to support educational development for future generations, ensuring that the Fund outlives its founders.

1.5.6. Formation of SISEF as an Independent Entity

Around 2011, SIDA transitioned into a Non-Governmental Organization (NGO). However, since SISEF's development partners did not collaborate with NGOs, SIDA became inactive, thereby creating an opportunity for SISEF to continue its operations independently and in perpetuity.

Following this transition, SISEF undertook several key institutional developments, including:

- Establishing its own governance structure Opening an independent cheque bank account
- Continuing to implement projects and programmes aimed at improving education standards in South Imenti Constituency
- Sustaining its commitment to community-driven development initiatives

To strengthen its operational independence and long-term sustainability, SISEF formally registered as a Community-Based Organization (CBO) and established its own governance and management structures. This transition marked SISEF's evolution into an autonomous organization dedicated to improving educational outcomes and advancing sustainable community development in South Imenti Constituency.

1.6 South Imenti Sustainable Education Fund (SISEF)

SISEF was established in 2003 as a project of SIDA to support bright, needy students transitioning from primary to secondary school, and from secondary to university. After SIDA became inactive, SISEF became fully autonomous, continuing its mission to provide scholarships, mentorship, and holistic support for vulnerable learners.

Its vision was:

"Supporting the Improvement of Education Standards in South Imenti in Perpetuity" through the following activities:

- Funding education days
- Awarding excellence in performance
- Supplying science equipment, particularly to day schools
- Providing reading and revision materials
- Supporting capacity building in schools, including cluster meetings for both primary and secondary schools
- Awarding bursaries to the most needy and bright students
- Any other activity deemed necessary by the Executive Committee towards supporting improvement of education standards

1.7 Policies, Laws, Regulations, and Conventions Affecting Education in Kenya

SISEF's operations are guided by global, regional, and national education frameworks to ensure alignment with standards. These include:

1.7.1 Millennium Development Goals – UN Agenda

The SDGs aim to end poverty and promote inclusive, equitable education by 2030. Children from poor households are disproportionately affected. SDG 4 emphasizes free primary and secondary education, equal access to vocational training, and gender equality. SISEF contributes directly to this goal.

1.7.2 Agenda 2063 – African Union

Agenda 2063 emphasizes inclusive growth and human capital development through education, science, technology, and innovation. SISEF aligns by promoting equitable access and skills development.

1.7.3 East African Community Vision 2050

EAC Vision 2050 identifies a well-educated population as key to productivity and economic development. SISEF complements this vision by supporting access and skills development.

1.7.4 Constitution of Kenya -2010

Articles 43, 53–57, and 59 guarantee children's right to free and compulsory education, access for persons with disabilities, and youth opportunities. The Fourth Schedule defines national and county functions, requiring coordinated interventions. SISEF supports these guarantees through scholarships and community programs.

1.7.5 Kenya Vision 2030 and Education Sector Policies

Kenya Vision 2030 seeks to transform Kenya into a newly industrializing, middle-income country with a high quality of life for all citizens by 2030. Education is a key pillar of the Vision, promoting equitable access to quality learning, skills development, and socio-economic transformation.

SISEF aligns with national education sector policies and strategies by:

- Promoting access to quality education for vulnerable and disadvantaged learners
- Supporting educational infrastructure and provision of learning materials in schools
- Enhancing learner retention and transition through scholarship and mentorship programmes
- Encouraging community participation in education development initiatives
- Supporting sustainable community empowerment through education-focused interventions

Through these initiatives, SISEF continues to complement government efforts in improving education standards and advancing the aspirations of Kenya Vision 2030 within South Imenti Constituency including:

- Sessional Paper No. 1 of 2019
- Basic Education Act (2013)
- Kenya Institute of Curriculum Development Act (2013)
- KNEC Act (2012)
- Teachers Service Commission Act (2012)
- Children Act (2022)
- TVET Act (2013)
- Universities Act (2012, amended 2019)
- Kenya National Qualifications Framework Act (2014)
- STI Act (2013)

1.8 Education Perspective in Kenya

Kenya transitioned from the 8-4-4 education system to the Competency-Based Curriculum (CBC) following recommendations of the Odhiambo Task Force Report (2012). Subsequent reforms have been informed by the Fatuma Chege Task Force Report (2020) and the Presidential Working Party on Education Reform (2023). As part of these reforms, the education system is progressively transitioning from Competency-Based Curriculum (CBC) to Competency-Based Education (CBE), which is currently being implemented across various levels of learning.

Despite these reforms, the education sector continues to face challenges, including inadequate funding, human resource constraints, infrastructure gaps, and concerns regarding the employability of graduates. SISEF complements government efforts by providing scholarships, mentorship, educational resources, and community-based support programmes aimed at improving access to quality education and enhancing learner outcomes.

1.9 Methodology for Developing the SISEF Strategic Plan (2026–2030)

The South Imenti Sustainable Education Fund (SISEF) Strategic Plan (2026–2030) was developed through a participatory, consultative, and evidence-based planning process. The methodology combined stakeholder engagement, review of relevant policy and planning documents, situational analysis, and validation of strategic priorities to ensure that the Plan is

responsive to the educational needs and development aspirations of South Imenti Constituency. The key approaches adopted in developing the Strategic Plan are outlined below.

1.9.1 Board Resolution

The development of the South Imenti Sustainable Education Fund (SISEF) Strategic Plan (2026–2030) was formally initiated through a Board resolution adopted during a Board Retreat held from 22nd to 24th May 2025 at Sagana Getaway Resort. The Board recognized the need for a comprehensive strategic framework to guide the Fund's operations, resource mobilization, governance, and delivery of educational support programmes over the five-year period. Consequently, the Board resolved to spearhead the strategic planning process through a structured, participatory, and evidence-based approach involving key stakeholders.

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1.9.2 Formation of technical team

Following the Board resolution, a Technical Team was constituted to coordinate the strategic planning process. The Board appointed the following members to undertake the needs assessment, facilitate stakeholder consultations, analyse the findings, and spearhead the drafting of the Strategic Plan:

Dr. Daniel Mwirigi

Dr. Pamela Kariba

Mr. Peter Magiri

The Technical Team worked closely with the Board and other stakeholders to ensure that the Strategic Plan was evidence-based, participatory, and aligned with the educational and development priorities of South Imenti Constituency.

1.9.3 Development of the Draft Strategic Plan

The initial draft of the South Imenti Sustainable Education Fund (SISEF) Strategic Plan (2026–2030) was prepared by Mr. Kiogora, the Project Coordinator, under the guidance and oversight of Mr. Cyprian Riungu, the Chairman of the Board. The drafting process was informed by the findings of the needs assessment, stakeholder consultations, and review of relevant policy and planning documents to ensure that the Strategic Plan reflects the priorities and aspirations of South Imenti Constituency.

1.9.4 Review of Relevant Documents

The development of the Strategic Plan was informed by a comprehensive review of relevant policy, governance, and strategic documents to ensure alignment with national education priorities, best practices in education financing, and the operational context of SISEF. The key documents reviewed included:

- Manyatta Sustainable Education Fund (MASEF) Strategic Plan (2024–2028)
- South Imenti Sustainable Education Fund (SISEF) Constitution (2023)
- Kenya Community Development Foundation (KCDF) Strategic Plan (2019–2023)
- SIDA Newsletter, Vol. 1 (2000)
- Reports from the Sub-County Directors of Education

The review of these documents provided valuable insights into strategic priorities, governance structures, programme implementation approaches, resource mobilization strategies, and emerging educational challenges, which informed the development of this Strategic Plan.

