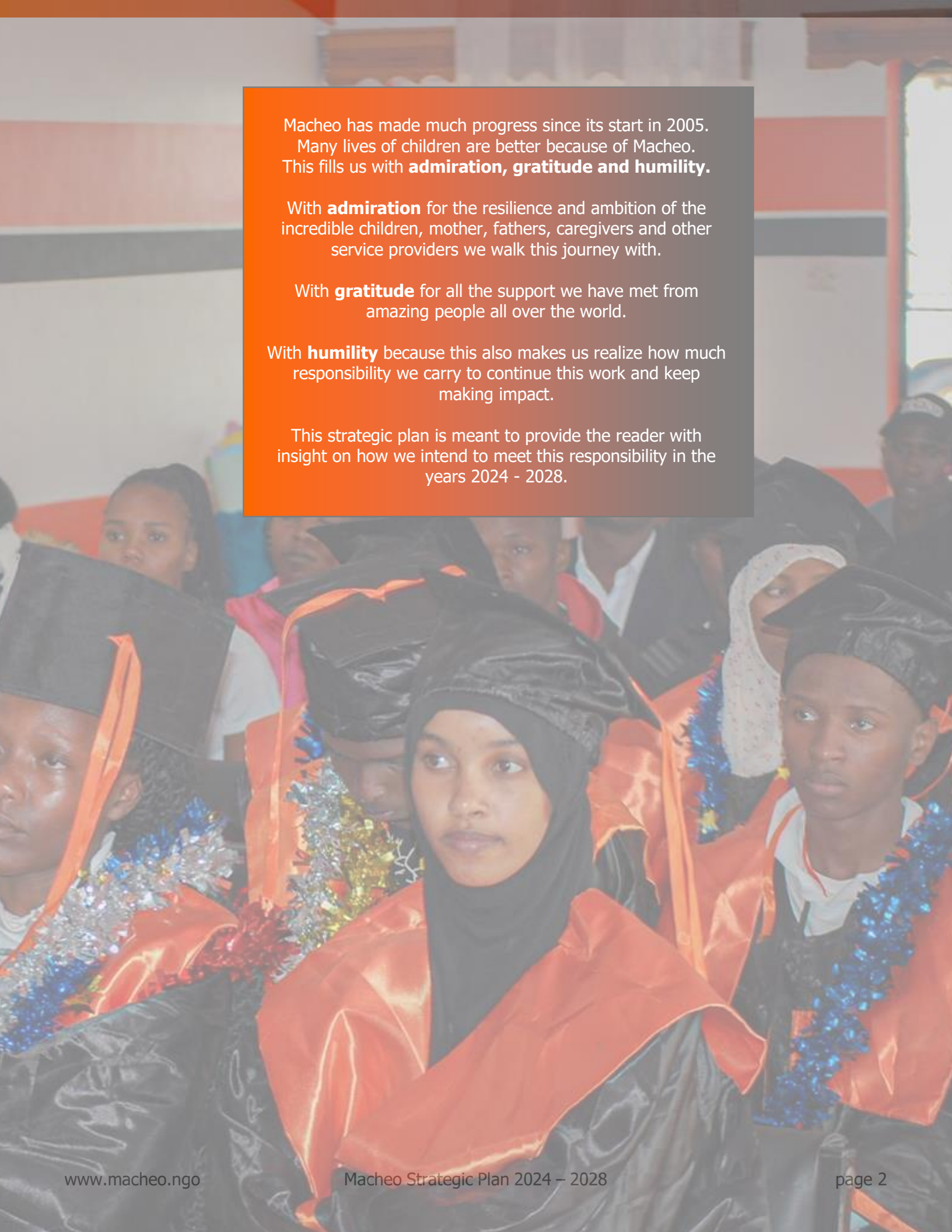




STRATEGIC PLAN

2024 - 2028

Macheo Children's Organization



Macheo has made much progress since its start in 2005. Many lives of children are better because of Macheo. This fills us with **admiration, gratitude and humility.**

With **admiration** for the resilience and ambition of the incredible children, mother, fathers, caregivers and other service providers we walk this journey with.

With **gratitude** for all the support we have met from amazing people all over the world.

With **humility** because this also makes us realize how much responsibility we carry to continue this work and keep making impact.

This strategic plan is meant to provide the reader with insight on how we intend to meet this responsibility in the years 2024 - 2028.

TABLE OF CONTENT

- Introduction4
- Mission, vision & values.....5
- The context in which we work7
- Macheo’s way of working8
- Stakeholders 13
- Monitoring & evaluation 14
- SWOT analysis 15
- Risk analysis 17
- Future direction..... 18
- Macheo planning cycle 20
- Contact details 21
- Appendices 22
 - Overview of interventions 22
 - Objectives, key results, responsibilities in 2024..... 23
 - Macheo’s growth & ambition 25
 - detailed 2024 budget 26
 - Multi – year budgets 27
 - Theory of Change 28
 - Organogram 29

INTRODUCTION

Before you is the strategic plan of Macheo Children's Organization for the years of 2024 – 2028.

This document aims to guide the Kenyan organization in implementation, priorities and further development of the organization.

The strategic plan is written by Macheo's directors, with inputs of Macheo's Management Team and board members.

The plan has been approved by the board of the Kenyan NGO. We will be updating this plan on a rolling basis.

Since stichting Macheo Nederland and Macheo USA work for the benefit of Macheo's work in Kenya it also guides them and their efforts.

Macheo has been positively impacting the lives of tens of thousands of children since its inception in 2005.

Times are changing, and Macheo is adapting to these changes, we aim to create much flexibility in our operations to serve better and to be able to scale.

Still many children are living lives with limited opportunities, completely outside their own doing. Just sheer bad luck of being on the wrong side of the "lottery of life".

Even when Macheo changes, this overarching objective remains forever sealed in our hearts and actions.

We thank all our stakeholders for their support and hope you will be willing to continue this journey to a fairer world together with us.

Mostly we express our admiration for all the women and men who are trying so hard, so often against all odds, to provide better lives for the children that are their responsibility. We hope we can lend you a helping hand in your quest as a caregiver, even if this happens at an age when you should still be enjoying your childhood yourself...



MISSION, VISION & VALUES

OUR MISSION:

“To empower and protect vulnerable children and their communities so that these children can lead a bright future”

OUR VISION:

“A society where children live happily in a safe, caring and stimulating environment that promotes the best of their potential”

CORE VALUES

Integrity

We behave in an honest, ethical and trustworthy manner.

Child orientation

We display a personal, caring, professional and efficient way to respond to pronounced and unpronounced children's needs. The children's best interest is always our guiding principle.

Impact maximalization

We set ambitious goals and strive towards creating the highest possible impact for all participants with continuous improvement.

Teamwork

We show respect for the views and contributions of other team members. We listen, support and care for others. And actively build on our team spirit by reconciling conflict and adapting to the team.
See it, say it, fix it.

Professionalism

We value the expertise and skills of workmanship, take the corresponding responsibility and invest in our professional development.

THE CONTEXT IN WHICH WE WORK

Macheo is addressing complex and evolving challenges in its community, necessitating insight-driven and resource-efficient interventions for sustainable development.

