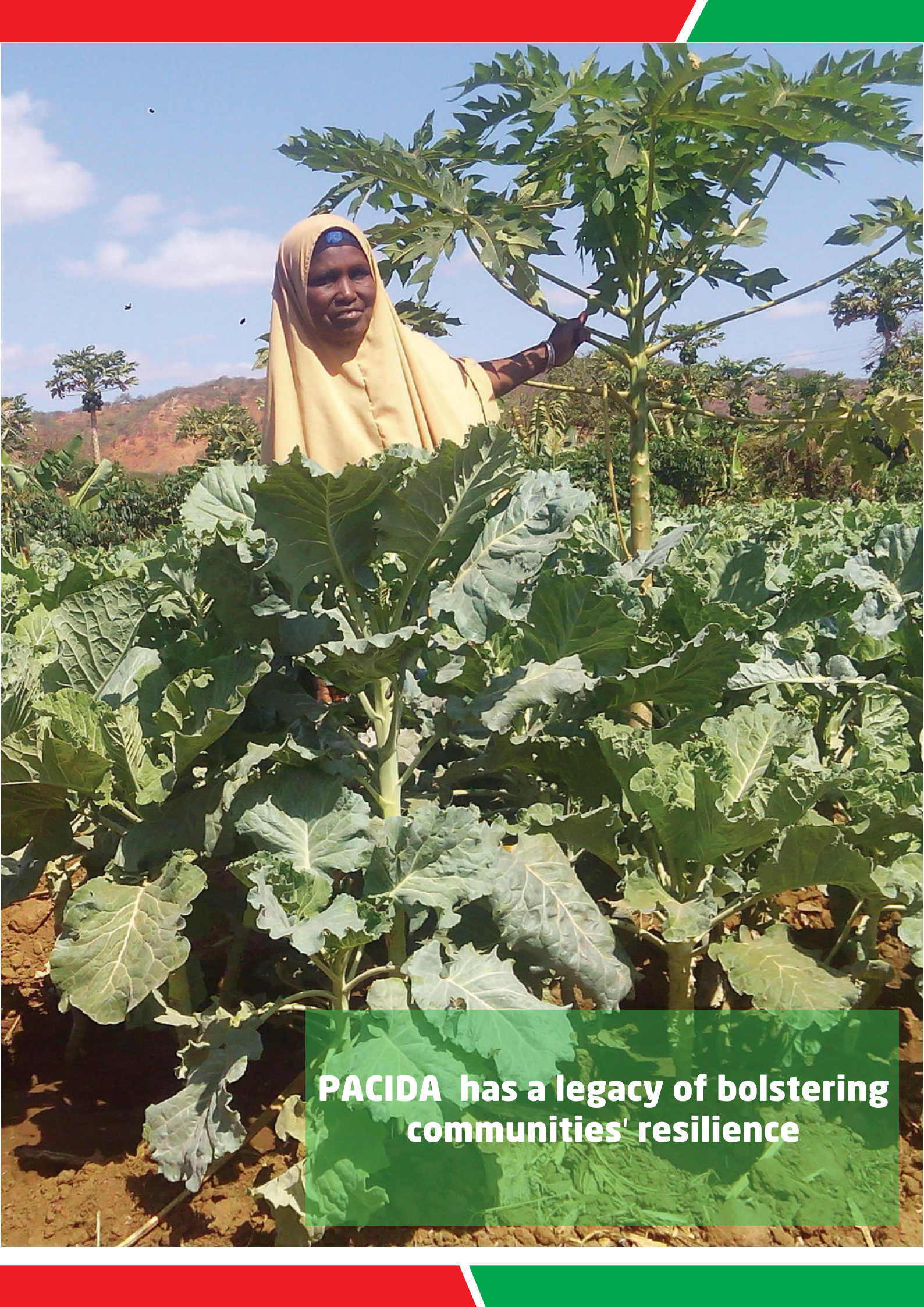




Pastoralist Community Initiative and Development Assistance

Building on Indigenous Knowledge and Institutions

STRATEGIC PLAN 2021-2025



PACIDA has a legacy of bolstering communities' resilience

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LIST OF ABBREVIATIONS & ACRONYMS

ASAL	Arid and Semi-arid Lands
CCA	Climate Change Adaptation
CDRM	Community Disaster Risk Management
CG	Caritas Germany
CHC	Cargo Human Care
CIDP	County Integrated Development Plan
COVID-19	Corona Virus Disease of 2019
CSG	County Steering Group
CSO	Civil Society Organization
DLCI	Dry Lands Capacity Building Initiative
DRM	Disaster Risk Management
EDE	Ending Drought Emergencies
FAO	Food and Agriculture Organization
FCDC	Frontier Counties Development Cooperation
GAAV	Global Alliance on Armed Violence
GDP	Gross Domestic Product
GHA	Greater Horn of Africa
GoK	Government of Kenya
HSNP,	Hunger Safety Net Programme
ICT	Information and Communication Technology
ICVA	International Council of Voluntary Agencies
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative.
IGAD	Inter-Governmental Authority for Development
KHF	Kenya Humanitarian Forum
LAPSSET	Lamu Port South Sudan and Ethiopia Transport
MACNOSAF	Marsabit County Non-State Actors Forum
MDG	Millennium Development Goals
MEAL	Monitoring Evaluation Accountability and Learning
M&E	Monitoring and Evaluation
MTP	Medium Term Plan
NCIC	National Cohesion and Integration Commission
NGAAF	National Government Affirmative Action Fund
NGO	Non-governmental Organization
NRM	Natural Resources Management
NRT	Northern Rangelands Trust
PACIDA	Pastoralist Community Initiative and Development Assistance
PBO	Public Benefits Organization
PESTEL	Political Economic Social Technological Environmental and Legal
REGLAP	Regional Learning and Advocacy Programme
SCSG	Sub-County Steering Groups
SDG	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SGBV	Sex and Gender Based Violence
SP	Strategic Plan
SWOT	Strengths Weaknesses Opportunities and Threats
TVET	Technical and Vocational Education Training
WaSH	Water Sanitation and Hygiene
WCCPC	Ward Climate Change Planning Committee
WESCOORD	Water, Environmental and Sanitation Coordinating Forum
WHH	Welthungerhilfe

FOREWORD

In the year 2008, a group of local scholars and development practitioners who were concerned by the huge and widening humanitarian needs in Marsabit County and the wider Northern Kenya dared to dream. The situation was dire; the needs were immense and compounded by the vulnerabilities of communities and indeed huge development gaps in the region. They had to make a difference in a sustainable way. That is how the Pastoralist Community Initiative and Development Assistance (PACIDA) was founded as a development and relief organisation that empowers pastoralist communities through sustainable community-driven development interventions.

Registered as a Non-Governmental Organisation in Kenya, the organisation's 'theory of change' is anchored on working with our target communities to identify challenges, design interventions and mobilise resources to address them. We strive to pursue long-term and sustainable development in collaboration with the beneficiary communities, government, development actors and other stakeholders.

PACIDA's work is anchored on a strategic plan. This critical document provides clarity, direction and focus. This is a best practice in realising sustainable development. In developing the Strategic Plan 2021-2025, PACIDA undertook an incisive process of reflection, taking stock and imagining the future. The organisation also undertook a rigorous process of imagining various scenarios, its operating context or terrain, strategic model, structure, form and shape of the organisation moving forward, thematic areas, among others.

The Strategic Plan 2021 – 2025 is anchored on six outcome areas namely: Food Security and Sustainable Livelihoods Development; Water, Sanitation and Hygiene (WASH); Education; Peace, Governance and Conflict Management; Disaster Risk Management and Climate Change (DRM and CCA); and Health and Nutrition. The objectives and the outcome areas will be pursued in an expanded area of operation that now includes 3 counties in Kenya - Marsabit, Isiolo and Samburu - and several districts in southern Ethiopia.

The Strategic Plan has also been aligned with counties, national, regional and international development priorities. Our interventions and resource mobilisation strategies will therefore be anchored on these development blueprints. In addition, PACIDA commits to sign to the highest levels of accountability, sustainable practices and safeguarding norms.

Policy and strategy are two critical domains of the Board. PACIDA's Board will therefore continue to guide the organisation to bolster its policies and frameworks. The Board will also unequivocally provide advice to the Secretariat and indeed work towards ensuring that the organisation is adequately resourced to realise its mandate.

As we embark on a new chapter of interventions, PACIDA thanks its funding partners for, without them, its impact on the ground would not have been felt. We also thank our communities for working closely with us in our unrelenting journey of transformation. We appreciate our humanitarian sector peers and network partners for working closely with us and for their valuable learnings and experience sharing.

In this Strategic Plan, we commit to scale our development interventions fuelled by the passion that has carried us along over the years. As we do so, we call on our partners to keep supporting and collaborating with us in the journey ahead.

Driven by optimism and encouraged by our partners' support, we see peaceful, progressively prosperous and resilient communities – as espoused in our vision.

Dr. Chris Field
Chairman

Patrick Katelo Issako
Executive Director

ACKNOWLEDGEMENT

We would like to acknowledge the self-less efforts of all those who took time to put this strategic plan together. It is one of our documents that went through the highest level of participation by our stakeholders from nearly all sectors that we work with –at both the levels of government – national and county, civil society organizations, private sector, development partners and our own board members and staff. The processes of engagement included phone and face interviews with key informants, focused group discussions with stakeholders, write-shop (See list in Annex 3) that brought together over twenty participants who wrote out a number of sections of the document.

We are also grateful to stakeholders who took time to fill in and return the self-administered questionnaire to help the consultants appreciate how they perceived the importance of the work PACIDA does. We also acknowledge the communities on both sides of the border of Kenya and Ethiopia who responded to our questions to enable us get community voice into this document.

We especially want to acknowledge all those who steered the process even at the height of COVID-19 pandemic lockdown. The team from Euroafrica Consult Limited, we are grateful for your persistence and resilience. We are also grateful to Simon Wachira from Thinkout Africa Limited for enriching the plan. That you stayed the course to eventually deliver such a fine document is testimony of your maturity as an organization.

It is PACIDA's hope that this document will provide the much needed direction in the next five years as we navigate new pathways of growth in a fast-changing environment. The value of any document, especially a Strategic Plan, is never in the writing of it, exciting as that usually is, the value is in the reading and implementation of the proposals and principles espoused in it. May you, the reader and implementer of this SP, enjoy reading and using it as much as we have enjoyed the adventure of putting it together in the last close to eight months! Happy reading!

EXECUTIVE SUMMARY

The Pastoralist Community Initiative and Development Assistance (PACIDA) is an indigenous, non-sectarian, Non-profit, Non-Governmental Organization registered in Kenya (Registration Number: OP.218/051/2008/0413/5484). In Ethiopia PACIDA was registered as Foreign Charity Organization with Federal Democratic Republic of Ethiopia Agency for Civil Society Organizations in 2021. PACIDA respects strict political and religious impartiality and operates according to the principles of non-discrimination and transparency. PACIDA is a development and humanitarian organization that operates mostly within ASAL communities by designing community-driven development initiatives for long-term sustainable benefits.

The Strategic Plan 2021-2025 will be running its course at a time when Kenya, and to some extent Ethiopia, will begin to lose their Least Developed Country (LDC) status as they advance towards middle income country status with the results that external donor funds that were erstwhile available for relief and development will be less available. This state of affairs is likely to have repercussions on what PACIDA is able to do unless it changes fund raising and resource mobilization strategies. The Strategy proposes changes, not just in programming approach but also in resources mobilization approaches.