1.9.5 Stakeholder Consultations

Stakeholder consultations were undertaken to ensure that the Strategic Plan reflects the priorities, needs, and aspirations of the South Imenti community. The consultative process brought together key stakeholders, including community representatives, education stakeholders, local leaders, and other partners, to gather views on the educational challenges facing the constituency and the strategic direction of SISEF.

The consultations focused on:

- Identifying community educational needs and challenges.
- Establishing priority areas for investment and intervention.
- Understanding stakeholder expectations regarding the role, governance, and performance of SISEF.
- Generating recommendations to inform the strategic objectives, programmes, and implementation priorities of the Strategic Plan.

The findings from these consultations formed an important evidence base for defining the Fund's strategic priorities and ensuring broad stakeholder ownership of the Strategic Plan.

CHAPTER TWO

2.0 Overview

This chapter presents an assessment of the South Imenti Sustainable Education Fund (SISEF), focusing on its establishment, resource mobilization efforts, growth, fund utilization framework, achievements, and current interventions. It examines the historical evolution of the Fund, the mechanisms employed to mobilize resources, the investment strategies adopted to ensure long-term sustainability, and the interventions implemented to enhance educational standards within South Imenti Constituency.

The chapter further highlights SISEF's contribution to educational development through strategic partnerships, institutional strengthening, academic support programmes, and scholarship assistance for bright and needy learners. An understanding of the Fund's operational framework, resource mobilization approaches, and growth trajectory provides a basis for assessing its contribution to educational advancement and sustainable development within the constituency.

2.1 Initial Resource Mobilization and Establishment of the Fund

The South Imenti Sustainable Education Fund (SISEF) was established to promote the long-term improvement of educational standards in South Imenti through a sustainable and community-driven financing mechanism. The concept was conceived by education stakeholders, professionals, business leaders, and community members who recognized the need for a structured intervention to expand educational opportunities for bright but financially disadvantaged learners.

The origins of the Fund can be traced to 28 December 1993, when a stakeholders' workshop was held at the Kaguru Farmers Training Centre (KFTC). During the workshop, participants recommended the establishment of a sustainable education fund to support educational development within South Imenti Constituency.

In September 2001, the late Mr. Rattazi made an initial contribution of KES 30,000 following consultations with key stakeholders. Formal resource mobilization commenced in 2003 after approval by the District Education Board, which authorized schools to contribute to the initiative.

In March 2004, a diaspora fundraising (harambee) event raised KES 3.5 million. In addition, Prof. George Saitoti, the then Minister of Education, Science, and Technology, mobilized KES 1 million, which was subsequently disbursed as bursaries, while the County Council of Meru contributed KES 800,000 towards the establishment of the Fund.

The funds raised were subsequently matched on a shilling-for-shilling basis, increasing the Fund's capital base to KES 11.6 million. In 2012, SISEF received an additional contribution of KES 100,000 from Mount Kenya University. This was the last recorded contribution to the Fund's capital.

A Memorandum of Understanding (MoU) was signed on 31 May 2004 between SISEF, then operating as a project under SIDA, and the Kenya Community Development Foundation (KCDF). The MoU provided the framework for collaboration in the establishment, management, and growth of the Fund. The allocation structure is as presented in Table 2.1 below.

Table 2.1.1: Allocation Structure:

Allocation Area	Percentage
Grant Making (Scholarships and Bursaries)	50%
Reinvestment for Sustainability	40%
Management and Administrative Costs	10%

2.2 Growth of the Fund and Current Resource Base

The South Imenti Sustainable Education Fund (SISEF) operates an endowment fund model designed to promote long-term financial sustainability. Under this model, the principal capital is preserved and invested, while the income generated from these investments is used to finance scholarships, educational programmes, and other approved interventions. This approach ensures that the Fund continues to support learners while safeguarding its capital for future generations.

The Fund is managed in partnership with the Kenya Community Development Foundation (KCDF), which provides investment management, governance, fiduciary oversight, and technical support to ensure prudent stewardship of the endowment.

Through sound financial management and strategic investment, the Fund has demonstrated steady growth over the years. The endowment increased from KES 11.6 million in 2004 to KES 37 million in 2021, and further to KES 47 million in 2025. This sustained growth reflects the Fund's resilience, effective governance, and commitment to building a sustainable financial base capable of expanding educational opportunities for vulnerable learners in South Imenti Constituency (see Table 2.2).

Table 2.2.1: Fund Growth (2021–2025)

Year	Fund Value (KES)	Annual Investment Income (KES)
2021	—	1,500,000
2022	—	1,700,000
2023	—	1,800,000
2024	—	2,300,000
2025	—	2,800,000

The scholarship support programme has demonstrated consistent growth in the number of beneficiaries over the years. In 2024, the programme sponsored 9 students who are currently in Form Four. In 2025, an additional 10 students were enrolled into the programme and are currently in Form Three, bringing the total number of beneficiaries to 19 students. In 2026, the

programme further expanded by sponsoring 9 more students who are currently in Grade 10, increasing the total number of beneficiaries to 28 students.

The beneficiaries are selected from the three sub-counties within South Imenti Constituency, with each sub-county represented equally in the selection process. This trend reflects the programme's continued commitment to expanding access to educational support opportunities for deserving learners (see Table 2.3 below).

Table 2.2.2: SISEF Beneficiaries (2024 – 2026)

Year	Category of Beneficiaries	Number Added	Cumulative Total
2024	Students currently in Form Four	9	9
2025	Students currently in Form Three	10	19
2026	Students currently in Grade 10	9	28

2.3 Achievements of the Fund

Since its establishment, the South Imenti Sustainable Education Fund (SISEF) has made significant contributions towards improving access to quality education and strengthening learning outcomes across South Imenti Constituency. Through sustained investment and strategic partnerships, the Fund has supported a range of initiatives that have enhanced academic performance, strengthened school capacity, and promoted educational excellence. Key achievements include:

- Support for Education Days since 2007, providing a platform for recognizing academic achievement, sharing best practices, and mobilizing stakeholders to support education.
- Promotion of academic excellence through scholarships, recognition of high-performing learners and schools, and initiatives that encourage improved educational outcomes.
- Provision of science equipment and learning materials to enhance the teaching and learning of science and other curriculum areas.
- Provision of revision materials to support learner preparation for national examinations and improve academic performance.
- Support for mock examinations, enabling schools to assess learner readiness and identify areas requiring academic intervention before national examinations.
- Capacity building and institutional strengthening through support for educational leadership, governance, and professional development initiatives for schools and education stakeholders.
- Promotion of e-learning and educational innovation by supporting the integration of technology into teaching and learning to improve access to quality education and prepare learners for the digital age.

These achievements demonstrate SISEF's continued commitment to enhancing educational opportunities, improving learning outcomes, and investing in the long-term development of human capital in South Imenti Constituency.

2.4 Challenges of the Fund

Despite its notable achievements and steady growth, the South Imenti Sustainable Education Fund (SISEF) continues to face several challenges that affect its capacity to meet the growing educational needs of the constituency. These challenges include:

- Limited resource mobilization, particularly during the Fund's early years when emphasis was placed primarily on financial contributions, with limited diversification of funding sources and partnerships.
- Inconsistent stakeholder participation, as not all schools and community stakeholders have actively contributed to or supported the Fund's initiatives.
- Inadequate financial resources relative to the increasing demand for educational assistance. For example, in 2026, the Fund received 120 scholarship applications, but only 9 beneficiaries were supported due to resource constraints.
- Potential influence of vested interests, which may undermine transparency, fairness, and objective decision-making if not effectively managed through strong governance mechanisms.
- Absence of a comprehensive investment policy to guide investment decisions, risk management, and long-term stewardship of the endowment fund.

