



MT. KENYA NETWORK FORUM (MKNF)

PERIOD: FIVE-YEAR STRATEGIC PLAN (2024-2028)

TITLE: ADVANCING CLIMATE JUSTICE, EQUITY, AND GRASSROOTS POWER

1.0 EXECUTIVE SUMMARY

This five-year strategic plan outlines the vision and roadmap for the Mt. Kenya Network Forum (MKNF) from 2024 to 2028. Building on our proven track record in legal advocacy, community empowerment, and ecosystem restoration, this plan is designed to consolidate our gains and scale our impact. Our overarching goal is to deepen climate justice and social equity in the Mt. Kenya and ASAL regions by strengthening grassroots civic engagement, institutional accountability, and community-led resilience.

OUR PILLARS

PILLAR 1: GRASSROOTS EMPOWERMENT & MOVEMENT BUILDING

PILLAR 2: LEGAL & GOVERNANCE ACCOUNTABILITY

PILLAR 3: COMMUNITY-LED CLIMATE RESILIENCE

PILLAR 4: ORGANIZATIONAL SUSTAINABILITY & INFLUENCE



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Through this focused approach, MKNF will transform from a key regional actor into a leading, sustainable force for just, green, and inclusive development in Kenya.

2.0 OUR VISION, MISSION, AND CORE VALUES

OUR VISION

A climate-just, equitable, and resilient Mt. Kenya region where marginalized communities thrive and steward their environment.

OUR MISSION

To empower vulnerable communities through grassroots mobilization, strategic legal advocacy, and ecosystem restoration to defend environmental rights, influence inclusive policies, and build sustainable livelihoods.

OUR CORE VALUES

CLIMATE JUSTICE: Centering the voices and rights of those most affected by climate change.

SOCIAL EQUITY: Championing the inclusion of women, youth, indigenous peoples, and persons with disabilities.

COMMUNITY-LED ACTION: Ensuring our work is driven by and for the communities we serve.

INTEGRITY & ACCOUNTABILITY: Operating with transparency and accountability to our communities and partners.

COURAGEOUS ADVOCACY: Using legal and policy tools to challenge injustice and drive systemic reform.



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3.0 SITUATIONAL ANALYSIS: BUILDING ON A STRONG FOUNDATION

MKNF enters this strategic period with significant strengths:

PROVEN LEGAL PRECEDENT: Our victory in Petition E049 of 2023 provides a powerful tool to enforce transparent and inclusive climate governance.

STRONG GRASSROOTS ROOTS: Deep connections with CBOs, women's groups, and youth networks across multiple counties.

DEMONSTRABLE PROJECT IMPACT: Successful implementation of renewable energy, tree-planting, and awareness projects, as documented in the Greengrants Fund report.

STRATEGIC POSITIONING: Active engagement in national and county-level policy dialogues, including the structured EU-CSO dialogue under the META project.

CHALLENGES AND OPPORTUNITIES

CHALLENGE: Shrinking civic space and complex bureaucratic processes.

OPPORTUNITY: Leverage the Projects to institutionalize community participation in governance.

CHALLENGE: Deepening climate impacts and resource-based conflicts.

OPPORTUNITY: Scale proven, community-owned adaptation models (renewable energy, agroforestry) to build wider resilience.



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4.0 STRATEGIC PILLARS, GOALS, AND OBJECTIVES (2024-2028)

This plan is directly aligned with the objectives and activities outlined in our projects proposals and the MK-GCID frameworks.

Pillar 1: Grassroots Empowerment & Movement Building

Goal: To build a powerful, informed, and coordinated grassroots movement that can effectively claim rights and participate in governance.

OBJECTIVE: KEY ACTIVITIES

1.1. Increase capacity of 5,000 community members (60% women/youth) on rights, advocacy, and governance by 2029.

- Annual workshops on Climate Change Act, Public Participation, and PBO Act.
- Establish and train 20 community paralegal groups.
- Develop and disseminate community-friendly toolkits.

1.2. Strengthen inclusive platforms for dialogue and collective action. Sustain the multi-stakeholder platforms created under MK-GCID.