Further, the five-year strategic plan comes at a time PACIDA is working to organizationally turn the management of the organization from the current project-based approach to the one-programme approach. This will have far-reaching effects both internally and externally as every one of the 6 programme areas is steered to contribute to the overall organizational goal and mission. It is hoped that in the next five years, the impact of PACIDA will be measured at higher rather than activity and output levels where it has been measured in the past. PACIDA's value proposition in the plan period is therefore; sustained, progressive growth through **cost-effective** and **collaborative** implementation of timely and relevant responses to emergencies and development needs in the ASAL **communities**.

PACIDA will pursue six outcome areas during the plan period namely: Food Security & Sustainable Livelihoods Development; Water, Sanitation and Hygiene (WASH); Education; Peace, Governance and Conflict Management; Disaster Risk Management and Climate Change Adaptation (DRM and CCA); and Health and Nutrition.

In the plan period, PACIDA will seek to achieve the following seven objectives: To improve livelihoods of target communities through increased agricultural and livestock production, and enterprise development; To improve hygiene and sanitation through provision of quality and adequate water and sanitation services on sustainable basis; To contribute to increased access, equity and quality of education and skill training for children and youth in the ASALs; To enhance structures for peaceful co-existence and cohesion of ASAL communities and improve citizen participation in local governance; To improve disaster resilience of the ASAL communities through climate change adaptations and humanitarian responses; To improve health and nutrition status of target ASAL communities; To develop the institutional capacity of PACIDA to ensure organizational sustainability.

The outcome areas and objectives were arrived at after a thorough analysis of the internal and external environments in which PACIDA operates. The objectives and the outcome areas will be pursued in an expanded area of operation that now includes 3 counties in Kenya (Marsabit, Isiolo and Samburu), and several districts in southern Ethiopia. In addition, the analysis of the external environment revealed that Kenya is more and more now classified as a middle income country leading to limited availability of donor funding. This situation warrants a change of approach in project delivery in the next five years. PACIDA

may need to change approach from provision of actual services towards collaborative action with other actors – especially county government in the areas of health, education and WASH.

The plan also takes note of concerns raised by internal stakeholders regarding the weak M&E system and provides elaborate and SMART indicators against which performance will be measured for each outcome areas shifting measurement from the output indicators to higher level – outcome and impact indicators. The plan anticipates an impact evaluation at the end of the period and therefore proposes the picking of baseline data at the beginning, picking data mid-way through the plan period and at the end of the period, which will also include the impact evaluation or assessment.

At institutional level, the plan proposes a shift from project based management to one-programme approach which will require that PACIDA staff are not maintained only through projects but enabled to transition across projects. Although this is recommended, the plan proposes that PACIDA hires an institutional expert to assess its organizational and financial capacity to undertake these changes without disrupting service delivery.

On governance, stakeholders recommended that PACIDA board of directors should look at gender balance and ensure it complies with the two-thirds rule, while at the same time ensuring regional representation at board level – especially to include board members from the new areas of operation – Samburu, Isiolo Counties and the districts in southern Ethiopia.



PACIDA was at the frontline cushioning communities from the farthest corners during the Covid-19 pandemic

1.0. INTRODUCTION

1.1. Background

The Pastoralist Community Initiative and Development Assistance (PACIDA) is an indigenous, non-sectarian, Non-profit, Non-Governmental Organization registered in Kenya (Registration Number: OP.218/051/2008/0413/5484) and in Ethiopia PACIDA was registered as Foreign Charity Organization with Federal Democratic Republic of Ethiopia Agency for Civil Society Organizations in 2021. PACIDA respects strict political and religious impartiality and operates according to principles of non-discrimination and transparency. PACIDA is a development and humanitarian organization that operates mostly within ASAL communities by designing community driven development initiatives for long-term sustainable benefits. The organization aims to facilitate, network and empower the target communities through need based multi-sectorial programs built on positive cultural and modern practices that utilize available local resources.

PACIDA works with target communities in specific geographical areas of operation. In Marsabit County, the organization works in North Horr, Laisamis, Moyale, Saku sub-counties. In Samburu, the organization is in Samburu North, Samburu East and Samburu West sub-counties. In Isiolo County, PACIDA works in Isiolo North and Isiolo South sub-counties. In southern Ethiopia, PACIDA is in the following districts: Moyale, Dirre, Miyo, Guch, Yabelo, Teltele, Dasanach, Dillo, Dubluk, Dhas, and Elewoye.

The Strategic Plan (SP) 2021-2025 seeks to build on the successes and lessons of the Strategic Plan 2016-2020 considering changes that have occurred in both external and internal environment including; institutional, organizational, programmatic, and sector lessons learned. It takes cognizance of the fact that a number of PACIDA's stakeholders have changed, i.e. moved away or have come into operation in the areas where PACIDA operates. The SP notes that a number of new partnerships with donors and other stakeholders have been forged since the last one and then looks at the need for change management and strategic positioning. Finally, it recognises the changes in the Kenya/Ethiopia cross-border areas within the context of COVID- 19.

1.2. Development of the Strategic Plan

The process of developing the Strategic Plan 2021-2025 was undertaken following a comprehensive and thorough briefing from Directors of PACIDA. The consultants reviewed a selection of international and national policy documents including reports from the organization before developing tools for data collection and analysis. This was followed by an assessment of staff, Board of Management and the Directors of the organization. To get the input of stakeholders, the consultants conducted a survey of stakeholders using self-administered questionnaires. To get the all-important community voice the consultants interviewed and held consultations with communities on both sides of international border. The consultants then facilitated 2 days Write-shop process to document the inputs of the different stakeholders.

1.3. Purpose of the Strategic Plan 2021-2025

The purpose of the Strategic Plan 2021-2025 is to review past plans and position PACIDA to take advantage of the successes and lessons learned from these previous plans. In the next 5 years PACIDA will adopt a one-programme approach that actively seeks and nurtures collaboration with government and non-state actors, creates and manages partnerships with

third parties, adopting holistic approaches in design and implementation of programmes for greater impact. To achieve this, PACIDA will maintain competent staff to pursue greater collaboration with partners and enhance the approach to implement through third parties.

PACIDA's value proposition in the plan period is for sustained, progressive growth through **cost-effective** and **collaborative** implementation of timely and relevant responses to emergencies and development needs in the ASAL **communities**. The plan has been developed through a highly participatory workshop and interview process with a large cross-section of stakeholders from government, private sector and civil society organizations working in the ASALs – especially Marsabit County. The stakeholders used the PESTEL tool to analyse the situation in the external environment and the SWOT to analyse the internal environment and then documented the findings through a write-shop. Part of the documentation from the processes is presented below. In addition, the PACIDA staff members were involved at different levels to document their thoughts regarding the organizational and institutional gaps within PACIDA.

2.0. SITUATION ANALYSIS

2.1. Analysis of External Environment (PESTEL)

Table 1: PESTEL

PESTEL AREA	10-YEARS AGO How would you describe the situation 10 years	CURRENT How would you describe the situation currently	NEXT 5 YEARS In the next 5 years what do you see?	IMPLICATIONS FOR PACIDA PROGRAMING (POSITIVE & NEGATIVE)
<p>POLITICAL (ECONOMY) ANALYSIS (NATIONAL & COUNTY)</p> <p>Consider inclusivity; human rights; gender; age; disability; chronically marginalization; equity; rights-based programming; equality?</p>	<ul style="list-style-type: none"> ▪ The country had just promulgated a new constitution with new Government structures beginning to take shape ▪ Some of structures at county level were not functional. ▪ Most of the systems of governance were corrupt ▪ Citizens are less involved especially in the last 5 years. However, the citizens are more informed. ▪ Participation and involvement was included in the constitution but is not implemented adequately; there is still too much top-down ▪ In the last 5 years it has increased as resources are targeting e.g. Uwezo, Youth Fund, HSNP, Ngaaf, Agpoa it has been increasing but how the funds are used remains a challenge ▪ They are recognized under the constitution 	<ul style="list-style-type: none"> ▪ Strict regulation on civil societies operations ▪ The political situation is unpredictable, more posts, ethnic politics, formation of new political alliances ▪ Conflicts are no longer resource based but politically instigated ▪ Checks and balances is compromised since the ruling coalition is not pulling together ▪ Politically motivated conflict between the ethnic groups have increased in the county ▪ Current government not working closely with non-state actors ▪ Governance structures are politicized and not giving services to citizens as they should. ▪ Administrators are being misused by the politicians. ▪ There is increased role in facilitation in public participation by CSO's and other stakeholders ▪ More involvement of communities in supervision of projects 	<ul style="list-style-type: none"> ▪ Political realignment, with possible unrest, likely new alliances, especially when the BBI question is settled ▪ Donors might shy away from operating in the unpredictable environment and Kenya becomes middle income ▪ Partnership between PACIDA and local government structures in implementing projects is uncertain ▪ The likely scenario might continue even if political temperatures reduce. ▪ Donors may slow down on project funding due to perceived poor governance. ▪ Need to strengthen community structures to take up the role of creating awareness. ▪ Enforcing policy formulation and implementation hence improving funding for PACIDA ▪ Unclear what elections 2022 will bring to Marsabit (Maybe more ethnic killings and blood-shed) 	<ul style="list-style-type: none"> ▪ Increase demand and workload on PACIDA ▪ Increased ethnicity PACIDA may incline to certain ethnic group. ▪ With reduced funding, PACIDA may have to cut back programming or focus its work more ▪ This may mean more funding requirements for PACIDA to bridge the gaps in service delivery that is left by government. ▪ More demand for PACIDA services by the community. ▪ PACIDA may have to be involved in empowering local institutions as communities are taking responsibilities ▪ The role of PACIDA will change as Communities become more active in decision making ▪ To be sustainable PACIDA should position to facilitate and enable public participation rather than providing services.

PESTEL AREA	10-YEARS AGO How would you describe the situation 10 years	CURRENT How would you describe the situation currently	NEXT 5 YEARS In the next 5 years what do you see?	IMPLICATIONS FOR PACIDA PROGRAMING (POSITIVE & NEGATIVE)
		<ul style="list-style-type: none"> More allocation of resources to communities Cash transfers for the aged using MPESA reaching some of the most vulnerable groups Other faith groups are learning from PACIDA especially on how to distribute funds to areas with no network There is a lot of emphasis on rights-based programming and equality and communities are more informed and agitating for their rights. 		<ul style="list-style-type: none"> Opportunity for inclusion in future programming Opportunity for Networking and collaboration Opportunity for good feedback Opportunity for PACIDA to engage in accountability work to ensure resources intended for the communities through these funds get to the communities and are not diverted.
ECONOMIC PERSPECTIVE (Describe Kenya's economy and economic situation)	<p>10 years</p> <ul style="list-style-type: none"> A high level of budget goes to Humanitarian aid 	<ul style="list-style-type: none"> High cost of living There is high investor turn over Increased unemployment Closure of government parastatals Poor performance of Kenyan products in the world market Increase in the national budget and national debt Stagnating growth of the economy 	<ul style="list-style-type: none"> Likely increased funding from national government to the counties Increase in taxation and more borrowing More resources to the counties Improved infrastructure due to more devolved funds 	<ul style="list-style-type: none"> Up scaling of programs like cash transfers and food vouchers with focus on resilience programs may provide PACIDA with opportunity to partner with GoK PACIDA may need to double efforts
SOCIAL DIMENSIONS [Peace & Stability; peaceful co-existence; kinships; different segments of society pulling	<ul style="list-style-type: none"> Relation were good and things were relatively calm The country had a strong NCIC through the new constitution which helped Most of the cases of conflict emerge around election period 	<ul style="list-style-type: none"> A lot of conflict and less unity, peace and stability lacking in the region in the recent past Lack of equity and equality in resource management and allocation that trigger conflict Political supremacy battles 	<ul style="list-style-type: none"> Adapt to the new norm Integrating into our program-crossing cutting into every program Not clear how things will turn out with escalating conflict in Ethiopia 	<ul style="list-style-type: none"> Opportunity for PACIDA to use its convening power to play a unifying role Due to likely resource constraints, PACIDA will have a bigger and more sustainable role as facilitator of development