  Addressing these challenges will be essential to strengthening the Fund's sustainability, enhancing governance, broadening stakeholder participation, and expanding access to educational opportunities for vulnerable learners in South Imenti Constituency.

2.5 Stakeholder Analysis

Stakeholders in the context of SISEF Strategic Plan are individuals/organizations who have contributed to the formation of its initial resources and the beneficiaries who have the potential to influence its future operations. Analysis of the stakeholders is important mainly to develop a common understanding of the mutual expectations. This allows the Board to gain insights into what stakeholders expect from it and the roles it needs to play in meeting these expectations. In effect, the Board is outlining its commitments to its stakeholders. The Stakeholder Analysis is presented in Table 2.4 below.

Table 2.4: Stakeholder Analysis

Name of Stakeholder	Stakeholder's Expectation from SISEF	SISEF Expectation from the Stakeholder

Primary Schools	• Sponsorship of needy children to secondary schools • Support to constituency education days • Facilitation of motivational speakers • Support common exams	• Contribute to resource mobilization • Contribute beneficiaries
Secondary Schools	• Sponsorship of needy children to university and TVET • Support to constituency education days • Facilitation of motivational speakers • Support common exams	• Contribute to resource mobilization • Contribute beneficiaries
TVET Institutions	• Sponsorship of needy students for TVET courses that offer gainful employment	• Graduates who gain employment increase stakeholders and resources • Contribute to resource mobilization
Universities	• Sponsorship of students to relevant courses	• Graduates who gain employment increase stakeholders and resources
Business Community / Industry	• Offer employment and internship opportunities to beneficiaries	• Employed beneficiaries increase stakeholders and resources • Increase financial and material support
South Imenti Community	• Sponsorship of beneficiaries	• Increase resources • Produce beneficiaries
County Government	• Partnership in education support programs • Support educational infrastructure and bursaries	• Policy support • Resource mobilization • Collaboration in community projects
National Government	• Collaboration in education policies and programs • Support scholarships and educational initiatives	• Policy guidance • Funding opportunities • Partnership in implementation

Diaspora Community	• Opportunity to support education and community development	• Financial support • Mentorship opportunities • Resource mobilization
Alumni	• Networking and mentorship opportunities	• Give back through mentorship and sponsorship • Resource mobilization
Religious Institutions / Churches	• Support spiritual and moral development of learners • Community outreach programs	• Guidance and counselling • Sponsorship and mentorship support
Corporates (Banks, SACCOs, Companies)	• Corporate social responsibility opportunities • Brand visibility through education support	• Sponsorships • Scholarships • Resource mobilization and partnerships
Sponsors / Development Partners	• Effective utilization of resources • Impactful education programs	• Financial and technical support • Long-term partnerships
Political Leadership	• Improved education standards within the constituency	• Advocacy support • Mobilization of resources • Community goodwill
Ministry of Education	• Improved access, retention, and transition in education	• Technical guidance • Policy direction • Collaboration in education programs

2.5.1 Challenges to SISEF

The South Imenti Sustainable Education Fund (SISEF) operates in an environment characterised by increasing demand for educational support and evolving socio-economic challenges. These external factors continue to place significant pressure on the Fund's capacity to fulfil its mandate. The key challenges to SISEF include:

- Inadequate financial resources to meet the increasing demand for scholarships, bursaries, mentorship, and other educational support programmes.
- Limited stakeholder participation and support, resulting in a narrow resource base and reduced opportunities for partnerships, fundraising, and programme expansion.

- A growing number of needy and vulnerable learners requiring educational assistance due to poverty, orphanhood, household vulnerability, and other socio-economic challenges, thereby exceeding the Fund's available resources.

These challenges highlight the need for SISEF to strengthen resource mobilization, diversify funding sources, expand strategic partnerships, and enhance stakeholder engagement to ensure the long-term sustainability and impact of the Fund.

2.6 Legal Environment

2.6.1 Legal Status and Governance of SISEF

The South Imenti Sustainable Education Fund (SISEF) is registered as a Community-Based Organization (CBO) under the Ministry of Labour, Social Security and Services (Certificate No. 17004, Registration No. IS/9488/2023), having been registered on 16th August 2023. The registration is subject to annual renewal.

The current legal framework provides the Fund with a formal governance structure for mobilizing and managing resources to support education within South Imenti Constituency. The Fund's key functions include:

- Mobilizing resources to support scholarships and other educational programmes.
- Identifying, vetting, and supporting deserving and vulnerable beneficiaries.
- Investing the Fund prudently to generate sustainable returns while safeguarding the principal capital.
- Pursuing strategic partnerships and donor support to strengthen the Fund's resource base.
- Facilitating the transition of SISEF from a Community-Based Organization to a Trust Fund in order to enhance its legal standing, governance, and long-term sustainability.

Despite these achievements, the current CBO status presents several limitations that constrain the growth and sustainability of the Fund. These include:

- Limited tax incentives, as investment income may be subject to taxation, thereby reducing the resources available for educational programmes.
- Reduced attractiveness to development partners and donors, many of whom prefer to support legally established trusts or foundations with stronger governance frameworks.
- Governance gaps, including the absence of clear provisions on the tenure of Board members and the process for appointing the Patron, which may affect institutional continuity and accountability.

Addressing these legal and governance challenges will strengthen SISEF's institutional capacity, improve stakeholder confidence, enhance resource mobilization, and position the Fund for sustainable growth and greater impact.

2.7 Environmental Scan

2.7.1 SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was undertaken to assess the internal and external environment within which SISEF operates. The analysis examined the organization's internal strengths that can be leveraged to enhance performance, internal weaknesses that require improvement, external opportunities that can be exploited to advance its mandate, and external threats that may hinder the achievement of its objectives (see Table 2.5).

The findings of the SWOT analysis have informed the development of strategies contained in this Strategic Plan, enabling SISEF to strengthen resource mobilization, investment management, and beneficiary support programmes. The Board will build on its strengths to enhance operational effectiveness, address identified weaknesses to improve institutional performance, capitalize on emerging opportunities to expand partnerships and resource mobilization, and implement appropriate mitigation measures to manage potential threats. This approach will enable SISEF to achieve its strategic objectives and sustain its contribution to educational development in South Imenti.

Table 2.5: SWOT Analysis

Strengths	**Weaknesses**
1. Competent, committed, diverse and supportive Board members. 2. Committed volunteers 3. Committed stakeholders 4. Conducive work environment 5. Diverse and valid demands	1. Inadequate Resources 2. Lack of full exploitation of the new technological trends 3. Inadequate human resource capacity 4. Weak external communication mechanisms 5. Lack of volunteers' policy 6. Lack of clarity on future appointment of the Patron and duration of office of the management committee
Opportunities	**Threats**
1. The only tested CBO addressing educational needs in South Imenti constituency 2. Realization of community contribution by the National Government on Education. 3. Stakeholders support in resource mobilization and selection of beneficiaries 4. Emerging global trends that provide opportunities for partnerships 5. Emerging Issues like the SDGs, Green Economy and Climate Resilience Programs that call for new ways of poverty eradication 6. Government's development agenda	1. Existence of High demand 2. Limitation of available funds 3. Cross cutting issues such as HIV and AIDS, Mental Health, corruption, alcohol, drug and substance abuse and gender inequalities 4. Low public awareness of the mandate of the fund 5. Existence of doubts lack of knowledge as to the operations of SISEF 6. Existence of constituents who live in abject poverty 7. Delimiting legal status

2:7:2 PESTEL Analysis

SISEF Board's external environment will play a big role in defining its operations. There are factors that exist in this external environment that may influence the activities and programs of SISEF Board. These can be grouped as Political, Economic, Social, Technological, Environmental and Legal (PESTEL). Analysis of PESTEL factors is represented in Table 2.6 below: -