4.1 Political context:

- Kenya's multi-party system has seen political instability and violence but also more inclusiveness and better policy-making.
- Recent government improved stability but raised concerns about democracy and transparency.
- A positive shift in government attitude towards NGOs, now seen as valuable partners in development and implementing SDGs.

4.2 Economic context:

- Kenya, a lower middle-income country, faces economic decline with fluctuating GDP and challenges like unemployment and poverty.
- The volatility of the exchange rate is a big risk factor for Macheo.
- COVID-19 severely impacted various sectors, increasing unemployment and poverty.
- Climate change affects agriculture, leading to economic difficulties.
- Rising inflation and national debt create financial stress and limit government services.
- Corruption remains a major hindrance to economic and social progress.
- Rapid population growth strains resources and increases competition for jobs.

4.3 Socio-cultural context:

- Kenya faces cultural shifts with more individualism which impacts social cohesion.
- Urban migration, unemployment, inequality lead to increased crime and substance abuse.
- Security efforts are ongoing, but challenges like gang violence persist.
- Family dysfunctionality rises due to socioeconomic pressures, affecting children's well-being.
- Healthcare access has improved, but disparities and affordability remain issues.
- Mental health is gaining recognition, but resources are still insufficient.
- Parenting styles are evolving towards more nurturing approaches.
- The new Competency-Based Curriculum aims for a more holistic education but faces resource challenges.

4.4 Technological Context:

- Technological advances bring opportunities but also widen the digital divide.

4.5 Environmental context:

- Climate change and deforestation significantly affect vulnerable families.

4.6 Legal and Policy context:

- Kenya aligns with international child rights conventions through national laws and strategies.
- Recent legal and policy initiatives focus on improving child protection and family/community-based care through implementation of National Care Reforms Strategy for children in Kenya 2022 – 2023 that emphasize on the significance and the leading role of the family in the care, nurturing, growth and development of children.

MACHEO'S WAY OF WORKING

Macheo Children's Organization was started in 2005 from the desire to improve the circumstances in which many disadvantaged children in Kenya grow up. Over time, always still guided by this dream of creating a fairer future for Kenyan children, Macheo has grown into a highly regarded NGO, with backing from the Kenyan Government and other partners. We realize resources will always be scarce, and the need overwhelming. Exactly because of that, we believe it is our moral obligation to ensure that the children get the best out of us! Through Macheo, active in the Thika area, every year the lives of over 40,000 children are positively affected. We do this important work with 128 incredibly committed Kenyan colleagues who know local circumstances and best practices.

Philosophy & Approach

Macheo supports vulnerable children with a tailored set of cost-effective interventions that address specific individual needs and the underlying root causes. Our mission is to empower parents and communities to provide a safe, caring and stimulating environment for children, so they can live a fulfilling life and provide a good foundation for the next generation. Macheo applies a holistic framework that considers the multiple types of needs¹ of each child we help. Our toolbox of interventions may address psychosocial wellbeing, health, education & skills, food & nutrition, shelter, care and protection - as well as the underlying root causes on family and societal level.

Whenever possible, interventions are executed in partnership with local communities and authorities.

Acknowledging that so many Kenyan children have unmet needs while resources are scarce, it will not be possible to help everyone. Therefore Macheo operates very consciously on how to maximize the change we make given the available resources. Our stepped approach focuses on those vulnerable children that will benefit most:

- Step 1.** We make evidence-based assessments and prioritize the children where our interventions will have the highest impact in well-being;
- Step 2.** In case we discover emergency situations during the initial identification phase, we refer these children for emergency relief, either executed by Macheo or by relevant Government functions;
- Step 3.** Once we have identified those in most need, we investigate their strengths, development needs and the root causes of these needs. Based on this investigation, we work together with them on a plan to support and empower them and their families;
- Step 4.** Based on this plan, we use our decision tree, along with the expertise of our local social workers, to select the most effective and appropriate intervention(s)² and addressing the root causes where possible;
- Step 5.** We continuously check how our interventions affect their needs and adjust our strategy where needed;
- Step 6.** Finally, we monitor the impact of our interventions by measuring our social return of investment through comparing our impact and costs.

¹ We distinguish between 7 different categories of needs derived from the Domains of Importance of the *Child Status Index*

² Macheo's interventions: <https://macheo.ngo/macheo-method/>

DIFFERENT TYPES OF INTERVENTIONS

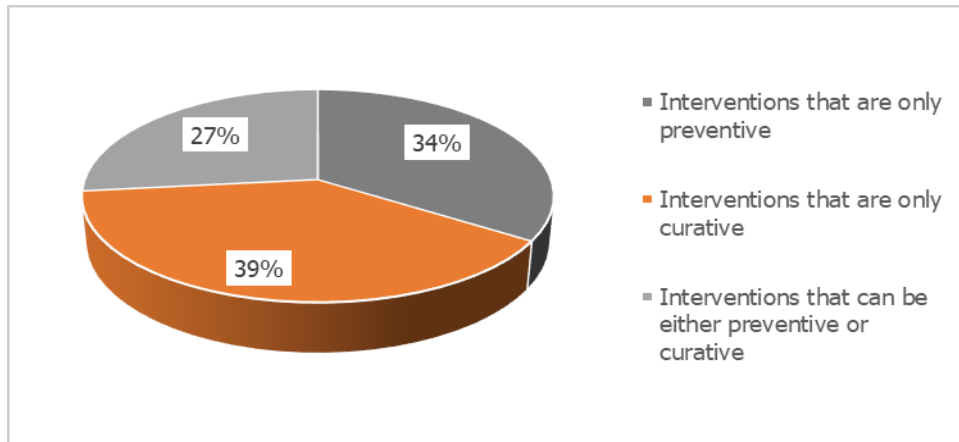
Macheo’s interventions can be characterized using different definitions.

Preventive interventions versus curative interventions

Preventive interventions are aimed at equipping children and/or families to help them prevent a situation from becoming much worse. Curative interventions are meant to improve an undesirable and very bad situation. In our case these are situations where children are really suffering.

Preventive interventions	Both preventive and curative	Curative interventions
Prevention of abuse & neglect Payment of school fees – secondary day schools Provision of uniforms Provision of desks Remedial teaching School feeding: Lunch School feeding: Porridge School feeding: Conditional Cash Transfer Deworming Youth employability Reproductive health and life skills Sports & games in schools	Facilitate emergency family support Payment of school fees – Early Childhood Development Group counselling Family Economic Empowerment Assist teenage mothers Improve school infrastructure	Temporary Residential Care Family reintegration Alternative family care Foster care Baby house Rescue from abuse & neglect Individual health support Malnourished children health Individual counselling Improve physical living conditions

In our 2024 budget the division between these 3 different categories is:



However, it is good to notice that in the complexity of daily operations of protecting children and contributing to their holistic well-being, the actual long-term impact of curative interventions also has a big preventive aspect to it.

When we compare these percentages to the ambition level in 2028, we see slight changes only in emphasis. In 2028 the interventions that are only preventive will take 31%, the interventions that both preventive and curative will take 30% and the interventions that are only curative will remain at 39%.

Collective interventions versus family / individual interventions

Another distinction between Macheo’s interventions is whether a group or an individual is targeted.

Most of Macheo's interventions target individuals. This is a consequence of our strong belief that we can only truly do justice to the complexity of the situation when we maintain flexibility to adjust our approaches to the situation.