PESTEL AREA	10-YEARS AGO How would you describe the situation 10 years	CURRENT How would you describe the situation currently	NEXT 5 YEARS In the next 5 years what do you see?	IMPLICATIONS FOR PACIDA PROGRAMING (POSITIVE & NEGATIVE)
together and living in harmony]				rather than service provider.
TECHNOLOGICAL DEVELOPMENT	<ul style="list-style-type: none"> We used trucks to transfer food and to do most traveling in the region ICT infrastructure was beginning to improve Solar and wind energy were still not harnessed 	<ul style="list-style-type: none"> ICT structures like fibre-optic are now working and communication has improved greatly Technologies that could improve food security and irrigation such as automated Water meters Good growth of mobile telephony has eased money transfer and Enhanced use of solar energy especially for pumping water and lighting. Roads are improving and opening many areas of the county 	<ul style="list-style-type: none"> Enhanced ICT infrastructure will make it possible to engage community leaders online and ease emergency support through mobile money transfer Using solar energy in the county will help reduce cost of pumping water and improve lives. Use of water metres and water ATMs will increase accountability. 	<ul style="list-style-type: none"> More PACIDA centers devolved in various areas in Marsabit e.g. Turbi, Illeret Virtual meetings with communities will be possible and will reduce project costs due to use of advanced technology Opportunity to do programming virtually.
ENVIRONMENTAL /ECOLOGICAL/E COSYSTEMS	<ul style="list-style-type: none"> Less environmental degradation Good forest cover Reduced charcoal burning Less encroachment into forest Tourism influx Less population pressure on the environment Water catchment was safe 	<ul style="list-style-type: none"> Increased effect of climate change, drought, diseases, Conflicts are on the rise due to competition for natural resources. Drying up of rivers driven my high temperatures and inconsistent rains Well-developed Northern Rangelands Trust (NRT) and other conservancy groups Climate change policies in place but not well implemented 	<ul style="list-style-type: none"> Ecosystem restoration, and management There will be less government support more citizen participation. Need to lobby for implementation of Climate Change policies in the county 	<ul style="list-style-type: none"> Opportunities for PACIDA to engage in more sustainable DRM/CCA work rather than just responding
LEGAL SYSTEMS REFORMS & LEGAL PROVISIONS	<ul style="list-style-type: none"> Complex procedures for registration of NGOs Complex procedures for filing returns with NGO board 	<ul style="list-style-type: none"> Counties are coming with their own legislations and Bills Counties can do legal reforms 	<ul style="list-style-type: none"> Increasing space for PACIDA to get involved in formulation of policies and Bills 	<ul style="list-style-type: none"> Position PACIDA for work in the legal sector to ensure gains in service delivery are not eroded



**Championing
peace in our
communities**

PESTEL AREA	10-YEARS AGO How would you describe the situation 10 years	CURRENT How would you describe the situation currently	NEXT 5 YEARS In the next 5 years what do you see?	IMPLICATIONS FOR PACIDA PROGRAMING (POSITIVE & NEGATIVE)
	<ul style="list-style-type: none"> ▪ There was no Judicial independence ▪ 	<ul style="list-style-type: none"> ▪ DRM & NRM Bills in process ▪ Working on gender policy ▪ Social protection policy ▪ Livestock Bill at public participation level ▪ Climate Change policy underway ▪ Climate Change Act in place 		

2.2. Analysis of Internal Environment (SWOT)

STRENGTHS	STRATEGIC RESPONSE
Strong institutional memory Executive Director, Finance Director, Program Director, Finance officers and Program managers.	Tap this network for knowledge management and mentorship of new staff; utilise the experience for thought-leadership and profile raising of the organisation
Dynamism- tech-savvy, flexible, professional and skilled staff	Tap the skill-set and dynamism of the staff to drive innovation and versatility
Land and physical establishments	These could be utilised to diversify income sources
Mobility – adequate transport and logistics for the programs	Tap this strength to bolster programming in the new frontiers: Samburu and Isiolo Counties
Elaborate operational policies	Continually audit the application of the policies
Elevated status as a Regional Organization registered in Ethiopia	Utilised this status to bolster resource mobilisation and cross-border learning
Good rapport with communities, regional governments and stakeholders	Utilise this network of stakeholders to bolster partnerships and experience-sharing
Vibrant, skilled and diverse board of directors	Leverage on the Board diversity and strengths to bolster resource mobilisation and programming
Widest coverage in Marsabit County with well embedded programmes	Utilise this niche to bolster the brand of the organisation
WEAKNESSES	STRATEGIC RESPONSE
Inadequate personnel	Continually review HR policies to balance the team and tasks – job rotation; job loading, among others Utilise interns where necessary
High level of donor dependence	Diversify revenue sources as a matter of priority
Inadequate documentation of organization successes and lessons learned (weak M&E system)	Bolster communications and align the function to M & E

Weak knowledge management and marketing (M&E)	Develop and implement a knowledge management policy
Lack of clear HR policies on recognition, reward and punishment	Reinforce and implement the HR policies to bolster motivation and retention
Weak inter and intra-PACIDA communication	Bolster the communication function as a matter of priority
Insufficient ICT compliance/capacities	Take advantage of emerging opportunities in non-profit tech support e.g Techsoup programme
Insufficient compliance with internal policies	Strengthen policies compliance and elevate this strategic area in performance tracking
Inadequate resources and funding	Build a robust network of individual supporters, leverage on past successes for resource mobilisation
Staffing challenge	Deepen partnerships with the academia, partners and volunteers
Weakness in programming, delivery and monitoring and evaluation	Prioritising Programming, Delivery, Monitoring and Evaluation and cascading
OPPORTUNITIES	STRATEGIC REPONSE
Robust technology in Kenya bolstered by internet penetration	Utilise technology in impact reporting and storytelling, resource mobilisation and projects implementation
Devolved government coordination and partnership	-Seek convergence of programming with county priorities (CIDP) -Cascade governance work in the counties by working with county assemblies and executive -Consider counties as potential links for fee for service
Dynamic context with evolving needs within the region	This provides an opportunity for innovation, organisation development and brand evolution of the organisation
Increased donor focus on ASAL and local institutions	Position PACIDA as a truly indigenous organisation tapping on new and indigenous knowledge to address community challenges
Improved infrastructure e.g. LAPSSET Fibre optic cable along the Isiolo-Marsabit-Moyale Highway	Take advantage of this improvement to deepen projects implementation , community interactions, networking and exchange programmes

Availability of government and other partners staff	Utilise these resources to infuse new thinking and experience sharing
THREATS	STRATEGIC REPOSE
Harsh environmental conditions (Global warming–droughts and flash floods)	Make climate change a programming priority for the organisation
Community perceptions, attitudes and high expectations towards donor funded projects	PACIDA to always manage donor expectations at the project inception stage
Competition for funds from donors and organizations	PACIDA to continually innovate and capitalise on its innate strengths and unique positioning e.g niche, experience, legacy of impact, among others.
Risk of political interference during project implementation	PACIDA to always undertake regular risk assessment in project implementation and to remain an apolitical organisation
Duplication of efforts by stakeholders	PACIDA to always view any organisation that is advancing sustainable development and humanitarian support as complementary to its work and therefore seek platforms for collaboration and experience sharing
Donor fatigue	The organisation to always make donor relations its top priority The organisation to continually diversify its funding sources
Low literacy levels of the target group	Involve the target group in advocacy work by localising IECs and media work (community and vernacular radios).
Insecurity in the target region	Foster partnership with the national government for security support; continue maintaining neutrality in conflicts.
Poverty levels in Ethiopia/Kenya High population vis-a-vis the available resources	PACIDA to always undertake Return on Investment – best value for investment analysis – in its programming
Uncertainty and Effects of COVID-19 pandemic	Every crisis presents an opportunity; the pandemic presents an opportunity for innovation in programming; adoption of technology, among others.
Government policies in Ethiopia	PACIDA to always be aligned to the development priorities of the Government of the day and to adapt as policies change
Risk of political instability in Ethiopia	PACIDA to always monitor political developments in Ethiopia and adjust when need be

2.3. Literature Review and Linkages to Multi-level Policy Frameworks

Some of the policy documents that guided the strategy development included the IDDRSI Strategy (2013 – 2017); IGAD Strategy and Implementation Plan (2016- 2020); Agenda 2063 of the African Union; the Sustainable Development Goals of the United Nations; National Development Plans of IGAD Member States; the Food and Nutrition Situation Reports for the Horn of Africa Region; IGAD Specialized Institutions and Programmes' Strategies and Implementation Plans, Sendai Framework for Disaster Risk Reduction 2015-2030 (SFDRR 2015-30).; drought response plans of major partners and stakeholders, among others.

The 'ASALs' make up 89% of the national land mass of Kenya, the arid counties alone cover 70% and are home to 36% of Kenya's population where the dominant production system is pastoralism. The Strategic Plan is anchored on the Constitution of Kenya 2010, Kenya Vision 2030, Sessional Paper No. 8 of 2012 on National Policy for Development of Northern Kenya and Other Arid Lands, the third Medium-Term Plan of Vision 2030 (MTP III), and the State Department for Development of the ASALS Plan and the Big Four Agenda as well as the aspirations of the African Union Agenda 2063, the Sustainable Development Goals (SDGs), and Marsabit County Integrated Development Plan (CIDP 2018-2022). This Strategic Plan therefore provides a link-road to the wider international, regional, national and county development goals for the people of Marsabit County and the entire northern Kenya and southern Ethiopia. Investment in its proposals therefore will help it achievement of not just its targets but also the other development targets in the region.

2.3.1. Link to Sustainable Development Goals (SDGs)

National Policy for the Sustainable Development of Northern Kenya and other Arid Lands, 2012 notes that the Government of Kenya will not achieve sustained growth in her economy and progress as a nation if the ASALs are not appropriately factored into national planning and development. PACIDA recognizes that accelerated investment in previously neglected regions is necessary if all Kenyans are to have an equal **chance** of sharing in the promise and benefits of Vision 2030. SDG goal no 4 seeks to achieve inclusive and equitable quality education and promotion of lifelong learning opportunities for all. Poverty, armed conflict and other emergencies keep many children and youth around the ASAL counties out of school. In fact, children from the poorest households are four times more likely to be out of school than their counterparts from better endowed households. Since 2000, PACIDA has focused on the provision of primary education for vulnerable children through various initiatives including building a nomadic school, providing scholarships for the children, and school enrolment drives. The goal is to achieve universal primary and secondary education, affordable vocational training, and access to higher education. SDG goal 17 that focuses on peace and justice is one for all countries and counties to strive towards. Goal 17 aims to reduce all forms of violence and proposes that governments and communities find lasting solutions to conflict and insecurity. That means strengthening the rule of law, reducing the flow of illicit arms, and bringing developing countries more into the centre of institutions of global governance. PACIDA supports this goal through its program of peace resolution and conflict management both in its Kenya and Ethiopia Programs. In addition to the two goals, in the current SP, PACIDA will seek to partner with others to invest in other SDGs such as Goal 1, Goal 2, Goal 3, Goal 6 and Goal 13 the Sustainable Development Goals.