Table 2.6: Pestel Analysis

Category	Issue	Description
Political	Political stability	Allows the Board to deliver its services to Needy SISEF Constituents without interruptions
Political	Regional integration	SISEF will remain a unifying program of the Larger SISEF irrespective of future demographic and boundary changes
Political	Devolution	Devolution presents opportunities for the Board to expand its lists of stakeholders
Political	Good will from County and National Government	This empowers the Board to request for tax waiver, more resources from both County and National Government.
Economic	Government's development agenda	The Board has to align its activities to the Government's development Agenda contained in Vision 2030
Economic	Rationalization of Public Expenditure	Lack of coordinated funding by county and national government
Social	Equal Opportunities	Selection of beneficiaries (needy) should be open, clear and understood by all stakeholders
Social	Corruption	There is a need to sensitize the stakeholders on the aspects of avoiding corruption.
Technological	Technological changes	Need to align, innovate and adopt new technologies particularly on resource mobilization, selecting the beneficiaries and monitoring their progress
Environmental/ Ecological	Climate change and over exploitation of the natural resources	Promote practices that comply with current climate resilience programs for more resources
Legal	Relevant legislations that affect the operations of the Board	SISEF is registered under the Community Group Registration Act 2022. There is need to grow it to a foundation with clear clauses on appointment of patron and the term of service for board members

2.8 Stakeholder Engagement

The development of the South Imenti Sustainable Education Fund (SISEF) Strategic Plan 2026–2030 was informed by extensive stakeholder consultations involving education leaders, community members, professionals, religious leaders, government representatives, alumni, beneficiaries, and development partners. The consultations provided an opportunity for stakeholders to reflect on the educational challenges facing South Imenti and to propose practical strategies for strengthening the Fund. The views generated informed the strategic priorities, interventions, and implementation approaches contained in this Strategic Plan.

2.8.1 Key Stakeholder Views

The consultations generated recommendations that were organized into five thematic areas.

(i) Resource Mobilization and Fundraising

Stakeholders recommended:

- Mobilizing financial support from South Imenti professionals, elected leaders, former leaders, religious leaders, and other influential members of the community.
- Leveraging the constituency's strong agricultural base by encouraging contributions from farmers.
- Engaging the over 400 churches across the constituency to establish small but regular member contributions.
- Organizing fundraising events such as charity dinners, sponsored walks, and marathons.
- Exploring innovative financing mechanisms and investment opportunities.
- Strengthening transparency and accountability to build donor confidence.

(ii) Community Engagement and Partnerships

Stakeholders emphasized the need to:

- Strengthen community ownership of SISEF.
- Partner with universities, TVET institutions, and colleges to secure scholarships, tuition waivers, mentorship, and internships.
- Engage philanthropic individuals and organizations.
- Collaborate with National Government Administration Officers, religious institutions, and community leaders.
- Encourage beneficiaries to become ambassadors, mentors, and future contributors to the Fund.

(iii) Visibility and Public Awareness

Stakeholders proposed that SISEF should:

- Increase public awareness of its mandate and achievements.
- Participate in major community events.
- Organize scholarship award and flag-off ceremonies.

- Develop an interactive website with beneficiary stories, impact reports, and online donation platforms.
- Expand scholarship coverage to increase visibility within the community.

(iv) Governance and Sustainability

Stakeholders recommended that SISEF should:

- Strengthen governance structures.
- Develop a succession plan.
- Promote institutional independence through a strong Board of Directors.
- Ensure transparency, accountability, and prudent financial management.

(v) Strategic Growth

Stakeholders proposed that SISEF should:

- Progressively increase scholarship support to reach a minimum of 200 beneficiaries across secondary, TVET, and university education by 2030.Diversify income streams.
- Strengthen donor confidence through measurable impact.
- Position the Fund to attract local and international development partners.

2.8.2 Key Emerging Priorities

The stakeholder consultations identified five strategic priorities that informed this Strategic Plan:

1. Diversify and strengthen resource mobilization.
2. Enhance public awareness and visibility.
3. Strengthen governance, accountability, and succession planning.
4. Build strategic partnerships with communities, government, faith-based organizations, educational institutions, and development partners.
5. Promote long-term sustainability through prudent financial management and continuous programme growth.

2.8.3 Implications for the Strategic Plan

The stakeholder consultations confirmed strong community support for SISEF while highlighting the need to strengthen institutional capacity, diversify funding sources, enhance partnerships, improve visibility, and establish robust governance systems. These findings directly informed the Strategic Pillars, Strategic Objectives, Resource Mobilization Strategy, Governance Framework, Communication Strategy, and Monitoring and Evaluation Framework contained in this Strategic Plan.

CHAPTER THREE

Strategic Model

3.0 Overview

This chapter presents the Strategic Model of the South Imenti Sustainable Education Fund (SISEF). The chapter outlines the organization's strategic direction through its Vision, Mission, Motto, Core Values, Key Result Areas (KRAs), Strategic Objectives, and Strategies. The Strategic Model provides the framework that will guide SISEF in mobilizing and sustainably managing resources, strengthening institutional capacity, promoting environmental stewardship, supporting livelihoods and enterprise development, and expanding educational opportunities for bright and needy learners in South Imenti and beyond. The chapter further establishes the foundation for long-term sustainability, accountability, innovation, inclusivity, and stakeholder engagement in the implementation of the Fund's mandate.

3.1 Vision, Mission and Motto

Vision

An educated, empowered, and self-reliant South Imenti community

Mission

To mobilize, invest, and sustainably manage resources that expand access to quality education, mentorship, and opportunities for needy/vulnerable learners in South Imenti.

Motto

Empowering Education, Transforming Lives

3.2 Core Values

Collaboration
Accountability
Integrity
Professionalism
Inclusivity
Innovation

3.3 Key Result Areas (KRAs), Strategic Objectives and Strategies

The implementation of this Strategic Plan shall be anchored on the following Key Result Areas, Strategic Objectives, and corresponding Strategies (See Table).

Table 3.3.1: Key Result Area (KRA)

Thematic Area / KRA	Strategic Objective	Strategies
1. Institutional Strengthening and Legal Status	1. Transform SISEF into a legally recognized community Foundation with robust governance structures by 2030.	• Review and amend the SISEF Constitution. • Register SISEF as a community Foundation. • Develop governance and board charter. • Develop board succession policy. • Develop human resource policy. • Develop volunteer management policy. • Develop procurement and financial management policies. • Establish board committees. • Conduct annual governance audits. • Train board members on corporate governance.
	2. Strengthen institutional systems and operational efficiency.	• Strength SISEF Secretariat. • Recruit additional staff. • Develop operational manuals. • Introduce performance management systems. • Strengthen financial management systems. • Establish internal control systems. •
2. Resource Mobilization	1. Increase financial resources available for educational support and institutional sustainability.	• Develop a Resource Mobilization Strategy. • Establish annual fundraising drives. • Organize education fundraising forums. • Establish a Friends of SISEF Programme. • Launch diaspora fundraising initiatives.

		• Prepare donor funding proposals. • Establish corporate sponsorship programmes. • Mobilize alumni contributions.
	2. Diversify non-financial resources and strategic partnerships.	• Establish partnerships with universities. • Develop mentorship partnerships. • Mobilize volunteer professionals. • Secure in-kind educational support. • Develop internship partnerships.
3. Beneficiary Support and Development	1. Expand access to educational opportunities for bright and needy learners.	• Increase scholarship beneficiaries annually. • Develop beneficiary selection criteria. • Conduct beneficiary vetting exercises. • Support primary, TVET, secondary and university students. • Establish emergency education support fund.
	2. Improve academic performance and learner success.	• Conduct mentorship programmes. • Organize career guidance sessions. • Support academic clinics. • Organize motivational talks. • Support education days. • Support science congresses and innovation fairs.
	3. Provide holistic learner development.	• Introduce psychosocial support. • Introduce life skills training.