So that we can also give honest agency to the children and/or their caregivers in choosing whether and how *they* would wish to be helped by Macheo.

However, collective interventions are also important in especially prevention and empowering adolescent girls, and boys. Collective interventions are also much more cost-effective than individual interventions.

Child development is multi-dimensional, we believe our solutions should be too. That is why we take a holistic, individual approach in addition to our collective interventions.

Collective interventions	Individual interventions
Prevention of abuse & neglect	Temporary Residential Care
Provision of desks	Family reintegration
Deworming	Alternative family care
Group counselling	Foster care
Reproductive health and life skills training	Baby house
Sports & games in schools	Rescue from abuse & neglect
Improve school infrastructure	Facilitate emergency family support
	Payment of school fees-ECD
	Payment of school fees – secondary day
	Provision of uniforms
	Remedial teaching
	School feeding: Lunch
	School feeding: Porridge
	School feeding: Conditional Cash Transfer
	Individual health support
	Malnourished children health support
	Individual counselling
	Family Economic Empowerment
	Youth employability
	Assist teenage mothers
	Improve physical living conditions

Impact maximization through separation of duties

Applying elements of a business approach for Macheo means that we aim to mimic the push for continuous improvement and value addition that commercial markets create into our own work. We need someone to be critical of the choices we make and the execution of the interventions we apply. This is organized through a separation of duties within Macheo’s program staff. The needs assessment of individual children – and the families they live in - is done by Macheo’s holistic Area Social Workers who on intake ask themselves four critical questions:

- 1. What is the problem?**
- 2. What is causing this problem?**
- 3. What can be done to address this problem and its root cause?**
- 4. Who is the best provider of this solution?**

Answering these questions leads to the decision whether we feel Macheo can and should help this child or family or whether our scarce resources are better allocated to another child or family.

When we decide to help, then this leads to internal or external referrals for children and/or caregivers

to be helped. Internal referrals are done by Macheo's Area Social Workers to Macheo's colleagues who work in the Service Delivery of the different interventions. External referrals are referrals done to the Government services, to other NGO's or by mobilizing the communities.

Family Needs Based Method

All of the above (diagnosis, service delivery and evaluation) come together in Macheo's unique approach, which truly allows us to follow the children's needs. We call this the Family Needs Based Method.

We work child-oriented. To provide impartial protection and assistance, we must respond based on needs. This means that we do not offer just one service or intervention but give the families and children a central role in allowing them to discover and use their talents and strengths. We explicitly involve the caregivers and children in choosing the interventions that can work best for them.

Experience and research show that the healthy development of children is multi-dimensional. We believe that our solutions should be too. That is why we use a holistic approach: we focus on the situation of a specific child to determine which interventions we offer. To fully integrate this approach into our core, funding should also be needs-oriented. This means, in this methodology, we do not request for financial support for a single intervention but ask the funding partner to trust us with funding based on impact. Because we believe that children's development is multi-dimensional, we look at 7 aspects of a child's development:

- Care
- Protection
- Health
- Food & nutrition
- Education & skills
- Psycho-social wellbeing
- Shelter

The steps of diagnosis, service delivery, and evaluation are separated into different departments. This division of tasks allows employees to specialize in their field, which benefits objectivity and performance. This leads to a greater impact per family helped and more cost efficiency, allowing us to help more children with limited resources. It is our ambition to know what works, in what situation and why it works. We want to know this to improve how we diagnose and what services we need to apply. In this way, we optimize our services so that we can create impact by networking with other service providers. Macheo supports vulnerable children with a tailored set of cost-effective interventions that address specific issues.

The importance of systems

Macheo's colleagues working directly with the children we serve or with their caregivers, can only function to their best when Macheo provides them with the right tools, environment, information and resources.

This happens from Macheo's Admin and Finance departments, comprising of the following functions:

- Communication & fundraising
- Finance
- Human Resources
- Information Technology
- Monitoring & evaluation
- Procurement

**YOU DO NOT RISE TO THE LEVEL OF
YOUR GOALS, YOU FALL TO THE LEVEL
OF YOUR SYSTEMS**

Atomic habits

All these different functions have to perform to their highest possible levels, but we also see further integration between these different functions happen in the near future.

Management

Macheo's daily management consists of 15 people, under the guidance of our Managing Director, Sarah Mbira.



Governance

Macheo Children's Organization was registered in 2005 as a Kenyan registered NGO with the Kenyan NGO Coordination Board (registration number: OP.218/051/2005/0410/3824)

To operate our temporary residential care facilities we are also registered as a Charitable Children's Institution by the National Council of Children's Services.

In Kenya we are governed by an independent board that currently consists of three members

1. Josphat Ngaira Musembi, chairman
2. Dirk-Jan Koeman, treasurer
3. Jennifer Wanjiru, secretary

In 2024 we will decide about the desired future board composition and also review our constitution.

STAKEHOLDERS

Macheo will consider working closely with the below stakeholders to foster inclusive decision-making, collaboration, and community participation, leading to more impactful and sustainable initiatives.

Category	Who	Level of engagement	Level of influence
Participants	Infants, Individual children and caregivers, children in institutions, teen mums, youths and communities	Maintain high engagement levels through regular communication, participatory approaches,	<ul style="list-style-type: none"> • Influence decision making in designing Macheo’s interventions through participation in needs identification process • Are recipient of service delivery • Provide information in review meetings • Provide security. • Social capital to each other
Implementers	Staff, volunteers interns and the board members	Maintain high engagement levels through regular communication and participatory approaches	<ul style="list-style-type: none"> • Professional & skilled people are crucial to the daily operations. • Engage them full time, improve their capacity to deliver and give them space to utilize their knowledge, skills, expertise and experience. They support in;- • Project design, strategic oversight, and provide technical support and expertise
Funding partners	Philanthropists, government agencies, international funding organizations and impact investors	Regular engagement. Maintain relation through impact creation, timely reporting and high integrity	<ul style="list-style-type: none"> • Provide financial support for programs implementation. Help sustain and expand our initiatives, enabling us to reach more clients and create long-term impact
County & National government	NGO bureau, Chiefs, children department, prison department, ministry of health, Judiciary, ministry of education, Kenya revenue authority (KRA), probation department, remand homes. National insurance fund (NHIF), Department of birth registration.	Engage them from time to time and keep them satisfied through compliance to child safeguarding national operational set standards, guidelines and laws.	<ul style="list-style-type: none"> • Facilitate legal registration and other requirements, good will and security enabling smooth operation. • Provide policy influence, funding opportunities and government resources, services that our clients’ access enhancing our impact and sustainability. • Monitor compliance to national operational set standards, guidelines and laws aimed at safeguarding children and vulnerable adults .
Community leaders and elders	Teachers, village elders (Nyumba Kumi), religious leaders, Community Health Workers	Substantial and meaningful engagement	<ul style="list-style-type: none"> • Provide valuable insights into community needs, cultural nuances, and effective strategies for community development. • Increases community support, ownership, credibility and impact.

MONITORING & EVALUATION

Macheo's monitoring and evaluation efforts and investments are guided by one basic principle: we are the custodians of funds entrusted to us on behalf of the children we are helping and the ones who also need our help, but that we are currently unable to help.