2.3.2. Link to the Sendai Framework for Disaster Risk Reduction (SFDRR)

According to the Sendai Framework for DRR, it is urgent and critical to anticipate, plan for and reduce disaster risk in order to more effectively protect persons, communities and

countries, their livelihoods, health, cultural heritage, socioeconomic assets and ecosystems, and thus strengthen their resilience. It affirms that enhanced work to reduce exposure and vulnerability prevents the creation of new disaster risks.

PACIDA programmes are focused on tackling underlying disaster risk drivers, such as the consequences of poverty and inequality, climate change and variability, poor land management and compounding factors such as weak institutional arrangements, non-risk-informed policies, complex supply chains, unsustainable uses of natural resources, declining ecosystems, pandemics and epidemics. Moreover, Sendai Framework focuses on the necessity to continue strengthening good governance in disaster risk reduction strategies at the national, regional and global levels and improving preparedness and national coordination for disaster response, rehabilitation and reconstruction, and to use post-disaster recovery and reconstruction to “Build Back Better”, supported by strengthened modalities of international cooperation. While recognizing their leading, regulatory and coordination role, Governments should engage with relevant stakeholders, including women, children and youth, persons with disabilities, poor people, migrants, indigenous peoples, volunteers, the community of practitioners and older persons in the design and implementation of policies, plans and standards.

PACIDA has been continuously involved in assisting the county government in drafting of people-centred policies. PACIDA acknowledges the need for the public and private sectors and civil society organizations, as well as academia and scientific and research institutions, to work more closely together and to create opportunities for collaboration, and for businesses to integrate disaster risk into their management practices. As a result, in the current SP, PACIDA dedicates a whole outcome area and commits to raise and invest over 800 million Kenya shillings towards activities that reduce disaster risk and address climate change challenges in the region.

2.3.3. Link to the Paris Agreement on Climate Change

The Paris Agreement on climate change recognizes the specific needs and special circumstances of developing country Parties, especially those that are particularly vulnerable to the adverse effects of climate change, as provided for in the Convention. It takes full account of the specific needs and special situations of the least developed countries with regard to funding and transfer of technology, recognizing that Parties may be affected not only by climate change, but also by the impacts of the measures taken in response to it. It emphasizes the intrinsic relationship that climate change actions, responses and impacts have with equitable access to sustainable development and eradication of poverty. It recognizes the fundamental priority of safeguarding food security and ending hunger, and the particular vulnerabilities of food production systems to the adverse impacts of climate change. PACIDA commits two Outcome Areas in this Strategic Plan to address not just the effects of climate change given most of its clients are vulnerable, it also commits to focus on safeguarding food security.

2.3.4. Link to Horn of Africa Regional Policy Frameworks

ASALs constitute at least 76% of the greater Horn of Africa (GHA) land area of 5.2 million square kilometers. The main drivers in the livelihoods systems in this area are water and pasture as the key determinants of pastoral livestock production systems and hence livelihoods. Livestock is owned under nomadic pastoralism in the ASAL areas of the GHA, ASALs therefore are a major part of the economies and ecosystems of the countries of the GHA. It is however, expected that the easing of factor constraints in water and pasture could increase the livestock sector potential to contribute to food security, environmental protection, conflict prevention and general economic well-being in the GHA.

The initiative aims at enhancing the contribution of the livestock sector to sustainable food security and poverty reduction in the GHA region by strengthening the capacity among its member states, other regional organizations and other stakeholders to formulate and implement livestock sector and related policies that sustainably increase food security and poverty. For over a decade, PACIDA has supported pastoralist households to diversify both food and income sources because pastoralists exchange livestock and sell livestock to get cash to buy other products like grain. Furthermore, trading, sale of wood and charcoal as well as non-timber forest products (honey, leaf products, gums, resins) and, in many cases, daily wage labour have all become important income sources. The strategies proposed in the current Strategic Plan for the next 5 years are intended to enhance the place of pastoralism in the household economies of the ASALs.

2.3.5. Link to Ethiopia's Ten Year Development Plan – Pathway to Prosperity 2021-2030

PACIDA was registered as Foreign Charity Organization with Federal Democratic Republic of Ethiopia Agency for Civil Society Organizations in 2021 and so reference to development in southern Ethiopia can only be measured against the goals and aspirations of the national plans in Ethiopia. According to the Ten Year Development Plan (2021-2030) poverty headcount ratio at the national poverty lines (% of population) has reduced from 29.6% in 2009/10 to 23.5% in 2014/15. While the poverty rate has gone down from 30.4% in 2009/10 to 25.6% in 2020 in the rural areas, and similarly urban poverty rates fell from 25.7% to 14.8% during the same period.

While the indicators for growth are generally positive for Ethiopia, as for Kenya; for communities and populations in the periphery, economic projections remain just that, projections. For communities and households in the far south of Ethiopia, and those in the far north of Kenya where PACIDA works, it is unlikely that the glowing indicators of economic growth translate to realities in income and food security at household level. However, the overall gains in the general population are still important as they determine how the next parameters of development are then set.

2.3.6. Link to Kenya's Vision 2030 and MTP 3 & 4

Kenya Vision 2030 aims at making Kenya a newly industrializing, “middle income country providing high quality life for all its citizens by the year 2030”. Vision 2030 Development Strategy for Northern Kenya and other Arid Lands, (2012) states that nearly fifty years after national independence, inequality between the north and the rest of Kenya persists. Uneven human development undermines national cohesion and was one of the biggest obstacles to Kenya achieving the Millennium Development Goals. Equal treatment on an unequal base will simply perpetuate this inequality. New mind-sets and methods, innovative strategies, and the understanding and support of all Kenyans will be required in order to release the potential of the arid and semi-arid lands.

Under Vision 2030, the Kenya government targets to conserve the scarce water resources in the country and at the same time harvest rain and ground water resources to meet the country's development needs. IDDRSI requires that interventions against drought and related emergencies employ approaches that are pre-emptive, rather than reactive, holistic rather than independent, long term instead of short-term and combining relief with development interventions. The emphasis is on building resilience and sustainability with a focus on the vulnerable communities in the ASALs. Under the current Strategic Plan and in

the next 5 years, PACIDA proposes to employ these approaches in the education, disaster risk management, Water and Sanitation and Livelihoods programs.

2.3.7. Link to the President's Big Four Agenda

When President Uhuru Kenyatta conceptualized the Big Four Agenda; food security, affordable housing, manufacturing and affordable healthcare for all, as his platform for the second term in office, he did so in appreciation of the fact that for Kenya to accelerate the achievement of Vision 2030 aspiration, it would need to take a new approach to the medium-term planning, and focus to those issues that would have the greatest impact on the well-being of the people. PACIDA, in its programs is providing potential for the ASAL areas of Marsabit, Isiolo and Samburu to adapt to emerging climate change, build local resilience, attract private sector investments, and identify options and economic opportunities that ASAL economies can offer for the realization of the Big Four Agenda and especially through Food & Nutritional Security and employment creation.

In line with Agenda number 4 of creating affordable health, PACIDA is introducing a new Program of Health and Nutrition in the SP to support the communities in the areas of operation. The importance of the health sector is further demonstrated by Marsabit and Samburu County Government's allocation of slightly more than 30 per cent its gross revenue to health. In the new Outcome area of health and nutrition, PACIDA will support the quest for access to affordable healthcare as this is often affected by long distances from facilities, socio-cultural-religious practices, some of which are harmful affecting the health-seeking behaviour and leading to poor demand for services according to the Marsabit and Samburu CIDP, (2018-2022). Efforts to improve the situation by both the government and NGOs include provision of food supplements and promoting income generating activities to vulnerable groups.

2.3.8. Link to Ending Drought Emergencies in Kenya Framework

The Kenya government's commitment in policy and practice is that droughts should not become disasters. Towards this end, the government has committed itself to ending drought emergencies in Kenya by the year 2022. This commitment is clearly spelt out in the Second Medium Term Plan (MTP) for the Vision 2030, in which Ending Drought Emergencies (EDE) is recognized as one of the key foundations for national development. The EDE initiative reflects two significant changes in our understanding of drought emergencies in Kenya. The first is that they have their roots in poverty and vulnerability, and in the fact that Kenya's drought prone areas are among those which have benefited least from past investment; drought emergencies.

The Constitution places on the state obligations to protect the vulnerable and progressively realize a portfolio of rights, including the right to be free from hunger. EDE Policy implementation is steered and supported by the National Drought Management Authority (NDMA) under the Ministry of Devolution and Planning. The Common Programme Framework for EDE is also the Government of Kenya's contribution to IGAD's Drought Disaster Resilience and Sustainability Initiative. Risks are rarely confined within national borders, making regional collaboration an essential part of drought management. PACIDA programming is closely involved in the Programme Framework for EDE and fully supports its objectives.

Several of the EDE pillars relate to functions which are now devolved (such as agriculture and disaster management), and investments in these areas are being progressively absorbed within the County Integrated Development Plans. However, the whole framework

requires the collaboration and goodwill of government at both the national and the county level, and between counties. PACIDA is committed to working in ways which deepen this cooperation and thus deliver wider benefits for its beneficiaries.

2.3.9. Link to refortified Agriculture Sector Transformation Strategic (ASTSG)

Livestock contributes less than 20% to Kenyan agriculture GDP but plays an important economic and socio-cultural role among many Kenyan communities, particularly the northern ASALs that have >60% of Kenya's beef cattle population. However, much of these pastoral cattle do not meet the 350 kg minimum market weight. Additionally, they tend to be very vulnerable to disease, drought and theft. Livestock includes beef and dairy cattle, sheep and goats, camels, poultry and pigs. Produce from livestock comes predominantly from milk (i.e., dairy), but the fastest-growing sub-sector is meat. The sector transformation approach designs the transformation around the three groups of people critical to making the link between household consumption and overall food and nutrition security. These are the:

- (i) small-scale farmers, pastoralists, and fisher folk households, as well as the local SMEs, larger business and agricultural markets that support them;
- (ii) large-scale commercial farmers, and the eco-system of firms, domestic and export markets, and smaller farming communities that support them across the agricultural supply chain; and
- (iii) millions of Kenyans who are still food-insecure – not just during times of emergency, but chronically all year round.

Orienting PACIDA strategy around improving the livelihoods of these key stakeholders – food-insecure populations – is consistent with the SDG to consider people, planet and prosperity as key aspects of sustainable development.

First, for small-scale farmers to sustainably make the link between household consumption and food security, they must increase their productivity and shift production from subsistence to market-oriented output. PACIDA strives to activate businesses in their programs to diversify livelihoods to support broader rural development and poverty reduction under its first Outcome area - Food Security & Livelihood Development & Diversification program. PACIDA strategy appreciates that every community faces different challenges in its pursuit of transformation and requires implementation to be flexible; it therefore draws on local knowledge and expertise to move the communities towards the goals of transformation.

2.3.10. Link to Northern Frontier Counties Economic Block

The common factor of Frontier Counties Development Council (FCDC) region is that its member counties have been politically and economically marginalized since the colonial period, and to date, their socio-economic development outcomes lag those of the rest of the country. In 2016, about 20.5 per cent of Kenya's poor lived in the region and on average about 64.2 per cent of the population lived below the poverty line compared to a national average of 36.1 per cent. Similarly, the region has one of the highest illiteracy rates in the country and at the same time suffers from poor access to health, water and sanitation, energy and ICT services. PACIDA strategy provides a framework for identifying and prioritizing strategic initiatives to promote faster socio-economic development of the FCDC counties. It utilizes an analytical approach that combines an inter-play of economic geography, market forces and support to government policies to promote economic integration and development. PACIDA strategy recommends that challenges be addressed by building institutions, improving connectivity and addressing social and cultural barriers through appropriate interventions and incentives. PACIDA recognizes the need to address



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inequalities and vulnerabilities in arid and semi-arid lands (ASALS). The creation of the State Department for Development of the ASALS (SDDA) demonstrates the government's commitment to accelerate development of the regions. The Department has prioritized the following key result areas: coordination of development in ASALS; resilience building; socio-cultural integration; and governance.