		• Promote leadership development. • Support digital literacy programmes. • Establish beneficiary alumni networks.
4. Investment and Financial Sustainability	1. Grow the endowment fund to support long-term sustainability.	• Develop investment policy. • Diversify investment portfolio. • Conduct annual investment reviews. • Strengthen KCDF partnership. • Reinvest surplus returns. • Conduct investment risk assessments.
	2. Enhance financial accountability and stewardship.	• Conduct annual external audits. • Publish annual financial reports. • Strengthen financial controls. • Automate financial management systems.
5. Stakeholder Engagement and Partnerships	1. Strengthen stakeholder participation and ownership.	• Conduct annual stakeholder forums. • Hold community engagement meetings. • Develop stakeholder database. • Conduct stakeholder satisfaction surveys. • Establish alumni association – bring in school alumni & beneficiary alumni.
	2. Strengthen strategic partnerships.	• Develop partnership framework. • Sign MOUs with key institutions. • Engage county government. • Engage Ministry of Education. • Engage private sector organizations.

6. Technology Adoption and Digital Transformation	1. Improve operational efficiency through technology.	• Develop Management Information System. • Digitize beneficiary records. • Introduce online application systems. • Establish digital monitoring systems. • Automate reporting functions.
	2. Enhance visibility and digital fundraising.	• Develop website. • Establish social media platforms. • Introduce online donation portal. • Produce digital newsletters. • Conduct digital campaigns.
7. Environmental Sustainability and Climate Action	1. Promote environmental conservation and climate resilience.	• Conduct annual tree planting programmes. • Establish school environmental clubs. • Support climate-smart agriculture. • Conduct environmental awareness campaigns. • Promote green schools initiatives.
	2. Mainstream environmental sustainability into SISEF programmes.	• Develop environmental policy. • Integrate environmental indicators into projects. • Establish environmental partnerships. •
8. Livelihood and Enterprise Development	1. Enhance economic empowerment among beneficiaries and communities.	• Conduct entrepreneurship training. • Promote vocational skills development. • Support youth enterprises.

		• Establish business mentorship programme. • Link beneficiaries to employment opportunities.
	2. Strengthen household resilience.	• Promote savings culture. • Support financial literacy training. • Facilitate enterprise networking.
9. Monitoring, Evaluation and Learning (MEL)	1. Strengthen monitoring, evaluation and organizational learning.	• Develop MEL framework. • Establish baseline data. • Conduct quarterly reviews. • Conduct annual performance reviews. • Conduct mid-term evaluation. • Conduct end-term evaluation. • Develop knowledge management system. • Publish annual impact reports.

3.4 Strategic Focus

The Strategic Model emphasizes sustainability, accountability, inclusivity, innovation, and long-term impact. SISEF will focus on strengthening institutional systems, mobilizing and sustainably managing resources, growing its endowment fund, leveraging strategic partnerships, and ensuring that vulnerable learners access quality education opportunities.

In addition to educational support, SISEF will integrate environmental sustainability, climate action, and livelihood empowerment initiatives to promote holistic community transformation. The Fund recognizes that educational achievement is closely linked to economic resilience, environmental stewardship, and sustainable community development.

Through investments in entrepreneurship, vocational skills, climate-smart initiatives, and community empowerment programs, SISEF seeks to create sustainable pathways for improved livelihoods and long-term socio-economic development.

SISEF will also prioritize innovation, prudent financial management, stakeholder participation, and technology adoption to ensure efficiency, transparency, and sustainability.

3.5 Strategic Implementation Approach

The successful implementation of this Strategic Plan will require effective coordination, adequate resource mobilization, strong governance systems, stakeholder collaboration, and continuous monitoring and evaluation. This will be achieved through:

- Partnership and Collaboration – Work with government, donors, private sector, alumni, and community groups.
- Sustainability and Endowment Growth – Strengthen long-term financial sustainability.
- Community Participation – Promote volunteerism, mentorship, and ownership.
- Innovation and Technology – Leverage ICT for efficiency and fundraising.
- Monitoring, Evaluation and Learning – Integrate M&E systems for accountability.
- Environmental and Social Responsibility – Integrate sustainability and inclusion.

This Strategic Model provides the overall framework that will guide SISEF in achieving its mission and long-term aspirations. Through strong governance, sustainable resource mobilization, strategic partnerships, environmental stewardship, livelihood empowerment, and effective program implementation, SISEF seeks to transform lives and create lasting impact within South Imenti and beyond.

The successful implementation will position SISEF as a sustainable, innovative, and community-centred institution committed to educational empowerment, socio-economic transformation, and sustainable development.

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION

4.0 Overview

This chapter provides a comprehensive framework for the implementation of the SISEF Strategic Plan by outlining the accountability structures, coordination mechanisms, human resource requirements, resource mobilization strategies, and risk management measures necessary for its successful execution. The framework is designed to promote effective implementation, strengthen transparency and accountability, and ensure the long-term sustainability of the Fund's operations and programmes.

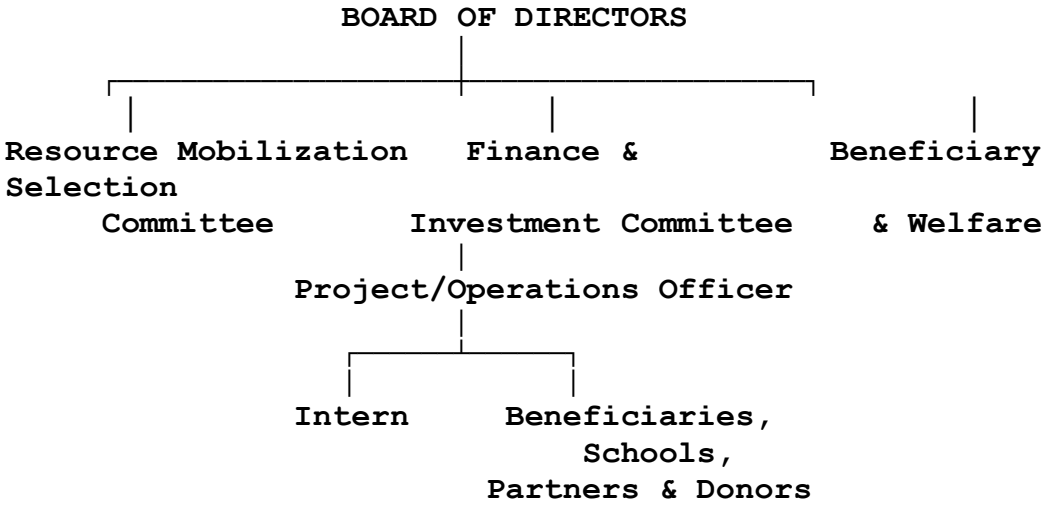
4.1 Accountability Framework

SISEF will uphold the principles of integrity, transparency, and accountability in all its operations. The Board will provide oversight, approve budgets and policies, and ensure proper utilization of resources. Regular reporting, audits, and stakeholder engagement will enhance accountability.

4.2 Organizational Structure and Coordination

Implementation of the SISEF Strategic Plan (2026–2030) will be overseen by the Board of Directors, which shall provide strategic leadership, policy direction, and oversight. The Board will execute its responsibilities through specialized committees responsible for resource mobilization, finance and investment, and beneficiary selection and welfare. The Project/Operations Officer will coordinate the day-to-day implementation of the Strategic Plan and report to the Board through the appropriate governance structures.