- Convene annual regional CSO forums for joint advocacy planning.
- Utilize community radio and SMS for inclusive engagement.

Pillar 2: Legal & Governance Accountability

Goal: To entrench transparency, inclusivity, and accountability in climate and environmental governance at county and national levels.

OBJECTIVE: KEY ACTIVITIES

2.1. Secure at least 5 landmark legal/judicial outcomes enforcing participatory rights by 2029.

- Pursue strategic litigation on unlawful appointments, land rights, and exclusive projects.



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- Monitor and ensure compliance with existing court orders (e.g., Climate Change Council).

2.2. Influence the adoption/strengthening of pro-justice climate policies in at least 4 counties.

- Advocate for county-level climate change acts, modeled on Counties we serve.
- Produce and submit annual policy briefs and shadow reports to county assemblies.

Pillar 3: Community-Led Climate Resilience

Goal: To scale equitable, community-owned solutions that enhance ecosystem health and build resilience to climate shocks.

OBJECTIVE: KEY ACTIVITIES

3.1. Directly improve livelihoods and resilience for 2,000 vulnerable households by 2029.

- Expand renewable energy installations (solar water, cookstoves) in underserved communities.
- Support alternative livelihoods (agroforestry, beekeeping) for women and youth.

3.2. Enhance ecosystem restoration and sustainable resource management.

- Plant and nurture 100,000+ indigenous and fruit trees.
- Implement community-led water conservation and catchment protection projects.

Pillar 4: Organizational Sustainability & Influence

Goal: To build a resilient, financially secure, and influential organization that can sustain its impact beyond donor cycles.

OBJECTIVE: KEY ACTIVITIES

4.1. Diversify funding sources and secure long-term operational stability

- Develop a 3-year rolling funding strategy.



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- Cultivate partnerships with local businesses (e.g., Equity Bank Branches – Mt. Kenya Region) and institutional donors.
- Create a social enterprise arm for renewable energy services.

4.2. Position MKNF as a leading voice on climate justice in Kenya.

- Systematically document and share lessons and impact stories.
- Leverage MK-GCID knowledge products (podcasts, policy briefs) for national influence.
- Invest in strategic media engagement.

5.0 ALIGNMENT WITH CURRENT PROJECTS

This strategic plan is designed to seamlessly integrate and amplify your current work:

(MK-GCID - April 2025 to Jan 2027): This project is the foundational launchpad for Pillar 1 (Empowerment) and Pillar 2 (Governance). The capacity building, dialogue forums, and coalition-building under MK-GCID will create the grassroots base and policy entry points for the entire 5-year strategy.

Climate Justice Project Proposal (20.5M KES): This proposal's objectives on legal advocacy, climate resilience, and policy reform are directly embedded into Pillars 2 and 3. The strategic plan provides the long-term framework for scaling these initiatives beyond the initial 24-month budget.

Greengrants Fund Legacy: The successful solar project demonstrates a proven model for community-owned resilience. This model will be systematically scaled under Pillar 3, informed by the lessons learned about community ownership and partnership.



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6.0 MONITORING, EVALUATION, AND LEARNING (MEAL)

We will adopt and expand the robust MEAL framework from the MK-GCID MEAL Plan across all activities.

This includes:

A 5-YEAR RESULTS FRAMEWORK: Translating the strategic objectives into measurable indicators.

ANNUAL REVIEWS: To assess progress against the strategic plan and adapt as necessary.

BASELINE, MID-TERM, AND END-OF-STRATEGY EVALUATIONS: To measure impact and inform future planning.

COMMUNITY FEEDBACK INTEGRATION: Using scorecards and forums to ensure accountability to our primary stakeholders.

7.0 CONCLUSION

This five-year strategic plan positions the Mt. Kenya Network Forum to build decisively on its impressive legacy. By empowering communities, holding power to account, implementing tangible solutions, and building a sustainable organization, we will make significant strides toward a more just, green, and inclusive future for Mt. Kenya region and beyond. This plan ensures that every project, from a small grant to a major partnership, contributes to a cohesive and powerful long-term vision.



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