2.3.11. Link to County Integrated Development Plans (2018-2022) of the three Counties of Marsabit, Isiolo and Samburu.

Marsabit County's economy is highly dependent on climate sensitive sectors of pastoralism, agriculture and tourism. Frequent droughts have led to erosion of livelihood opportunities through livestock deaths and crop failure which together negatively affect food security and stagnate the gains made on poverty reduction in the County. The loss of habitats and the consequent reduction in wildlife population as a result of climate change has hindered tourism growth in the county. Water resources are also affected- water levels in ecological lakes, dams and pans have generally declined over the years, while extreme rainfall events have resulted in sedimentation of water reservoirs in the County. Climate change has tremendous influence on the county's bimodal rainfall pattern. On education sector, according to the second County Integrated Development Plan, (2018), the county has 43 secondary schools with the number of students standing at about 6028. Mixed schools make up 44 per cent of these, boy schools 31 per cent and girl's schools 25 per cent. The number of secondary schools is inadequate hence the low primary to secondary transition rate. PACIDA through their education program has developed a nomadic school to support the education sector, they have also been involved in several scholarship and school enrolment drives.

The people and livestock in Marsabit County rely on surface, or ground water. Most of the county, which generally lies between 400 and 460 metres above sea level, depends mostly on ground water. Marsabit County is water insecure because it lacks reliable/permanent surface water sources like rivers and lakes. Hydrological status indicates that ground water is adequate in the lowlands but quality is poor, with many places having concentration of salts above permissible levels for human and livestock consumptions. The water coverage is estimated at about 15 per cent, with the average water produced at 600 cubic metres per day against water demand of about 3,795 cubic metres per day. Many of the water supply facilities are not financially self-sustaining and rely on financial and technical support from civil society organizations like PACIDA. Lack of sustainability is attributed to, expensive and inefficient technologies, lack of technical skills and inadequate operational efficiencies, poor governance and management practices and lack of accountability among others.

According to the 2009 Population and Housing Census, the population of Samburu County was 223,947. Given a population growth rate of 4.45 percent per annum, as opposed to the national growth rate of 3 percent, the County population is projected to increase to 399,378 by 2022 and 456,418 by 2025. These changes represent about 25% population rise between 2017 and 2022. This increase is significant and calls for commensurate expansion of basic amenities in the County. Agriculture sector in the county contributes about sixty percent (60%) to the county economy and therefore plays a major role towards poverty reduction and creation of employment opportunities. The sector comprises of four (4) subsectors namely: Agriculture; Livestock; Veterinary and Fisheries and is identified as one of the key sectors in the county aimed at delivering the 10% economic growth rate under the Vision 2030. Under the food security and sustainable livelihoods programme in this SP, PACIDA will invest in growth of the 4 sub-sectors. Under its water sanitation and hygiene (WaSH) programme PACIDA proposes to work with the county government and other stakeholders

in the sector to focus on improving efficiencies in the governance and management of community water programmes.

In Isiolo PACIDA will pursue partnerships with the county government and other actors in its current six outcome areas - Food Security & Sustainable Livelihoods Development; Water, Sanitation and Hygiene (WaSH); Education; Peace, Governance and Conflict Management; Disaster Risk Management and Climate Change Adaptation (DRM and CCA); Health and Nutrition. The County government is pursuing robust economic development plans for its local population projected at 165,000 in 2022. The LAPSSET corridor project, one of the flagship projects of Kenya's Vision 2030 whose objectives are "To improve access and connectivity between Kenya, Southern Sudan and Ethiopia as well as to stimulate economic activity in the northern and eastern parts of Kenya passes through Isiolo and is expected to be one of the driving engines of development in the county. It will result in diversification of livelihoods that would create substantial job opportunities directly related to the corridor development. This will be in addition to investments in livestock development and irrigated farming that is set to expand in order to undergird food security in the county.

3.0. STRATEGIC NICHE & AREAS OF COMPARATIVE ADVANTAGE

3.1. Strategic Niche – Value Proposition

Sustained, progressive growth through **cost-effective** and **collaborative** implementation of timely and relevant responses to emergencies and development needs in the ASAL **communities**.

3.2. Strategic Positioning of the Organisation

PACIDA works with the pastoral and agro-pastoral communities in the Counties of Marsabit, Isiolo and Samburu in northern Kenya and southern Ethiopia. Our strength is drawn from the fact that we know the communities we work with because we live with them and therefore understand their needs. Our programming is therefore relevant to the needs, our brand is known by both government and non-government actors in the areas we operate.

PACIDA is strategically positioned in the community with three field offices within Marsabit County and a head office in Marsabit town. As part of its strategic positioning, PACIDA recently opened an office in Samburu County and may be looking to do the same during the plan period in Isiolo and southern Ethiopia. In particular, PACIDA works with remote and far-flung communities whose operations and targeting by other actors is minimal i.e. mobile pastoralists, rural and peri-urban communities with minimal contacts with other agencies.

The organization has a knowledgeable staff team that is conversant with the context and evolving needs and circumstances of the target communities.

3.3. Institutional Capacity and Partnerships

PACIDA has been a partner of choice for many bilateral donors and INGOs (e.g. FAO, BMZ, USAid, Malteser International, Welthungerhilfe (WHH), Caritas Germany (CG), Cargo Human Care (CHC) and Caritas Austria, amongst others). PACIDA envisages continuing broadening its donor base. PACIDA is an active member of a number of local and regional forums and networks for the purpose of coordination, sharing and learning. At local level, PACIDA is an active member of the County and Sub-County Steering Groups (CSG/SCSG), Water, Environmental and Sanitation Coordinating Forum (WESCOORD) and Marsabit County Non-State Actors Forum (MACNOSAF).

At regional level, PACIDA was a member of the Regional Learning and Advocacy Programme (REGLAP) that has since converted to a local NGO called Drylands Learning and Capacity Building Initiative (DLCI), PELUM and various sector-based forums. PACIDA is a member of the Kenya Humanitarian Forum (KHF), Agriculture Livestock and Fisheries chaired by UN-FAO and works with various Civil Society Organizations (CSOs) as well as various relevant government (NG & County) line ministries/departments, universities, research institutions, parastatals and regulatory institutions.

At international level, PACIDA is a member of the International Council of Voluntary Agencies (ICVA), Global Alliance on Armed Violence (GAAV). PACIDA is well known name internationally among its current partners and donors because of its past performance but needs to maintain its reputation, and expand its services beyond emergency response to lobbying and advocacy with governments for policy change and equitable resources allocation.

4.0. THE STRATEGY

4.1. Vision, Mission, Value Proposition

4.1.1. Vision Statement

Peaceful, progressively prosperous, and resilient communities

4.1.2. Mission Statement

To improve the well-being of ASAL communities in northern Kenya and southern Ethiopia through sustainable development and humanitarian response

4.1.3. Value Proposition

Sustained, progressive growth through **cost-effective** and **collaborative** implementation of timely and relevant responses to emergencies and development needs in the ASAL **communities**.

4.1.4. Core Values

- (i) Transparency and accountability
- (ii) Commitment and service to community
- (iii) People centeredness
- (iv) Integrity
- (v) Professionalism
- (vi) Equity and respect for human rights
- (vii) Cooperation and partnerships

4.1.5. Mandate

Through its constitution, PACIDA is mandated to support development initiatives, respond to humanitarian crisis and strengthen local capacities through;

- (i) Partnering with local communities, development partners, relevant government units and private sector to effectively respond to community needs and issues.
- (ii) Identification, prioritization and implementation of relevant development projects, taking participation and involvement of target communities and stakeholders as a cardinal principle.
- (iii) Leveraging local and external funding to support identified development projects, establish and maintain contact with both local, national and international partners.
- (iv) Knowledge and learning culture – to document lessons learnt, best practices and experiences gained in the process of implementing community driven development projects with a view to demonstrating viable practices for replications and contributing to a community of knowledge and learning framework.
- (v) Provision of service to ASAL communities

4.1.6. PACIDA Outcome Areas

PACIDA currently focuses on six Outcome areas with one enabler, which are:

- (i) Food Security & Sustainable Livelihoods Development
- (ii) Water, Sanitation and Hygiene (WaSH)
- (iii) Education
- (iv) Peace, Governance and Conflict Management
- (v) Disaster Risk Management and Climate Change Adaptation (DRM and CCA)
- (vi) Health and Nutrition
- (vii) Institutional Strengthening (Enabler)

4.1.7. Objectives

The principal objectives of the organisation are:

- (i) To improve the livelihoods of target communities in the agriculture, livestock and enterprise sub-sectors
- (ii) To enhance community access to quality and adequate water and sanitation services on a sustainable basis
- (iii) To contribute to enhanced access to quality education and skill training for children and youth in the ASALs
- (iv) To foster peaceful co-existence of ASAL communities and their active participation in local governance
- (v) To strengthen the resilience of the ASAL communities to disaster and climate change challenges
- (vi) To improve health and nutrition status of target ASAL communities
- (vii) To enhance the institutional capacity of the organization for sustainability

4.1.8 Cross-Cutting Issues

(i) Gender

Gender refers to the characteristics of women, men, girls and boys that are socially constructed. This includes norms, behaviours and roles associated with being a woman, man, girl or boy, as well as relationships with each other.

Gender, therefore, refers to the economic, social, political, and cultural attributes and opportunities associated with being women and men. The social definitions of what it means to be a woman or a man vary among cultures and change over time.

Gender is hierarchical and produces inequalities that intersect with other social and economic inequalities. Gender-based discrimination intersects with other factors of discrimination, such as ethnicity, socioeconomic status, disability, age, geographic location, gender identity and sexual orientation, among others. This is referred to as intersectionality.¹

In its programmatic interventions, PACIDA will be conscious of dynamics and the intersectionality of gender as a social construct. The organisation will ensure that gender considerations are mainstreamed in project planning and indeed overall programming. In this Strategic Plan, PACIDA commits to continue assessing the implications for women and men before any intervention is implemented.

(ii) Youth Inclusion

Kenyan in the age bracket 0- 35 years constitute 75% of the country's population. The youth population (age 15 -35), according to the 2019 Census, form 29% of the population. Despite a third of the Kenyan population, the youth have remained on the periphery of the country's affairs and their status has not been accorded due recognition. In many instances, they are excluded from designing, planning and implementing programmes and policies that affect

¹ https://www.who.int/health-topics/gender#tab=tab_1

them. Many of the youth who are productive and energetic remain unemployed, continue to suffer from poor health, and lack sufficient support. As a result of this, young people are likely to be predisposed to crime, radicalisation, among other challenges. The Northern region of the country where PACIDA works is not an exception.

(iii) Child Protection

As a vulnerable group, children have the right to be protected from violence, exploitation and abuse. They therefore deserve elaborate systems of child protection that will enable them access vital social services and fair justice systems. These systems are designed to ensure that children have immediate access to appropriate services and sustainable solutions aligned to the child's interest. Children from nomadic communities encounter various challenges as they grow. Such include lack of access to child-friendly services such as healthcare in their vast areas, malnutrition, among others. PACIDA commits to ensure that child-protection measures are incorporated in its programming.