Figure 4:1: SISEF Organizational Structure



4.2.1 Human Resource

SISEF currently operates with a Project/Operations Officer responsible for coordination, reporting, and programme implementation. The Fund plans to recruit an intern to support administrative tasks, data management, and communication. Future expansion will include additional staff and development of a Human Resource Policy.

4.2.2 Resource Mobilization Strategies

Sustainable resource mobilization is fundamental to the long-term growth and impact of the South Imenti Sustainable Education Fund (SISEF). To expand its financial base and meet the increasing demand for educational support, the Fund will implement a diversified resource mobilization strategy that focuses on strengthening the endowment, broadening stakeholder participation, and establishing strategic partnerships. The key resource mobilization strategies include:

- Strengthening the endowment fund through prudent investment and reinvestment of investment income to ensure long-term financial sustainability.
- Mobilizing contributions from the South Imenti community, including individuals, families, businesses, and community organizations committed to supporting education.
- Engaging alumni and former beneficiaries to give back to the Fund through financial contributions, mentorship, and advocacy, thereby fostering a culture of philanthropy.
- Organizing fundraising events and campaigns to raise financial resources and increase public awareness of the Fund's mission and impact.
- Developing partnerships with development partners, corporate organizations, foundations, and other institutions to leverage financial, technical, and in-kind support.
- Leveraging digital platforms and technology-enabled fundraising mechanisms to facilitate online donations, enhance stakeholder engagement, and reach a broader network of supporters.

These strategies are intended to diversify the Fund's sources of income, reduce reliance on a limited number of contributors, and ensure that SISEF remains financially sustainable while expanding access to educational opportunities for vulnerable learners in South Imenti Constituency.

4.3 Risk Analysis and Mitigation Measures

The successful implementation of the SISEF Strategic Plan will depend on the organization's ability to identify, assess, and effectively manage risks that may affect the achievement of its strategic objectives. As SISEF operates in a dynamic environment characterized by financial, legal, operational, technological, and socio-economic challenges, it is essential to establish appropriate measures to anticipate and mitigate potential risks.

Risk analysis enables the Fund to proactively identify factors that could hinder programme implementation, resource mobilization, investment growth, stakeholder engagement, and institutional sustainability. By understanding these risks and their potential impact, SISEF can develop appropriate mitigation strategies to minimize disruptions and enhance organizational resilience.

This section identifies the key risks that may affect the implementation of the Strategic Plan and outlines the corresponding mitigation measures that will be adopted to safeguard the Fund's resources, strengthen governance and accountability, and ensure the successful achievement of its mission and strategic goals (see Table 4.1).

Table 4.1: Risks and Mitigation Measures

Risk	Description	Mitigation Measures
Inadequate funding	Insufficient funds to meet growing demand	Diversify funding and strengthen partnerships
High demand for support	Increasing number of needy students	Prioritize cases and expand resource base
Weak governance structures	Inefficiencies in operations	Strengthen governance frameworks and policies
Legal limitations of CBO	Limits partnerships and growth	Transition to a Trust/Foundation
Low stakeholder engagement	Reduced community participation	Enhance communication and outreach
Poor investment returns	Low growth of fund	Improve investment monitoring and strategy
Technological gaps	Inefficient systems	Adopt ICT systems and train users

4.4 Implementation Matrix of SISEF Strategic Plan, 2026 - 2030

The Implementation Matrix provides a structured framework for translating the strategic objectives of the South Imenti Sustainable Education Fund (SISEF) Strategic Plan into actionable programmes and activities during the 2026–2030 planning period. It serves as an operational roadmap that links the Fund's Key Result Areas (KRAs), strategic objectives, strategies, outputs, performance indicators, responsibilities, timelines, and resource requirements.

The matrix is intended to guide the implementation, coordination, monitoring, and evaluation of the Strategic Plan by ensuring that all planned interventions are aligned with the Fund's vision, mission, and strategic priorities. It also provides a basis for performance measurement, accountability, resource allocation, and decision-making throughout the implementation period.

Through the Implementation Matrix, SISEF will be able to track progress towards the achievement of its strategic objectives, assess performance against established targets, identify

implementation challenges, and take timely corrective action where necessary. The matrix will therefore serve as a key management and accountability tool for the Board, management, staff, partners, and other stakeholders involved in the implementation of the Strategic (see **Table 4.2**).

Table 4.2: Implementation Matrix

KRA	**Key Activities**	**Performance Indicator**	**Baseline**	**Target 2030**	**Responsibility**
Institutional Strengthening	Register SISEF as Foundation	Legal registration completed	CBO	Foundation registered	Board
Institutional Strengthening	Develop governance policies	No. of policies approved	0	8 policies	Board
Resource Mobilization	Annual fundraising events	Amount raised annually	Current level	KES 5M annually	Resource Mobilization Committee
Resource Mobilization	Donor partnerships	No. of active donors	0	10 donors	Secretariat
Beneficiary Support	Scholarships awarded	No. of beneficiaries	28	150 beneficiaries	Beneficiary Committee
Beneficiary Support	Mentorship sessions	No. of sessions	3	4 annually	Secretariat
Investment Sustainability	Endowment growth	Fund value	KES 47M	KES 100M	Finance Committee
Investment Sustainability	Investment reviews	No. conducted	0	Annual reviews	Finance Committee
Stakeholder Engagement	Stakeholder forums	No. held	0	1 annually	Board
Stakeholder Engagement	MOUs signed	No. signed	0	15 MOUs	Secretariat
Technology	MIS developed	Functional MIS	None	Fully operational	Secretariat
Technology	Online donation platform	Platform operational	No	Yes	ICT Team
Environment	Trees planted	No. planted	3000	50,000 trees	Environment Committee

KRA	Key Activities	Performance Indicator	Baseline	Target 2030	Responsibility
Environment	Environmental clubs	No. established	12	50 schools	Secretariat
Livelihood Development	Entrepreneurship training	No. trained	0	1,000 youth	Secretariat
Livelihood Development	Enterprise mentorship	No. mentored	0	300 beneficiaries	Partners
MEL	Quarterly reports	No. produced	0	20 reports	Secretariat
MEL	Mid-term evaluation	Evaluation completed	No	Yes	Board
MEL	End-term evaluation	Evaluation completed	No	Yes	Board

Proposed Annual Milestones

Year 1 (2026)

- Register SISEF Community Foundation.
- Develop all governance policies.
- Develop Resource Mobilization Strategy.
- Develop MEL Framework.
- Launch stakeholder database.

Year 2 (2027)

- Establish MIS.
- Launch an online fundraising platform.
- Expand scholarships by 25%.
- Establish an alumni network.

Year 3 (2028)

- Mid-term evaluation.
- Expand donor partnerships.
- Launch an environmental programme.
- Expand the mentorship programme.

Year 4 (2029)

- Scale up resource mobilization.
- Strengthen investment portfolio.
- Expand TVET sponsorship.

Year 5 (2030)

- Achieve KES 100 million endowment target.
- Conduct end-term evaluation.
- Develop a successor strategic plan.

CHAPTER FIVE

Monitoring, Evaluation, and Reporting

5.0 Overview

This chapter outlines the Monitoring, Evaluation, and Reporting (MER) framework for the SISEF Strategic Plan. The framework provides mechanisms for tracking progress, measuring performance, ensuring accountability, and facilitating continuous learning throughout the implementation period. Effective monitoring and evaluation will support evidence-based decision-making and enhance the achievement of the Foundation's strategic objectives.