Thus, the real question is not only: how did we help? But actually, what else could we have used these funds for and would that have yielded more positive impact?

As explained on page 9, Macheo applies both preventive and curative interventions. This distinction has consequences for the monitoring and evaluation. In preventive interventions we aim to *prevent* something from occurring, which is hard to measure and/or proof. In these interventions we will rely more on:

- Monitoring of inputs
- Academic evidence
- Participatory qualitative evaluations

For the curative interventions the questions to be answered by Monitoring & Evaluation practices are very different, as reflected in Macheo's Theory of Change (see appendix), and by the four questions we ask ourselves during the (possible) intake process:

- What is the problem?
- What causes this problem?
- What can be done about it?
- Who is the best provider for this?

These 4 questions are accompanied by three other very important considerations:

- Who should we be helping? (and – painfully – who not?)
- How do we know if we have really made a (lasting) difference?
- What else could we have done with these resources? And would that have yielded more or less impact?

On a strategic level this should be the role of monitoring & evaluation in Macheo. The outcomes of these questions should lead us on a path of continuous improvement, we owe this to the children who depend on us. Obviously we also feel that all stakeholders are equally entitled to this information, since it affects them also directly, or shows the impact Macheo created through their support.

That is why this is one connected system of data collection, data verification, data visualization that is shared with stakeholders, accompanied with explanations and plans to address issues.

SWOT ANALYSIS

Strengths

- **Clarity of direction.** Our mission to empower and protect vulnerable children and their communities, and a vision focused on creating a society where children can thrive are clear and well embedded in our culture. This clarity can guide decision-making and strategy development.
- **Strong core values and shared culture.** Integrity, child orientation, teamwork, professionalism, and impact maximization form the foundation of all our actions. These core values foster a strong internal environment which maximizes impact on children's lives and also enhance Macheo's reputation and effectiveness, which is important in maintaining stable relations with all stakeholders.
- **Holistic and integrated approach.** We apply a multi-dimensional strategy to address the needs of children, emphasizing teamwork, professionalism, and impact maximization, ensuring comprehensive support. We believe this is a unique approach, and we have the confidence to promise re
- **Staff development.** We have a committed team of staff and volunteers who are passionate about the cause and contribute their time, skills, and expertise effectively. There's a strong emphasis on providing opportunities to colleagues, to assist them in furthering their education and entrusting them with responsibilities.
- **Reputation and Credibility:** Macheo has a strong reputation among the stakeholders for transparency, accountability, and effectiveness in delivering its programs and services.
- **Strategic Partnerships:** We have established valuable partnerships with other organizations, government agencies, community groups, and stakeholders that help us leverage resources, share knowledge, and maximize impact.

Weaknesses

- **Financial organisation: lack of financial reserves.** To maintain stable service delivery and a focus on growth, the lack of financial reserves is a weakness.
- **Implementation challenges.** The ambitious goals set by the organization, such as expanding its funding base and supporting a larger number of clients, may encounter operational, recruitment and logistical challenges.
- **Investments in the organization.** Inadequate digital infrastructure shows a gap in leveraging technology for more efficient operations and service delivery.
- **HR Strategy.** Gaps in experienced management skills and lower remuneration for, especially, positions in the Admin department may lead to lower employee satisfaction and a relatively high turnover rate in the admin department. Lack of a staff backup in key departments may lead to loss of specific knowledge and expertise, particularly if the departing individual held specialized skills or experience crucial to the organization's operations.

Opportunities

- **Expanding collaboration.** The shift in government attitude towards NGOs and children's well-being in general presents an opportunity for increased collaboration and support for the people Macheo serves.
Macheo's scalable monitoring & evaluation tools also present opportunities to help other NGO's increase their impact.
- **Technological advancements.** Further rapid developments in – especially - technology presents an opportunity to enhance operational efficiency, data management, and stakeholder engagement.
- **Holistic approach.** The success of the family needs-based method offers a replicable framework for broader application, potentially increasing the organization's impact and scope.
- **Diversifying funding sources.** The increased strength and stability of the organization, in combination with the full time presence of one of the co-founders in the Netherlands present more opportunities to further grow and diversify our funding sources by engaging with a wider range of donors, corporate partnerships, and exploring innovative fundraising strategies.

Threats

- **Economic instability.** The described context includes economic challenges for Kenya, such as inflation, exchange rates and national debts, which could impact funding and operational stability of the Government services.
- **Changing legal and regulatory environment.** Compliance with evolving laws and regulations, such as data protection and safeguarding standards, requires constant vigilance and adaptation.
- **Environmental challenges.** Climate change and environmental degradation pose significant risks to the communities served, potentially exacerbating vulnerabilities and increasing the need for interventions.
- **Key staff dependency.** Macheo chooses not to compete with salaries that International NGO's pay in Kenya. This means that, especially in Macheo's Admin department the threat of staff continuing their career elsewhere is real.

RISK ANALYSIS

Risk	Mitigation measure	Responsibility
Dependency on individuals in key positions, leading to disruptions and risks in performance	Systems and identifying talents leading to succession planning for key positions (finance, fundraising, M&E, coordinators, MT members, board members)	Managing director
Donor fatigue, leading to lower incomes	Diversify sources of funding, investments as an organization, maintain creativity in interventions and communication	Manager Admin & Finance
Exchange rate, leading to lower income in KES	Careful budgeting, close monitoring of trends, utilize hatching possibilities	Accountant & Treasurer stichting Macheo Nederland
Financial mismanagement, leading to: integrity issues, inefficiency to clients, loss of donor trust	Robust financial control & procedures	Manager Admin & Finance
Gaps in communication or reporting, leading to loss of donor trust	Automation of information flows for communication and reporting, single responsibilities	Mgr Admin & Finance
Incorrect assumptions in budgeting, leading to under- or over expenditures and/or performance, leading to lack of donor trust	Realistic budgeting of unit costs, realistic assumptions on number of referrals	Managing director
Inflation, leading higher costs in Kenya	Careful budgeting, close monitoring, stocking up when possible	Manager Admin & Finance
Loss of organizational information through human errors, data breaches, hacks	Back up systems for M&E(Azure), finance (Quickbooks online), hr (ZoHo), communications & fundraising (Capsule CRM)	Manager Admin & Finance
Non-compliance with government regulations, leading to closure	Staying updated on: tax exemptions, tax regulations for employees, care-reforms	Managing director
Reputation-damage, leading to loss of trust of donors, the public, staff	Senior journalist present in Macheo board, staff & volunteers codes of conduct, consent forms, due diligence to potential partners	Managing director
Uncontrollable costs, especially medical bills for children in baby house, residential care and reintegrated, leading to overspendings	Re-investigate possibilities of insurance, building relationships with senior government health officials, NHIF, pediatrician, internal nurse employed, knowledge of crucial health systems and providers	Manager Childcare interventions
Underperformance, leading to low success rates, longer duration, higher costs or lower incomes	Increase staff & leadership capacity, performance management (Job descriptions, appraisals) & training, mentorship, coaching	Managing director

FUTURE DIRECTION

Macheo is making strategic choices about growth. We are maintaining a few certain interventions at 2023 levels in terms of number of children helped. Other interventions have an ambitious growth target of 63% by 2028 in terms of number of children or families helped, see the appendices (multi-year budgets).