(iv) Disability

The Persons With Disabilities Act (2003) and the Constitution of Kenya defines disability as any physical, sensory, mental, or other impairment including visual, hearing, learning and physical incapability, which impacts adversely on participation in social, economic or environmental matters.

Rights of Persons With Disabilities are protected in the Constitution of Kenya and the Convention on the Right so Persons With Disabilities (CRPD) which Kenya has ratified and also further stipulated in the Persons With Disabilities Act (2003).

In the regions that the organisation serves, disability issues have been treated from social dimensions and are therefore looked from the lenses of taboo, labelling and stereotyping. PACIDA views disability from the rights-based perspective. In this regard, the organisation has over the years been ensuring that disability issues are included in its programming.

4.2. Strategic Issues, Objectives and Strategies

From the PESTEL and SWOT analysis and proposals for improvement, the following objectives have been suggested for the 6 outcome areas of in the programmes section of the Strategic Plan. The tactics and detailed activities to achieve the objectives are contained in the Logical Framework document attached as a different and stand-alone report.

- (i) Food Security & Sustainable Livelihoods Development
- (ii) Water, Sanitation and Hygiene (WASH)
- (iii) Education
- (iv) Peace, Governance and Conflict Management
- (v) Disaster Risk Management and Climate Change (DRM and CC)
- (vi) Health and Nutrition
- (vii) Institutional Strengthening (Enabler)

4.2.1 Outcome Areas

STRATEGIC ISSUE	STRATEGIC OBJECTIVE	STRATEGIC INTERVENTIONS
FOOD SECURITY & SUSTAINABLE LIVELIHOODS DEVELOPMENT	To improve the livelihoods of target communities in the agriculture, livestock and enterprise sub-sectors	(i) To increase Agri-livestock productivity of 2000 households through provision of accessible and affordable inputs
		(ii) To increase accessibility to markets for 4,000 livestock producers and 1,000 crop producers in target communities
		(iii) To increase the income levels of 2,000 households through value addition on livestock products
		(iv) To reduce livestock disease incidences by 20% within the target population.
		(v) To improve the livelihoods of target communities through enterprise development
		(vi) To improve the livelihoods and increase income of 500 households of fisher communities through production and sale of fish products
		To promote 500 enterprises through enterprise education and linkages to the market and financial services providers
WATER, SANITATION AND HYGIENE (WASH)	To enhance community access to quality and adequate water and sanitation services on sustainable basis	(i) To improve communities and schools' hygiene and sanitation levels through increasing quality water and sanitation services infrastructure

		(ii) To undertake community training drives on safe and hygienic water and sanitation practices
EDUCATION	To support children's access to quality education	<p>(i) To provide scholarship opportunities to children</p> <p>(ii) To improve governance and accountability structures in schools</p> <p>(iii) Improve discipline levels in schools</p> <p>(iv) Enhance protection of child rights, safety and protection against abuse and other risks</p> <p>(v) To support youth access to quality skills and tools of trade for employability and self-employment</p> <p>(vi) To provide mentorship and positive role-modelling in schools</p>
PEACE, GOVERNANCE AND CONFLICT MANAGEMENT	To foster peaceful co-existence of ASAL communities and their active participation in local governance	<p>(i) To enhance structures for peaceful co-existence and cohesion of ASAL communities by 2025</p> <p>(ii) To enhance citizen participation in local Governance by 2025</p>
DISASTER RISK MANAGEMENT AND CLIMATE CHANGE (DRM AND CC)	To strengthen the resilience of the ASAL communities to disaster and climate change challenges	<p>(i) To strengthen communities' adaptive capacities to disasters and climate change</p> <p>(ii) To establish an effective emergency response unit</p> <p>(iii) To advocate for the full implementation of County Climate Change Fund Acts in our target counties</p>

		(iv) To bolster the community voices and capacity in addressing climate change challenges
		(v) To adopt technology for early warning and early action on disasters.
		(vi) To strengthen the capacity of county governments in our target areas to respond to disasters
HEALTH AND NUTRITION	To improve health and nutrition status of target ASAL communities	(i) To advocate for improved access to health care services in marginalised areas including during emergencies
		(ii) Promote "ONE HEALTH" as an integrated, unifying approach that aims to sustainably balance and optimize health of humans, domestic and wild animals, plants and the wider environment (including
INSTITUTIONAL STRENGTHENING	To enhance the institutional capacity of the organization for sustainability	(i) To strengthen the governance structures of PACIDA to ensure organizational sustainability
		(ii) To strengthened the brand, reputation and visibility of the organisation
		(iii) To enhance Financial management and Resources Mobilization to boost organizational sustainability
		(iv) To strengthen organisation's HR systems
		(v) To strengthen Monitoring, Evaluation and Learning Framework to guide the learning and continuous improvement of PACIDA programmes.

4.3. Strategic Institutional Approaches

4.3.1. Institutional Assessment of Current PACIDA Capacity

Following are the analysis of the institution of PACIDA by the managers and staff of the organization concerning the current situation and giving some suggestions of how things could be improved in the future. This analysis is crucial for establishing the way forward for the organization.

4.3.2. Strategic Institutional Partnership Strengthening

In this plan period, PACIDA's value proposition is for a sustained, progressive growth through cost-effective and collaborative implementation of timely and relevant responses to emergencies and development needs in the ASAL communities. In order to maximize outcomes, PACIDA will seek partnerships with government agencies and other potential partners in the humanitarian and development sector. In order to navigate the competitive and sometimes hostile environment, PACIDA will apply the McKinsey framework; often applied to help implement a new strategy among other uses.

4.3.3. Knowledge Management Strategy

It was noted that PACIDA lacks a centralized knowledge management system leading to delayed communication of information. The proposal is to develop a Knowledge Management Strategy in the plan period and enhance the M&E function of the organization. The proposed strategies under this plan should adequately enhance M&E but a KM strategy will still be needed.

4.3.4. Internal Re-organization

1. Governance

PACIDA board comprises of two women and five men which is inadequate on gender representation. At the same time the board is not representative of the expanded areas of operation. These anomalies need to be corrected within the plan period to make the board compliant with the gender rule and representative of operational areas. In addition the board Terms of Reference to be revised and implemented in the plan period.

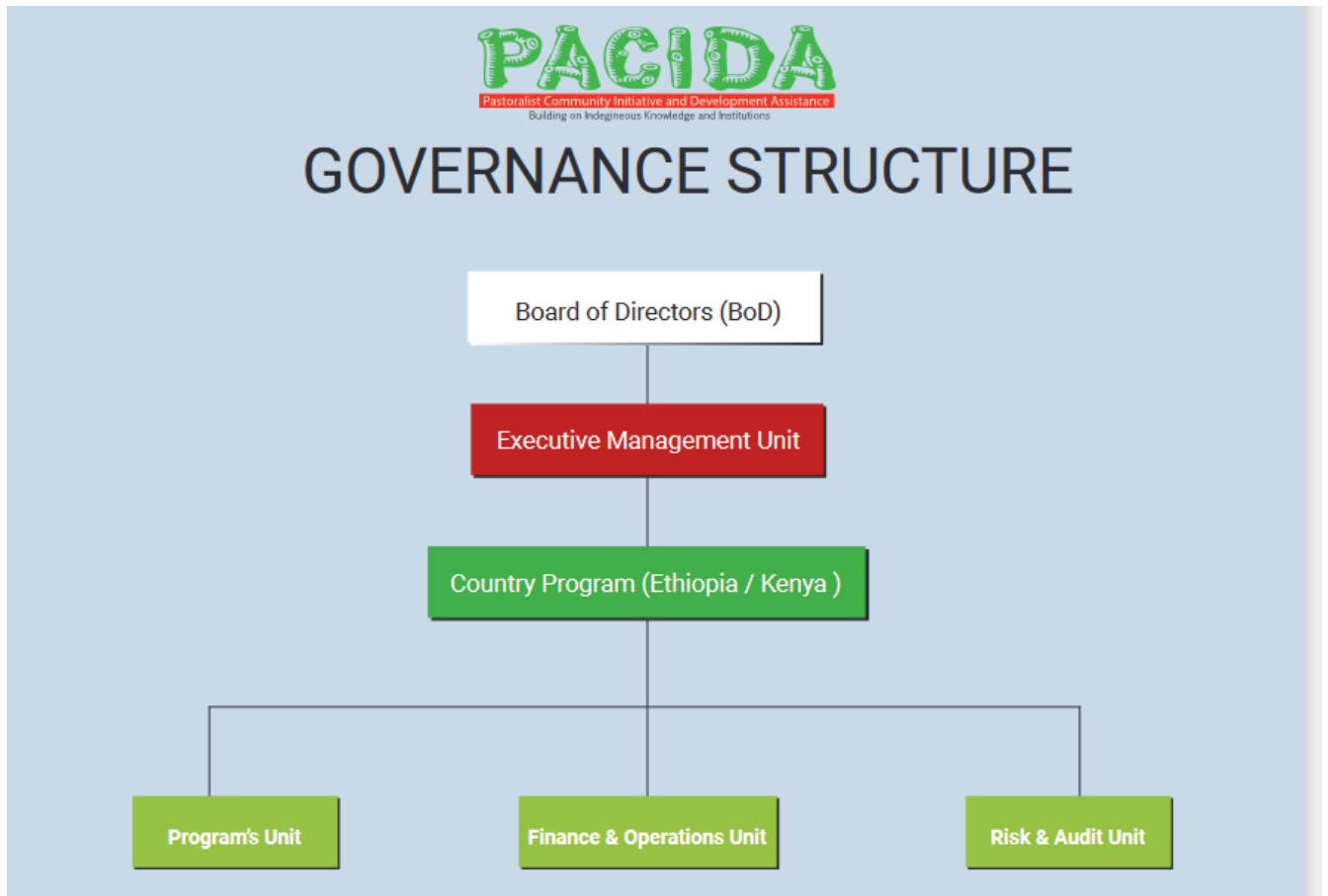
2. De-concentration out of Marsabit headquarters

It is proposed that more programme work should be moved to the satellite and field offices away from PACIDA head offices in Marsabit. This will need careful thought by an institutional development expert to ascertain that the offices can sustain the operations without any disruptions in service provision, or increase in staff costs because PACIDA cannot afford either.

3. Management

Establish and promote One-Programme approach in the entire organization to address project-based staffing as well as promote unity of impact across the different programmes and outcome areas. This change should however be done after analysis by HR experts to ensure the organization does not suffer losses.

4.3.5. PROPOSED ORGANIZATIONAL STRUCTURE



4.4. Finance Plan and Resources Mobilization Strategy

4.4.1. Finance Plan

The projected year-by-year financial needs are presented in the table below. The figures, drawn from the strategy budget, look daunting, but are fairly good indicators of the needs of the organization to enable it implement the activities proposed in the Logframe.