5.1 Monitoring of the Strategic Plan

Monitoring shall be a continuous process aimed at assessing the implementation of planned activities and measuring progress toward the achievement of strategic objectives. The process will involve regular collection, analysis, and reporting of performance data.

Monitoring will focus on:

- Implementation of planned activities;
- Achievement of outputs and outcomes;
- Financial performance and resource utilization;
- Beneficiary progress and impact;
- Compliance with policies and operational guidelines.

The Foundation will utilize various monitoring tools, including:

- Strategic Plan Implementation Matrix;
- Quarterly and Annual Progress Reports;
- Financial Reports;
- Beneficiary Tracking Systems;
- Stakeholder Feedback Mechanisms;
- Monitoring and Evaluation Checklists.

Regular monitoring findings will be used to improve program implementation and inform management decisions.

5.2 Evaluation of the Strategic Plan

Evaluation will be conducted periodically to determine the relevance, effectiveness, efficiency, impact, and sustainability of SISEF programs and interventions.

The Foundation shall undertake:

5.2.1 Mid-Term Evaluation

A comprehensive review conducted midway through the Strategic Plan period to:

- Assess progress towards strategic objectives;

- Identify implementation challenges and opportunities;
- Recommend corrective actions where necessary.

5.2.2 End-Term Evaluation

A final assessment conducted at the end of the Strategic Plan period to:

- Measure overall achievement of strategic objectives;
- Evaluate program impact and sustainability;
- Document lessons learned and best practices;
- Inform the development of future strategic plans.

The evaluations will involve internal and external stakeholders to ensure objectivity and credibility

5.3 Reporting on Performance

Performance reporting is an essential component of the Monitoring, Evaluation, and Reporting (MER) framework. It provides a mechanism for communicating progress, achievements, challenges, and lessons learned during the implementation of the Strategic Plan. Regular performance reporting enhances accountability, promotes transparency, supports evidence-based decision-making, and enables stakeholders to assess the extent to which strategic objectives and targets are being achieved. The reports generated will inform management actions, resource allocation, and continuous improvement of programmes and operations.

The Foundation will prepare and disseminate a reporting performance framework as presented in **Table 5.1** below.

Table 5.1: Performance Reporting Matrix

Report Type	**Frequency**	**Purpose**
Quarterly Progress Reports	Quarterly	Track implementation progress and performance
Annual Performance Reports	Annually	Assess achievement of annual targets
Financial Reports	Quarterly and annually	Monitor financial performance and accountability
Beneficiary Reports	Periodically	Track beneficiary support and outcomes
Evaluation Reports	Mid-Term and End-Term	Assess effectiveness, impact, and sustainability

These reports will be submitted to the Board of Directors, development partners, donors, and other stakeholders as appropriate.

5.4 Communication Strategy

5.4.1 Introduction

Effective communication is essential for building stakeholder confidence, promoting transparency, enhancing accountability, mobilizing resources, and strengthening partnerships. As SISEF implements its 2026–2030 Strategic Plan, a structured communication strategy will ensure timely dissemination of information, stakeholder engagement, public awareness, and support for the Fund's programmes and initiatives.

The Communication Strategy aims to strengthen relationships with stakeholders, increase the visibility of SISEF, promote resource mobilization efforts, and facilitate the sharing of achievements, challenges, opportunities, and lessons learned.

5.4.2 Communication

Effective communication is essential for promoting awareness, strengthening stakeholder engagement, supporting resource mobilization, and enhancing public confidence in the South Imenti Sustainable Education Fund (SISEF). The communication function will ensure that stakeholders receive timely, accurate, and consistent information on the Fund's programmes, achievements, governance, and opportunities for participation.

SISEF will maintain regular communication with its key stakeholders, including beneficiaries and their families, educational institutions, government agencies, development partners, donors, alumni, the private sector, religious organizations, the South Imenti diaspora, media organizations, community members, Board members, and volunteers. Communication with these stakeholders will be tailored to their information needs and the nature of their engagement with the Fund.

The communication strategy will be guided by the following objectives:

- Increase awareness of SISEF's mandate, programmes, achievements, and impact.
- Strengthen stakeholder participation, engagement, and ownership.
- Support resource mobilization and fundraising initiatives.
- Promote transparency, accountability, and timely sharing of information.
- Enhance public confidence and trust in the Fund.
- Strengthen collaboration with development partners, government agencies, educational institutions, alumni, and the private sector.
- Facilitate knowledge sharing, learning, and dissemination of best practices.

To ensure consistency in all communication and public engagement, SISEF will promote the following key messages:

- Education is a powerful tool for transforming lives and communities.
- SISEF provides sustainable educational support to bright, needy, and vulnerable learners in South Imenti Constituency.
- Community participation, partnership, and shared responsibility are essential to the success and sustainability of the Fund.
- Every contribution—financial, technical, or voluntary—creates opportunities for learners to achieve their full potential.

- Transparency, accountability, integrity, and prudent stewardship guide all SISEF operations and resource management.
- The endowment fund model ensures long-term sustainability, enabling the Fund to support future generations of learners.

Through effective communication, SISEF will strengthen stakeholder relationships, reinforce its institutional reputation, and mobilize the support necessary to achieve its strategic objectives.

5.4.3 Communication Channels

To effectively reach its diverse stakeholders, SISEF will utilize a combination of traditional and digital communication channels as outlined in **Table 5.2** below. These channels will facilitate the timely dissemination of information, enhance stakeholder engagement, promote transparency and accountability, support resource mobilization efforts, and strengthen the visibility of the Fund. The selection of communication channels will be guided by the target audience, the nature of the information being communicated, and the desired impact.

Table 5.2: SISEF Communication Channels to stakeholders

Communication Channel	**Purpose**
Website	Information sharing, fundraising, reporting
Social Media Platforms	Public awareness, engagement, fundraising campaigns
Annual Reports	Accountability and performance reporting
Newsletters	Updates on activities and achievements
Community Forums (Barazas)	Stakeholder engagement and feedback
Education Days	Awareness creation and recognition of excellence
Stakeholder Meetings	Consultation and partnership development
Print Media	Public awareness and publicity
Radio Programmes	Community outreach and fundraising appeals
SMS and Email Communication	Direct communication with stakeholders
Brochures and Information Materials	Public education and visibility

5.4.4 Communication Roles and Responsibilities

Effective implementation of the communication strategy requires clear roles and responsibilities among the governance and management structures of the South Imenti Sustainable Education Fund (SISEF). The key communication responsibilities are as follows:

Board of Directors

- Provide strategic oversight and direction for the Fund's communication and stakeholder engagement initiatives.
- Champion the Fund's vision, mission, and strategic objectives by serving as ambassadors of SISEF.
- Support resource mobilization and foster relationships with key stakeholders, partners, and development agencies.

Chairperson

- Serve as the principal spokesperson for the Board on governance and strategic matters.
- Represent SISEF during high-level engagements with government, development partners, donors, and other strategic stakeholders.
- Promote the Fund's image and strengthen stakeholder confidence through effective public representation.

Secretariat

- Coordinate the implementation of the communication strategy and manage day-to-day communication activities.
- Develop and disseminate communication materials, including reports, newsletters, brochures, press releases, and digital content.
- Manage the Fund's website, social media platforms, and stakeholder database.
- Coordinate media relations and ensure timely dissemination of accurate information.
- Monitor and evaluate communication activities and prepare periodic communication reports.

Stakeholders and Partners

- Support the dissemination of information about the Fund within their respective networks and communities.
- Participate in awareness campaigns, advocacy initiatives, and resource mobilization activities.
- Provide feedback that contributes to continuous improvement of the Fund's programmes, communication, and stakeholder engagement.

Clearly defined communication roles and responsibilities will enhance coordination, ensure consistency in messaging, and strengthen stakeholder engagement, accountability, and public confidence in SISEF.