The interventions where we choose not to grow in terms of numbers, do have an ambition level defined by qualitative or cost-reduction targets, the interventions where we maintain the same number of children or families are:

- **Temporary residential care**
- **Family reintegration**
- **Baby house**

We embrace the ambition to, as much as possible, provide alternatives for children outside residential care. We invest in alternative forms of care, including foster care. We all wish to see a society where children will not need temporary residential care. However, as long as we, in close cooperation with the Government of Kenya, still need temporary safe havens, we will keep on providing these much needed services. While, at the same time, working on reintegration from the residential care as fast as possible. We are currently able to provide this within 6 months, and in a way that children, once reintegrated, are safe, encouraged, loved and reasonably well provided for.

- **School feeding (porridge, lunch and conditional cash transfer)**

Here the main consideration is that the Government of Kenya is rolling out an ambitious program to take over school feeding, we are partnering with the Government in this transition.

For Macheo to achieve more, the strategic direction has always been about:

1. **Increase efficiency:**

Macheo spends in the direct costs per intervention (for example where we provide medication, food, school fees, etc) and in the indirect costs (this includes staff salaries, overhead and the costs of the Needs Assessments).

Per intervention targets have been set for the unit costs development in the coming years, as can be seen in the appendix with the year budgets. This is taking into consideration Kenya's expected inflation rates. How these targets will be achieved is captured in the intervention year plans.

We aim to reduce the costs by increasing more efficiency, which can be achieved through better purchasing and better choices, but also through intensifying partnerships – mostly with the Government (especially in health, education (school feeding) and foster care) and/or other organizations to provide services for our participants for free – and encourage the participants themselves more to contribute. We will also always maintain very critical on Macheo's overhead costs.

2. **Increase funding & fin reserves:**

The more funding we receive, the more we can help. Fundraising is a critical element of Macheo's success. We have trained staff in fundraising (currently 3 fte) and it's also a responsibility of the directors, managers and all our volunteers who fundraise for Macheo in the Netherlands, UK and USA.

The local fundraising in Kenya is also increasing, though less visible in the annually audited accounts, this is because these are mostly donations in kind, and free services provided by the Government after lobbying from our social workers.

This is also a process where investments, extra efforts, critical learning and applying of best practices leads to better results.

Macheo is always surrounded by immediate needs and in that light the building up of financial

reserves in Kenya has been difficult. However, in 2024 we have the unique opportunity to sell assets that are no longer in use (previous farm land) and, in close cooperation with the board, find ways to put these funds to use for long-term stability of the organization.

3. **Increase success rates / impact:**

Helping more also means becoming better at *how* we apply the interventions, and for *who*. Our organizational culture of constantly critically reviewing our own success rates, and mistakes should drive us towards continuous improvements.

Per intervention targets have been set for desired success rate and the exact definition of success. How these targets will be achieved is captured in intervention year plans.

The model of working Family Needs Based, and the constant improvements on our systems are the drivers towards higher success rates and more impact.

4. **Organizational stability:**

We can only expect our colleagues to perform at the highest possible level, when the right circumstances for them to do so have been created.

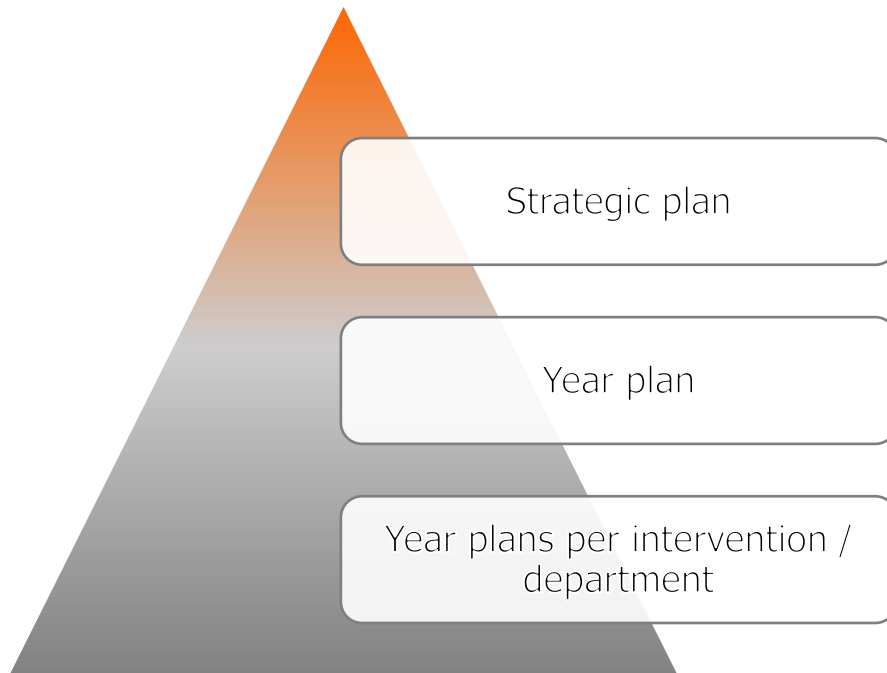
These circumstances depend on:

- **Culture:** even though we have made much progress on providing a safe and stimulating internal working culture, the management realizes this is never static. It will need constant awareness and critical self-reflection to maintain a culture of trust, where mistakes can be identified and shared, learnt from and where the environment is supportive of implementing (possible) improvements. We are grateful for all training possibilities received in this area.
- **Data management:** further integration between financial data, impact data and hr is critical. Macheo's systems never operate in isolation from each other, they constantly influence each other and we see great possibilities on how they can also constantly reinforce each other. First priority is now on integrating impact, financial and communication data and processes. After this further integration with hr data systems will follow.
- **Governance:** in 2024 we will further add board members and review Macheo's constitution.
- **Human Resources:** only colleagues who feel safe, respected, fairly rewarded and stimulated will perform at their best to give the people who (partly) depend on us the best services. This means a fair performance management system, meet all legal obligations, promote fairly, recruit safely, and have good succession planning.
There is a strong emphasis on providing opportunities to colleagues, to assist them in furthering their education, knowledge, skills and entrusting them with responsibilities. Macheo will Develop and implement a robust succession plan to identify and groom potential successors for key positions within the organization. This involves identifying internal talent, providing training and development opportunities, and ensuring knowledge transfer.
- **Leadership:** Leadership development and performance is critical for any organization, and Macheo is aware of this. We are proud to say that all Macheo's coordinators and Management Team members have been promoted from within, a sign that our leadership development is working well. Macheo's new Managing Director (Sarah Mbira) brings the necessary injection of new perspectives and experiences and leads the team in this. But continuous leadership development and support of Macheo's leaders is a constant and critical area.
- **Monitoring & evaluation:** this department provides the insights on which we base our decisions. Children's future chances can depend on these decisions.
- **Needs assessment:** the colleagues who are responsible for the needs assessment are really at the driving wheel of Macheo's operations. The quality of their assessment, the highly complicated and difficult choices they have to make, deserve our best efforts in training, supporting, guiding them and solving the challenges they face.

Responsibilities for achieving these ambitions is given in the appendix, as well as where a more detailed plan will be presented.