Table 6: Finance Plan Projections

PROGRAM	2021	2022	2023	2024	2025	TOTAL
LIVELIHOODS	62,300,000	83,842,500	79,876,125	71,830,631	55,001,658	352,850,914
WASH	174,760,000	205,548,000	215,494,650	239,639,951	187,200,118	1,022,642,719
EDUCATION	73,410,000	108,580,500	75,422,025	67,616,876	70,997,720	396,027,121
GOVERNANCE AND CONFLICT	47,990,000	50,284,500	51,971,850	54,570,443	57,298,965	262,115,758
DRM/CCA	157,930,000	157,951,500	165,849,075	174,141,529	181,025,346	836,897,450
HEALTH & NUTRITION	74,900,000	83,370,000	87,869,250	75,824,438	80,344,963	402,308,651
INST. DEVELOPMENT	23,300,000	17,902,500	20,175,750	18,869,288	20,724,382	100,971,920
M&E	102,714,436	107,850,158	113,242,666	118,904,799	124,850,039	567,562,098
PROG SUPPORT COSTS	28,800,000	30,240,000	31,752,000	33,339,600	35,006,580	159,138,180
PROGRAM INPUTS	13,967,800	14,666,190	15,399,500	16,169,474	16,977,947	77,180,911
PERSONNEL	67,181,808	73,899,989	81,289,988	89,418,986	98,360,885	410,151,656
TOTAL	827,254,044	934,135,837	938,342,879	960,326,015	927,788,603	4,587,847,378

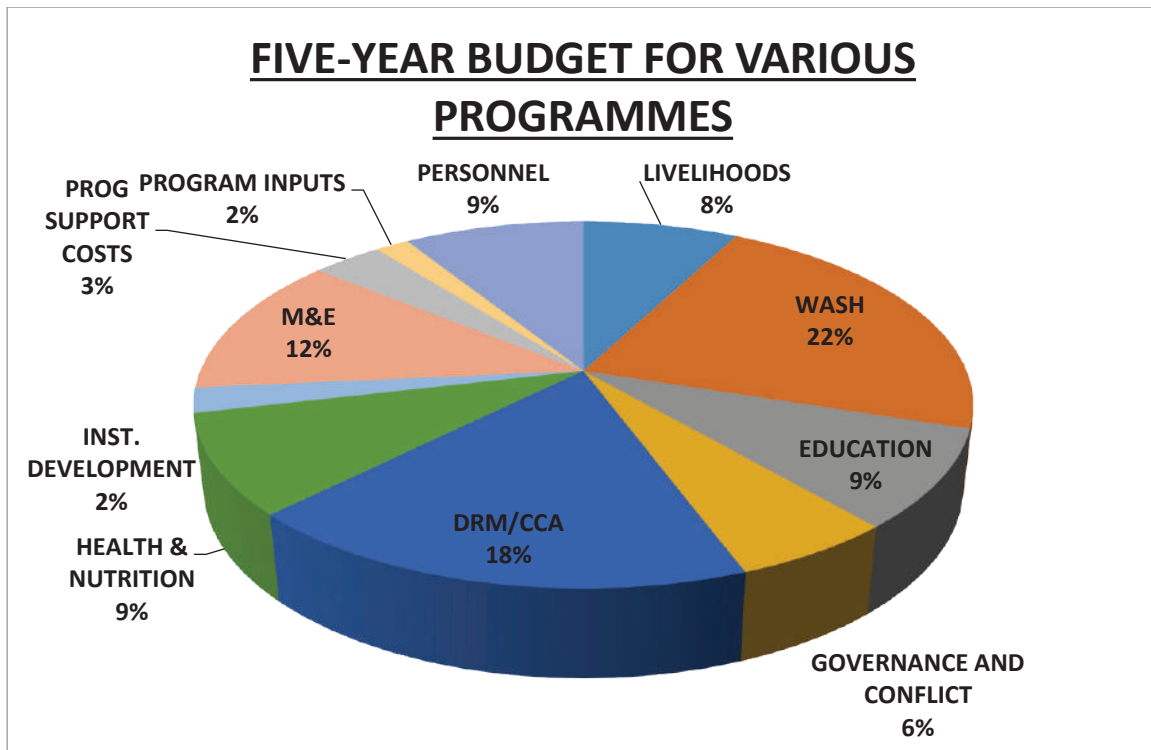
Graphical Presentation of Projected Budgetary Needs

The following graph shows how the strategy budget proposes to allocate the resources for each of the programmes with WASH programme justifiably topping the list by taking 22% of the budget given the initiatives proposed under the programme. At a glance though, the allocation graph paints the picture of the organization still being largely geared towards emergency relief efforts reflecting the situation on the ground.

In the plan period, PACIDA will seek to ensure that a sizeable proportion of investments in the physical infrastructure under WASH as well as emergency initiatives under DRM/CCA is undergirded by sound policy environment. This means that PACIDA must reach out and work with government agencies charged with the responsibility of providing these services to the communities, and more importantly support efforts to put in place

policies that will ensure the challenges do not remain cyclic – always needing external financial resources to resolve.

Figure 2: Percentage funding of Various Programmes



4.5. Development and Endowment Fund and Unrestricted Reserve Fund

In response of the uncertain donor environment and the changing status of Kenya to middle-income country, donor funding may become more competitive to attract, but investment opportunities for growth will increase gradually. In the plan period, PACIDA will make initial steps in establishing an endowment fund from its reserves to provide unrestricted funding to support its institutional growth plans. This will be developed after consultations with investment experts and fund managers.

4.6. Resource Mobilization Strategy

In addition to the provisions above, PACIDA will also pursue diversification strategy for its resource mobilization. It will continue mobilizing from the traditional sources, mostly western donors, while at the same time bringing new non-traditional sources such as foundations and the private sector funders – both local and international – with interests in the new and emerging areas such as green energy or peace. PACIDA will also prioritise mobilization of non-financial resources both for programming and for endowment fund to

give it stability. PACIDA will also join and endorse the Charter4Choice which promotes the 8-point charter for change requiring international NGOs to increase direct funding to national and local NGOs working the development and humanitarian action areas. At the same time PACIDA will sign on to charter of accountability (COA) which among other things requires that we hold ourselves and partners accountable for humanitarian funding received. While membership of these lobby groups may not result in immediate financial gain, belonging to them and holding PACIDA to the standards may open funding opportunities downstream.

5.0. MONITORING AND EVALUATION

One of notable challenges in the last plan period was lack of a comprehensive and integrated M&E system for the entire organization. This plan proposes to create a monitoring, evaluation, accountability and learning (MEAL) system intended to pick up and process data across the entire organization to facilitate not just internal learning but also serve as a repository for community knowledge. In the plan the organization will Integrate Collaborative Learning (CLA) and adaptation that will support programs to improve our development effectiveness. By integrating CLA this will ensure our programs are coordinated with others, grounded in a strong evidence base and iteration adapted to remain relevant throughout the implementation. In addition, setting a robust Result Based Monitoring and Reporting (RBMS) where the focus will not only be at the input, output levels but at outcome and impact levels.

5.1. Monitoring

The activities to achieve this strategic plan will be monitored by implementing officers collecting and entering data into the systems daily. The data will be used to generate daily, weekly, monthly, and quarterly reports by the program managers, implementing staff, program coordinator, and executive management, coordinated by the monitoring, evaluation, accountability and learning department.

5.2 Evaluation

The plan will be evaluated three times in the plan period – formative evaluation to establish baseline data at the beginning of the period (February 2022), mid-term review (December 2023) to establish gaps and recommend any course-correction. This will make use of the quarterly monitoring data collected during the project implementation. The final or summative (end-term) evaluation will also use mid-term review data as well as quarterly data collected during the second half of the project. It is also recommended that the programme organizes for a participatory impact assessment (Dec 2025) to establish impact of the programmes rolled out.

5.3. End Evaluation and Strategy Participatory Impact Assessment

The overall impact expected to result from the strategic plan is: lives and livelihoods of target communities improved. This will be achieved through increased household incomes, quality health and education, sustainable environments, citizen participation in governance and peaceful co-existence of diverse communities. The impact of the plan will be measured in lives and livelihoods improvement among target communities.

At impact level, the evaluation will be looking to answer the questions of how activities in the 6 outcome areas have improved the WELL-BEING of the communities. The Impact Evaluation to be undertaken in 2025 will to establish impact of PACIDA at the identified levels as measured by the indicators in the Results Matrix.

6.0. RISK ANALYSIS

MAIN RISK AREA	RISK MANAGEMENT STRATEGIES	RESPONSIBILITY
(i) Reduced funding due to donor fatigue	(i) Initiation of investment projects e.g. the PACIDA Centre, transport truck etc. (ii) Reduce donor dependence and diversify fund raising efforts e.g. Corporate Organizations, Foundations etc.	(iii) Executive Director (iv) BOD (v) Staff
(vi) Political interference	(i) Practicing non-partisanship, equity and equality in projects distribution (ii) Decline any donations given with political strings (iii) Maintain organization visibility at sub-county forums so communities can protect us. (iv) Active participation in CSG (v) Partnering with government staff. (vi) Strict adherence to project objectives	(vii) ED
(viii) High competition for funding	(ix) Working with collaborations, partnerships and consortiums to enhance chances of funding. (x) Reduce funding of hardware (infrastructure) and invest more on software (systems strengthening of county and community structures) and partnerships (xi) Invest in innovative approaches to reduce costs (e.g. prepaid water meter project, commercial fodder production.) (xii) Undertake new donor mapping (xiii) Document success stories and donor exhibition	(xiv) Program Coordinator
(xv) Inter-communal conflicts flare ups due to scramble for resources and political instigation	(i) Non-partisanship in program activities (ii) Support peace building initiatives in the communities (iii) Equity and equality in distribution of resources (iv) Establish conflict early warning systems (EWS)	(v) Program Manager (vi) Project Officers
(vii) Drought and Global warming effects	(i) Align to early warning systems by NDMA & others (ii) Work with others to prepare emergency response plans (iii) Collaborate with NDMA, KMD and related agencies (iv) Support tree growing initiatives (v) Work with others to invest in community sensitizing and awareness on the effects of drought and global warming (vi) Promote awareness to donors on the impacts (vii) Advocacy on green and renewable energy eg Solar powered boreholes, energy saving Jikos etc (viii) Water harvesting techniques and protection of water catchment areas. (ix) Support climate smart Agriculture	(xi) DRM/CCA Manager

MAIN RISK AREA	RISK MANAGEMENT STRATEGIES	RESPONSIBILITY
	(x) Adoption and implementation of county Climate Change Adaptation Act.	
(xii) Human disease epidemics	(i) Enhance surveillance systems (ii) Notify authorities for possible isolation exercises (iii) Support intervention measures	(iv) WASH, (v) Health (vi) DRR/CCA Managers
(vii) Animal disease epidemics	(i) Enhance surveillance systems (ii) Notify authorities for possible quarantine exercises (iii) Support intervention measures	(iv) Livelihoods (v) DRR/CCA Managers
(vi) Exploitative development due to highway completion and urbanization	(i) Conduct awareness workshops with the communities (ii) Work with County Government to address related issues	All Managers
(iii) Pending implementation of PBOs Act e.g. provision requiring a certain minimum portion of local funding	(i) Diversify funding sources (ii) Linking with corporate organizations, foundations and other alternative fund sources (iii) Coming up with investments for the organization (iv) Establish Endowment Fund (v) Enhance local fundraising efforts	(vi) ED, (vii) FM, (viii) PC, (ix) PMs
(x) Conservative cultures like FGM, early marriages, cattle rustling	(i) Sensitizing the custodians of the culture on the harmful practices (ii) Advocate for formulation and implementation of child protection policy (iii) Sensitize school children on harmful cultural practices. (iv) Advocating for alternative rites of passage. (v) Advocate for alternative source of livelihoods for the practitioners (vi) Use of Emic approach	(vii) Program Managers
(viii) Radicalization and Terrorism threats	(i) Establishment of early warning system (ii) Awareness creation among the target communities (iii) Education of children and the youth (iv) Engaging youths in alternative income generating activities. (v) Supporting sporting activities	(vi) ED, (vii) FM, (viii) PC, PMs