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5.4.5 Communication Products

To promote effective information sharing, stakeholder engagement, and accountability, SISEF will develop and disseminate a range of communication products that highlight the Fund's programmes, achievements, financial performance, and impact. These products will target different stakeholder groups and support transparency, resource mobilization, and institutional visibility. Key communication products will include:

- Annual Reports summarizing the Fund's performance, achievements, financial status, and strategic progress.
- Quarterly Progress Reports providing updates on programme implementation, key milestones, and emerging issues.
- Donor and Partner Updates highlighting programme outcomes, utilization of resources, and opportunities for continued collaboration.
- Success Stories and Beneficiary Profiles showcasing the transformative impact of SISEF's support on learners, schools, and communities.
- Newsletters featuring organizational news, programme highlights, upcoming activities, and stakeholder contributions.
- Brochures, Flyers, and Information Materials to raise public awareness of the Fund's mandate, programmes, and opportunities for engagement and support.
- Impact Assessment and Evaluation Reports documenting programme results, lessons learned, and the long-term outcomes of SISEF's interventions.

These communication products will serve as key tools for enhancing transparency, strengthening stakeholder confidence, promoting learning, and mobilizing support for the Fund's mission and strategic objectives.

5.4.6 Monitoring and Evaluation of Communication

The implementation and effectiveness of SISEF's communication strategy will be monitored and evaluated regularly to ensure that communication activities contribute to the achievement of the Fund's strategic objectives. Monitoring and evaluation will provide evidence on the reach, effectiveness, and impact of communication initiatives while informing continuous improvement.

The effectiveness of the communication strategy will be assessed using the following key performance indicators:

- Number of stakeholder engagement forums, meetings, and outreach activities conducted.
- Website traffic, user engagement, and digital platform analytics.
- Growth in social media followers, audience reach, and stakeholder interactions.
- Number and quality of strategic partnerships established and maintained.
- Stakeholder satisfaction levels, as measured through surveys and feedback mechanisms.
- Resources mobilized through communication, advocacy, and fundraising campaigns.
- Volume and quality of stakeholder feedback received and the responsiveness of the Fund to stakeholder concerns.

The Secretariat will prepare periodic communication performance reports for review by the Board of Directors. The findings from monitoring and evaluation will be used to refine communication approaches, strengthen stakeholder engagement, improve resource mobilization, and ensure that communication activities remain aligned with the objectives and priorities of the SISEF Strategic Plan (2026–2030).

5.4.7 Conclusion

Effective communication will be critical to the successful implementation of the SISEF Strategic Plan 2026–2030. Through proactive stakeholder engagement, transparent information sharing, and strategic use of communication platforms, SISEF will strengthen partnerships, mobilize resources, enhance accountability, and build a strong community of supporters committed to improving educational opportunities in South Imenti.

Strategic Plan Implementation Matrix

Key Result Area (KRA)	Strategic Objective	Strategies	Expected Outcome	Expected Output	Key Activities	Performance Indicators	Time Frame
Institutional Strengthening	Strengthen governance systems	Policy development and capacity building	Improved governance and accountability	Governance policies approved and operational	Review constitution; develop policies; conduct governance training	Number of policies approved and implemented	Year 1 – Year 2
Resource Mobilization	Increase financial resources	Diversification of funding sources	Increased financial sustainability	Resource mobilization plan implemented	Fundraising campaigns; partnership development; proposal writing	Amount of funds raised annually	Year 1 – Year 5
Beneficiary Support	Enhance support to students	Scholarship and educational support programs	Improved access to education	Increased number of beneficiaries supported	Beneficiary selection; scholarship disbursement; mentorship programs	Number of students supported	Year 1 – Year 5
Investment Management	Grow and sustain investment portfolio	Reinvestment and prudent investment management	Sustainable fund growth	Increased investment value	Monitor investments; review portfolio performance	Annual investment growth rate	Year 1 – Year 5
Technology Development	Improve organizational systems and processes	Digitization and automation	Enhanced operational efficiency	Functional Management Information System (MIS)	Develop and deploy MIS; staff training	Operational MIS in place	Year 2 – Year 5

Stakeholder Engagement	Strengthen stakeholder relationships	Regular engagement and communication	Increased stakeholder participation	Active stakeholder involvement	Stakeholder forums; consultations; communication campaigns	Number of stakeholder engagements conducted	Year 1 – Year 5
Environment and Social Inclusion	Promote inclusivity and sustainability	Awareness creation and sensitization programs	Inclusive and socially responsive programs	Environmental and social programs implemented	Sensitization campaigns; community outreach activities	Number of programs conducted	Year 2 – Year 5

Monitoring and Evaluation Responsibility Matrix

Activity	Responsible Officer/Committee	Frequency
Monitoring of Activities	Management Team	Quarterly
Financial Monitoring	Finance Committee	Quarterly
Progress Reporting	Executive Director	Quarterly and annually
Mid-Term Evaluation	Board and External Evaluators	Mid-Term
End-Term Evaluation	Board and External Evaluators	End of Strategic Plan
Stakeholder Review Meetings	Board and Management	Annually

The Monitoring, Evaluation, and Reporting framework provides a structured approach for assessing the implementation and effectiveness of the SISEF Strategic Plan. Through continuous monitoring, periodic evaluations, and timely reporting, the Foundation will ensure accountability, learning, and successful achievement of its strategic objectives.

Appendices

Appendix 1: SISEF Board of Directors

South Imenti Sustainable Education Fund (SISEF) Board of Directors

The following individuals constituted the Board of Directors during the development and approval of the SISEF Strategic Plan 2026–2030.

No.	Name	Position
1.	Mr. Cyprian Kirera Riungu	Chairperson
2.	Mr. Peter Magaju Magiri	Vice Chairperson
3.	Dr. Daniel Mwirigi Amanja	Secretary
4.	Dr. Pamella Karambu Kariba	Treasurer
5.	Mrs.Sarah Karimi Miriti	Member
6.	Mr.Geoffrey Kinoti Kathurima M'Nkanata	Member
7.	Mr.Bernard Kiragu	Member
8.	Mr.Mary Mwangi	Member
9.	Mr.James Kimathi Mugambi	Member

Appendix 2: Signatories to the Memorandum of Understanding (MoU)

Signatories to the Memorandum of Understanding Establishing SISEF

The following individuals and organizations signed the Memorandum of Understanding establishing the South Imenti Sustainable Education Fund (SISEF).

	Name	Designation
1.		
2.		
3.		
4.		
5.		

Note:

The Memorandum of Understanding provided the foundation for collaboration and commitment towards establishing and sustaining the South Imenti Sustainable Education Fund.

Appendix 3A: Stakeholder Consultation Attendance Register

(scan the attendance register and attach)

Appendix 3B: Categories of Stakeholders Represented

This appendix summarizes the representation of stakeholders who participated in the consultation process.

Stakeholder Category	Representation	
National Government	✓	
County Government	✓	
Ministry of Education	✓	
School Principals	✓	
Head Teachers	✓	
Teachers	✓	
Religious Leaders	✓	
Business community		✓
Professionals	✓	
Community Representatives	✓	
Alumni	✓	
Administrators		✓
KCDF	✓	
Board Members	✓	
Youth Representatives	✓	
Development Partners	✓	
Farmers		

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SOUTH I
EDU

SUPPOR
TRANSFO

TEA



COFFEE



DAIRY FARMING



HORTICULTURE



BANANA PRODUCTION



SCHOLARSHIPS & EDUCATIONAL SUPPORT

MENTORSHIP & LIFE SKILLS

South Imenti Constituency,
Meru County, Kenya

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