MACHEO PLANNING CYCLE

As explained in the previous chapter, Macheo's plans are implemented through different plans. These plans are available on request for anyone interested.



The progress on these plans is monitored internally through several internal monitoring tools, such as financial data, data regarding the impact and hr data. These outcomes are discussed in regular meetings.

The board of the NGO is kept informed regularly, both through formal and informal communication.

Contacts with the board of stichting Macheo Netherlands, Macheo US and Kipawa Trust (UK) are monthly, and through regular visits to Kenya to maintain close contact with all key staff and developments.

Externally Macheo's progress is communicated through the reports we make for our funding partners. With relevant other stakeholders, such as the Kenyan government, regular meetings are scheduled.

CONTACT DETAILS

Macheo Children's Organization NGO (Kenya)

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Bank account Euro:	9302098436000
Bank account USD:	8702098436000
BIC/SWIFT code:	SCBLKENX
M-pesa paybill:	689270

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www.macheo.nl

Chairman: Barth de Klerk (barth@macheo.org)

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Bank:	MSU Federal Credit Union
Routing#:	272479663
Account#:	123396082

APPENDICES

OVERVIEW OF INTERVENTIONS

Macheo is executing the following interventions:

Childcare & protection	
1a	Temporary residential care
1b	Family Reintegration
1c-1	Alternative family care
1c-2	Foster Care
1d	Baby house
1e	Rescue from abuse & neglect
1f	Prevention of abuse & neglect
Emergency family support	
2	Facilitate emergency family support
Education & Skills	
3a-1	Payment of school fees - Early Childhood Education (ECD)
3a-2	Payment of school fees - secondary dayschool
3b	Provision of uniforms
3c	Provision of desks
3d	Remedial teaching
3e	School feeding: Lunch
3f	School feeding: Porridge
3g	School feeding: Conditional Cash Transfer (CCT)
Health care	
4a	Individual health support
4b	Malnourished children health support
4c	Deworming
Mental health care	
5a	Individual counseling
5b	Group counseling
Economic empowerment	
6a	Family economic empowerment
6b	Youth employability
Life skills	
7a	Reproductive health and life skills training
7b	Sports & games in schools
Teenage mothers	
8	Assist teenage mothers
Physical living & learning conditions	
9a	Improve physical living conditions
9b	Improve school infrastructure
Projects	

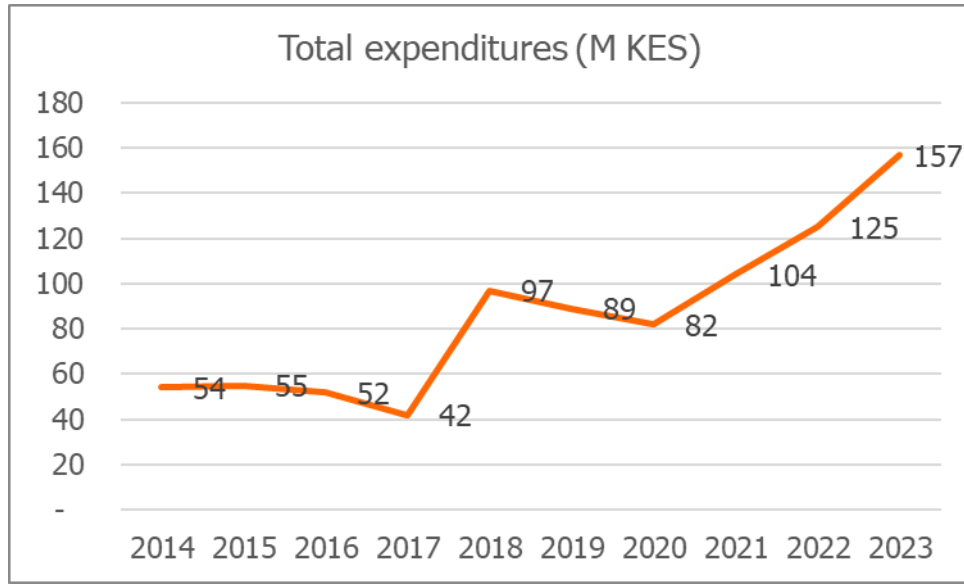
OBJECTIVES, KEY RESULTS, RESPONSIBILITIES IN 2024

Objectives	Key results	Responsibility		
		Owner	Detailed plan	Deadline
Increase efficiency	Increase government partnerships in Foster Care to have 30 children referred in 2024	Manager Service delivery	Year plan Childcare & protection	1 Aug '24
	Increase government partnerships in Health to have medical bills waived with a total value of Kes 3.1M for children and/or caregivers we help	Manager Service delivery	Year plans School Feeding & Health	1 Aug '24
	Increase government partnerships in Education, to lobby bursaries worth Kes 450,000 for children we help.	Manager Service delivery	Year plans School Feeding & Health	1 Aug '24
	Operate within unit costs – no intervention should have a deviation larger than 20%	MT	Monthly review	Date 7
Increase funding & fin reserves	Budget 2025, prevent over- and under budgeting of 20% above or under budget, through realistic assumptions on unit costs, and on number of referrals	Managing director	Budget 2025, review	1 June '24
	Create fin reserve of Kes 21M by the sale of assets	Managing director	Fin reserve plan	1 Dec '24
	Add further Kes 34M to the financial reserves	Managing director	Fin reserve plan	1 July '25
	Fundraise 245M for 2024	Fundraising team	Fundraising plan '24	1 July 2024
	Fundraise 277M for 2025 from 1 July 2024	Managing director	Fundraising plan '25	1 July '25
	Manage exchange rates, through careful budgeting, close monitoring of trends, utilize hatching possibilities	Manager admin & finance	Continuous	Continuous
	Monitor inflation*, through careful budgeting, close monitoring, and stocking up when possible	Manager admin & finance	Continuous	Continuous
Increase success rate / impact	At least 70% of the children are rated 3 ("fair") or 4 ("good") on all sub-domains in the Child Status Index on exit	Manager Needs Assessment	Needs Assessment	Continuous
	At least 80% of the interventions should meet their success targets	MT	Intervention plans	Continuous
	At least 80% of the interventions should meet their targets on days a participant should stay in the intervention.	MT	Intervention plans	Continuous

Objectives	Key results	Responsibility		
		Owner	Detailed plan	Deadline
Organizational stability	Data safety*, preventing loss of organizational information through human errors, data breaches, hacks	Manager Admin & Finance	M&E plan	1 July '24
	Governance	Managing director	Constitution review	1 July '24
	Governance – Increase board membership to a minimum of 5 members	Managing director	Board Expansion	1 Oct '24
	Human Resources*; increase staff capacity, performance management (JD's, appraisals) & training, mentorship, coaching	Manager Admin & Finance, Managing director	HR plan	1 July '24
	Human Resources*: reduce dependency on individuals by having fallback staff in key positions – MT, Finance, fundraising, and M&E	Manager Admin & Finance, Managing director	HR plan	1 July '24
	Integrated data system with M&E, finance (KE + NL), reporting to prevent gaps in communication to provide timely quarterly and annual reporting	Manager Admin & Finance	M&E plan	1 July '24
	Integrated data system with hr	Manager Admin & Finance	M&E plan	31 dec '24
	Leadership*, increase leadership capacity	Managing director	Leadership dev. plan	1 July '24
	Maintain government compliance – Timely renewal of MCH operational certificate, staff statutory deductions	Managing director	Monthly review	Date 7
	M&E – 100% live data and reliability	Manager Admin & Finance	M&E plan	1 July '24
	Needs Assessment – high quality needs assessments, referrals, escalation model	Manager Needs Assessment	Needs Assessment	1 July '24
	Needs Assessment – workflow, ratio of 20%:60%:20% for CSI intakes : CSI follow ups : CSI exits	Manager Needs Assessment	Needs Assessment	1 May '24
	Prevent donor fatigue*, diversification of funding partners, maintain creativity in interventions and communication	Manager Admin & Finance	Communications & fundraising plan	1 July '24
	Reputation management	Managing director	Quarterly review and audit	Quarterly
	Safe culture*	Managing director	Quarterly review	Continuous
	Sound financial management, prevent financial mismanagement -	Manager Admin & finance	Implemented robust financial controls & Procedures	1 July '24

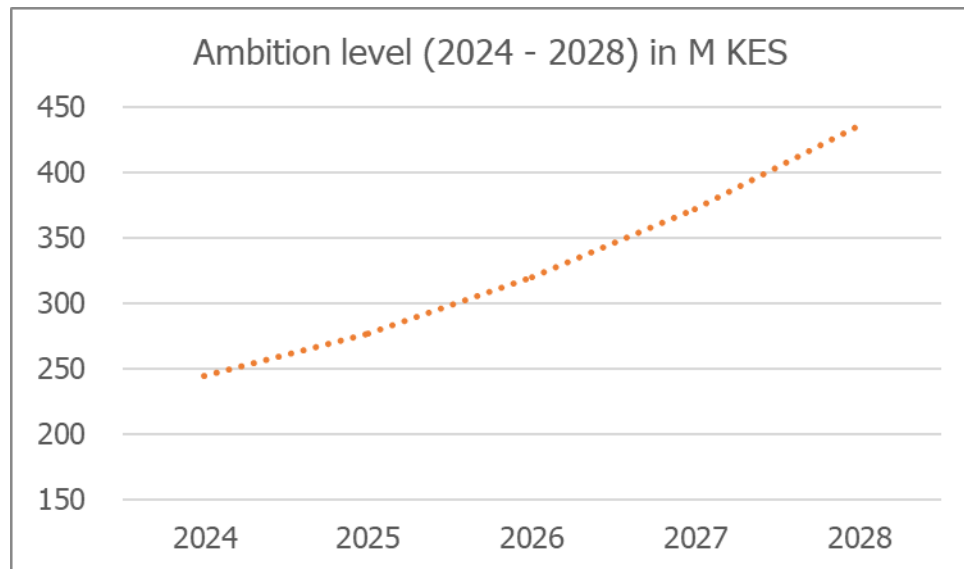
* We are in the process of defining measurable performance targets for monitoring inflation, data safety, human resource, leadership capacity, prevention of donor fatigue, and safe culture, they will be ready by 1st July 2024.

MACHEO'S GROWTH & AMBITION



Macheo's growth can be measured in added value to the lives of children, number of children helped and/or budget spent in a particular year. Budget spent is most accurate and independently audited. In above graph we show Macheo's growth in expenditures in the years 2014 to 2023.

The higher incomes and expenditures are a result of several factors; increased efforts into fundraising, high donor retention and positive effects from the exchange rate.



We aim to continue on the same growth trajectory as in the last few years, we believe we can grow at this rate while maintaining quality of services and a stable organization. If we can realize this ambition this will mean a growth from 157M in 2023 to 418 M in 2028. The multi-year budgets on page 27 show in which interventions we mostly want to grow. Growth can be because of rising unit costs and/or higher numbers of participants.

DETAILED 2024 BUDGET

2024 BUDGET				
Interventions		Unit cost (KES)	No of clients	Needed funding KES
Childcare & protection				
1a	Temporary residential care	208.082	80	16.646.534
1b	Family Reintegration	47.569	200	9.513.784
1c-1	Alternative family care	32.487	60	1.949.190
1c-2	Foster Care	56.543	30	1.696.294
1d	Baby house	265.399	32	8.492.782
1e	Rescue from abuse & neglect	8.271	500	4.135.486
1f	Prevention of abuse & neglect	249	4.000	997.569
Emergency family support				
2	Facilitate emergency family support	2.348	1.000	2.347.828
Education & Skills				
3a-1	Payment of school fees - early childhood dev.	11.689	300	3.506.843
3a-2	Payment of school fees - secondary day	29.563	450	13.303.204
3b	Provision of uniforms	996	1.500	1.493.295
3c	Provision of desks	2.903	800	2.322.569
3d	Remedial teaching	27.573	100	2.757.307
3e	School feeding - Lunch	6.970	4.500	31.365.406
3f	School feeding - Porridge	874	6.000	5.244.876
3g	School feeding - conditional cash transfer	4.843	2.500	12.107.274
Health care				
4a	Individual health support	9.327	2.200	20.518.908
4b	Malnourished children health support	25.873	495	12.806.973
4c	Deworming	22	22.000	479.143
Mental health care				
5a	Individual counseling	7.211	1.500	10.816.871
5b	Group counseling	1.120	1.215	1.360.478
Economic empowerment				
6a	Family economic empowerment	20.230	2.000	40.460.892
6b	Youth employability	28.727	186	5.343.274
Life skills				
7a	Reproductive health and life skills training	431	7.000	3.020.060
7b	Sports & games in schools		lump sum	5.100.000
Teenage mothers				
8	Assist teenage mothers	19.443	300	5.832.955
Physical living & learning conditions				
9a	Improve physical living conditions	5.289	1.000	5.288.533
9b	Improve school infrastructure	585.724	11	6.442.961
Projects				
	Projects			4.500.000
				239.851.289

MULTI – YEAR BUDGETS

For easier overview we choose here to present number of participants to be served per intervention and the total costs per intervention, which is calculated by the number of participants multiplies by the budgeted amount per participant (the unit cost). Detailed budgets per year and/or intervention are available through info@macheo.org.

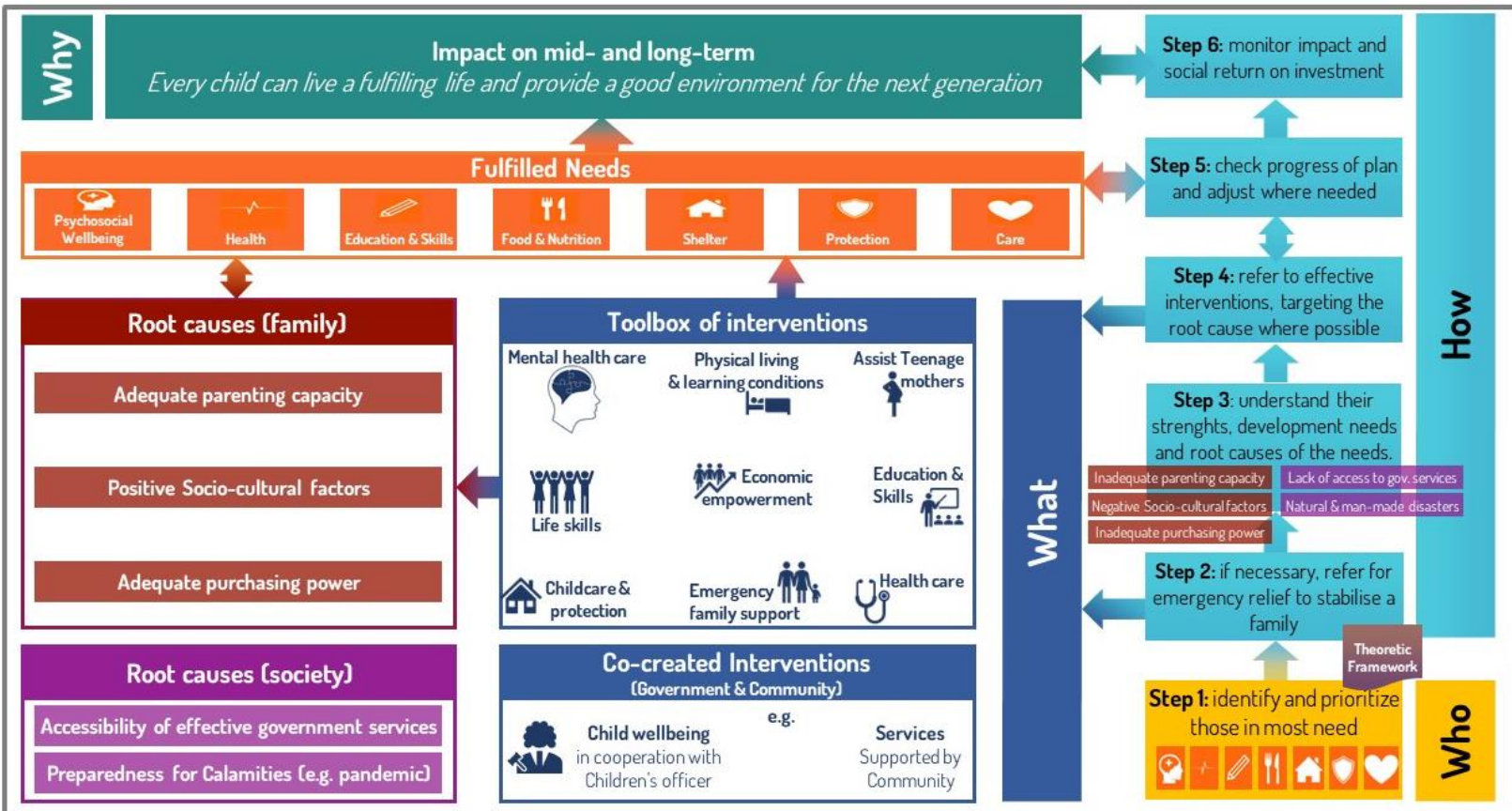
		2024	2025	2026	2027	2028
Interventions		Participants (Total costs)	Participants (Total costs)	Participants (Total costs)	Participants (Total costs)	Participants (Total costs)
Childcare & protection						
1a	Temporary residential care	80 (17M)	80 (18M)	80 (19M)	80 (20M)	80 (23M)
1b	Family Reintegration	200 (10M)	200 (10M)	200 (10M)	200 (9M)	200 (8M)
1c-1	Alternative family care	60 (2M)	68 (2M)	77 (3M)	87 (3M)	111 (5M)
1c-2	Foster Care	30 (2M)	34 (2M)	38 (2M)	43 (3M)	55 (4M)
1d	Baby house	32 (8M)	32 (9M)	32 (10M)	32 (10M)	32 (12M)
1e	Rescue from abuse & neglect	500 (4M)	565 (5M)	638 (6M)	721 (7M)	921 (11M)
1f	Prevention of abuse & neglect	4.000 (1M)	4.520 (1M)	5.108 (1M)	5.772 (2M)	7.370 (3M)
Emergency family support						
2	Facilitate emergency family support	1.000 (2M)	1.130 (3M)	1.277 (3M)	1.443 (4M)	1.842 (6M)
Education & Skills						
3a-1	Payment of school fees - early childhood dev.	300 (4M)	339 (4M)	383 (5M)	433 (6M)	553 (9M)
3a-2	Payment of school fees - secondary day	450 (13M)	509 (16M)	575 (19M)	649 (23M)	829 (34M)
3b	Provision of uniforms	1.500 (1M)	1.695 (2M)	1.915 (2M)	2.164 (3M)	2.764 (4M)
3c	Provision of desks	800 (2M)	904(3M)	1.022 (3M)	1.154 (4M)	1.474 (5.9M)
3d	Remedial teaching	100 (3M)	113 (3M)	128 (4M)	144 (5M)	184 (7M)
3e	School feeding - Lunch	4.500 (31M)	4.500 (33M)	4.500 (35M)	4.500 (38M)	4.500 (43M)
3f	School feeding - Porridge	6.000 (5M)	6.000 (6M)	6.000 (6M)	6.000 (6M)	6.000 (7M)
3g	School feeding - conditional cash transfer	2.500 (12M)	2.500 (13M)	2.500 (14M)	2.500 (15M)	2.500 (17M)
Health care						
4a	Individual health support	2.200 (21M)	2.486 (24M)	2.809 (30M)	3.174 (36M)	4.053 (52M)
4b	Malnourished children health support	495 (13M)	559 (15M)	632 (18M)	714 (22M)	912 (33M)
4c	Deworming	22.000 (0.5M)	24.860 (0.5M)	28.092 (0.5M)	31.744 (1M)	40.534 (1M)
Mental health care						
5a	Individual counseling	1.500 (11M)	1.695 (13M)	1.915 (16M)	2.164 (19M)	2.764 (28M)
5b	Group counseling	1.215(1M)	1.373 (2M)	1.551 (2M)	1,753 (2M)	2.239 (3M)
Economic empowerment						
6a	Family economic empowerment	2.000 (40M)	2.260 (48M)	2.554 (58M)	2.886 (70M)	3.685 (103M)
6b	Youth employability	186 (5M)	210 (6M)	238 (8M)	268 (9M)	343 (14M)
Life skills						
7a	Reproductive health and life skills training	7.000 (3M)	7.910(4M)	8.938 (4M)	10.100 (5M)	12.897 (8M)
7b	Sports & games in schools	12.500 (5M)	12.500 (5M)	12.500 (5M)	12.500 (5M)	12.500 (5M)
Teenage mothers						
8	Assist teenage mothers	300 (6M)	339 (7M)	383 (8M)	433 (10M)	553 (15M)
Physical living & learning conditions						
9a	Improve physical living conditions	1.000 (5M)	1.130 (6M)	1.277 (8M)	1.443 (9M)	1.842 (13M)
9b	Improve school infrastructure	11 (6M)	12 (8M)	14 (9M)	16 (11M)	20 (16M)
Projects						
Projects		(5M)	n/a	n/a	n/a	n/a
		(240M)	(268M)	(309M)	(359M)	(418M)

THEORY OF CHANGE

Macheo is addressing complex and evolving challenges in its community, necessitating insight-driven and resource-efficient interventions for the children and/or caregivers we help.

As explained on page 10, we apply individual and collective interventions.

The below Theory of Change is intended for Macheo’s individual interventions.



ORGANOGRAM