ANNEXES

ANNEX 1: LOGFRAME [See attached as separate document]



CHAPTER 5: OPERATIONAL PLAN

Strategic theme: Food Security & Sustainable Livelihoods Development Strategic Objective: <i>To improve the livelihoods of target communities in the agriculture, livestock and enterprise sub-sectors</i>											
Strategic Interventions	Activities	Outcomes	Key Indicators	Responsible person	Target for 5 Years	Time frame					Budget
						2021	2022	2023	2024	2025	
1. To increase Agri-livestock productivity of 2000 households through provision of accessible and affordable inputs	Provide affordable inputs in collaboration with partners in the agriculture value chain	Affordable inputs affordably provided to farmers	Number of beneficiaries	Programmes	2,000		500	500	500	500	
2. To increase accessibility to markets for 4,000 livestock producers and 1,000 crop producers in target communities	To provide market access through linkages and value addition support	Farmers in the agriculture and livestock value chain linked to markets	Number of farmers benefiting		4,000 livestock producers	500	1,000	1000	1000	500	
					1,000 crop producers		200	300	300	200	
3. To increase the income levels of 2,000 households through value addition to livestock products	Support livestock farmers to undertake value addition	Livestock farmers supported to undertake value addition	Number of households benefitting from value addition	Programmes	2,000	200	500	500	500	300	
	Market linkage of livestock farmers	Number of households linked to markets for value-added livestock products	Number of households	Programmes							

Strategic theme: Food Security & Sustainable Livelihoods Development
Strategic Objective: To improve the livelihoods of target communities in the agriculture, livestock and enterprise sub-sectors

						Time frame					
Strategic Interventions	Activities	Outcomes	Key Indicators	Responsible person	Target for 5 Years	2021	2022	2023	2024	2025	Budget
			benefitting from market access								
4. To reduce livestock disease incidences by 20% within the target population	Train farmers on diseases early warning and reporting and provided with extension services support	Farmers trained on diseases early warning and reporting	Number of farmers trained on diseases early warning	Programmes	2,000	100	300	600	500	500	
			Percentage reduction in livestock diseases incidences		20%						
5. To improve the livelihoods of target communities through enterprise development	Provide capacity building to target communities on enterprise development	Communities imparted with enterprise development capacity	Number of community members benefitting from enterprise development	Programmes	5,000		500	500	500	500	
	Build a network of knowledge dissemination leaders on enterprise development	Network of knowledge dissemination leaders in the communities identified	Number of knowledge dissemination leaders identified	Programmes	100		20	20	30	30	
	Pioneer a network of farmers SACCOS	A network of SACCOS established in Sub-counties	Number of SACCOS established	Programmes	12		3	3	3	3	

Strategic theme: **Food Security & Sustainable Livelihoods Development**
 Strategic Objective: *To improve the livelihoods of target communities in the agriculture, livestock and enterprise sub-sectors*

						Time frame					
Strategic Interventions	Activities	Outcomes	Key Indicators	Responsible person	Target for 5 Years	2021	2022	2023	2024	2025	Budget
6. To improve the livelihoods and increase income of 500 households of fisher communities through production and sale of fish products	Build the capacity of fisher communities in modern fish production, value addition and preservation	Fisher communities trained on modern fish production and preservation skills	Number of fisher communities benefiting from capacity building	Programmes	500		100	200	100	100	
	Provide market linkages to fisher communities	Fisher communities linked to markets	Number of fisher communities linked to markets	Programmes	500		100	200	100	100	

Strategic theme: **WATER, SANITATION AND HYGIENE (WASH)**

Strategic Objectives: *To enhance community access to quality and adequate water and sanitation services on sustainable basis*

Strategic Interventions	Activities	Indicators	Measures and Verifiable Indicators	Responsible person	TARGET	Time frame					BUDGET
						2021	2022	2023	2024	2025	
1. To improve communities and schools' hygiene and sanitation levels through increasing quality water and sanitation services infrastructure	Enhance quality water provision and sanitation services infrastructure in the communities	Communities provided with quality water and sanitation services infrastructure	Number of quality infrastructure projects undertaken in the communities	Programmes	50	10	10	10	10	10	
2 To undertake community training campaigns on safe and hygienic water and sanitation practices	Organise community training campaigns on safe and hygienic water and sanitation practices	Training sessions organised	Number of beneficiaries targeted by the training sessions	Programmes	20,000	2000	5000	5000	5000	3000	

Strategic theme: EDUCATION

Strategic Objectives: *To support children's access to quality education*

						Time frame					
Strategic Interventions	Activities	Indicators	Measure and Verifiable Indicators	Responsible person	TARGETS	2021	2022	2023	2024	2025	BUDGET
1.To provide scholarship opportunities for basic education	Provide scholarship opportunities for primary and secondary schools children	Secondary and primary school children access scholarship opportunities	Number of children benefitting from scholarships	Programmes	1,000	100	200	300	300	200	
2. To improve governance and accountability structures in schools	To train school Boards and PTA leaders on accountability and governance best-practices	School Boards and PTA leaders trained on accountability and governance best-practices	Number of schools trained benefitting from accountability and governance training	Programmes	80		20	20	20	20	
3. To provide mentorship and positive role-modelling in schools	To organise mentorship and positive role-modelling opportunities to students in primary and secondary schools	Mentorship opportunities provided to pupils and students in schools in our target region	Number of schools benefitting from mentorship opportunities	Programmes	40		10	10	10	10	
4. Enhance protection of child rights, safety and protection against abuse and other risks	Undertake community awareness sessions on children rights and incidences reporting mechanisms	Community awareness sessions on children rights and incidences reporting mechanisms undertaken	Number of training sessions conducted	Programmes	40		10	10	10	10	
5. To support youth access to quality skills and tools of trade for	Train youth on skills for work	Youth trained on skills for work	Number of youth benefitting from the initiative	Programmes	5,000		1000	2000	1000	1000	

Strategic theme: EDUCATION

Strategic Objectives: *To support children's access to quality education*

						Time frame					
Strategic Interventions	Activities	Indicators	Measure and Verifiable Indicators	Responsible person	TARGETS	2021	2022	2023	2024	2025	BUDGET
employability and self-employment											
	Kickstart youth to utilize vocational skills for self-employment	Youth kickstarted to utilize their vocational skills for self-employment	Number of youth kickstarted to utilize their vocational skills for self-employment	Programmes	1,000		200	300	300	200	

Strategic theme: PEACE, GOVERNANCE AND CONFLICT MANAGEMENT											
Strategic Objectives: <i>To foster peaceful co-existence of ASAL communities and their active participation in local governance</i>											
Strategic Interventions	Activities	Indicators	Measures and Verifiable Indicators	Responsible person	TARGET	Time frame					BUDGET
						2021	2022	2023	2024	2025	
1. To enhance structures for peaceful co-existence and cohesion of ASAL communities	To organise community engagement forums for peaceful co-existence	Community engagement forums for peaceful co-existence organized	Number of engagement forums conducted	Programmes	50	10	20	10	10	10	
2 To enhance citizen participation in local Governance	To enhance citizen participation in local Governance	Training and governance participation sessions organised	Number of forums conducted	Programmes	50	10	20	10	10	10	

Strategic theme: DISASTER RISK MANAGEMENT AND CLIMATE CHANGE (DRM AND CC)											
Strategic Objectives: <i>To strengthen the resilience of the ASAL communities to disaster and climate change challenges</i>											
Strategic Interventions	Activities	Indicators	Measures and Verifiable Indicators	Responsible person	TARGET	Time frame					BUDGET
						2021	2022	2023	2024	2025	
1. To strengthen communities' adaptive capacities to disasters and climate change	To develop best practices and response systems for communities	Best practices and response systems for communities development	Best practices and response systems framework developed	Programmes	1						
2. To support our target regions to develop Disaster Management Policies and Acts	To support the target counties to draft Disaster Management Policies and Acts	Target regions supported to develop Disaster Management Policies and Acts	Copies of Acts and Policies	Programmes	3 counties						
3. To establish an effective emergency response unit	To establish an effective round-the-clock disaster response unit aligned to national and county government	Disaster response unit established at the HQ of the organisation	Copies of Emergency response unit framework	Programmes							
4. To adopt technology for early	To develop a technology-driven	Disaster response system developed	Copies of System manuals	Programmes							

Strategic theme: DISASTER RISK MANAGEMENT AND CLIMATE CHANGE (DRM AND CC)											
Strategic Objectives: <i>To strengthen the resilience of the ASAL communities to disaster and climate change challenges</i>											
Strategic Interventions	Activities	Indicators	Measures and Verifiable Indicators	Responsible person	TARGET	Time frame					BUDGET
						2021	2022	2023	2024	2025	
warning and early action on disasters.	disaster mapping and response system										
5. To strengthen the capacity of county governments in our target areas to respond to disasters	Support county governments to build strong disaster response units	Strong disaster response units developed	Reports from disaster response units	Programmes							
6.To advocate for the full implementation of County Climate Change Fund Acts in our target counties	Undertake a sustained advocacy strategy aimed at working with the counties to implement the County Climate Change Fund Acts	Target Counties supported to implement County Climate Change Fund Acts	Monitoring and implementation reports	Programmes							
7.To bolster the community voices and capacity in addressing climate change challenges	Amplify community voices and enhance their visibility through the media and social media platforms	Communities voices amplified and their visibility bolstered through media and social media platforms	Reports on communities' initiatives visibility and coverage	Programmes							

Strategic theme: **HEALTH AND NUTRITION**

Strategic Objectives:

						Time frame					BUDGET
Strategic Interventions	Activities	Indicators	Measures and Verifiable Indicators	Responsible person	TARGET	2021	2022	2023	2024	2025	
1. To advocate for improved access to health care services in marginalised areas including during emergencies	Through partnerships and lobbying, push for more health facilities in the target counties	More health facilities constructed in the target counties	Number of health facilities constructed	Programmes	20			8	7	5	
	Support communities to adopt smart farming technologies for nutrition support	Communities supported to adopt smart farming technologies	Number of households adopting smart farming	Programmes	10,000		1,000	3,000	3000	3000	
2. Promote "ONE HEALTH" as an integrated, unifying approach that aims to sustainably balance and optimize health of humans, domestic and wild animals, plants and the wider environment	Foster partnerships with relevant actors to support the adoption of One Health approach by the communities	Partnerships fostered for the adoption of One Health approach by the communities	Number of partnerships impacting communities	Programmes	10		3	3	2	2	

Strategic theme: **INSTITUTIONAL STRENGTHENING**

Strategic Objectives: *To enhance the institutional capacity of the organization for sustainability*

Strategic Interventions	Activities	Indicators	Measures and Verifiable Indicators	Responsible person	TARGET	Time frame					BUDGET
						2021	2022	2023	2024	2025	
1. To strengthen the Governance Structure of the organisation	Undertake Board and development programmes	Board trained and developed for effective participation	Number of training sessions organized for the Board	CEO	8		2	2	2	2	
2. To grow PACIDA's brand, reputation and visibility	Undertake Brand audit from stakeholders	Brand audit undertaken from stakeholders	Brand audit reports	Communications							
	Revamp organisation's communication strategy	Organisation's communication strategy continually revamped and implemented	Copy of communication strategy	Communications							
	Adopt storytelling and impact documentation	Storytelling and impact documentation adopted	Copies and links of stories	Communications							
3. To enhance Financial management and Resources Mobilization to boost organizational sustainability	Revamp Financial Systems and Policies	Financial Systems revamped and adopted	Copies of the policies	Finance							
	Revamp Resource Mobilisation Strategy	Resource Mobilisation Strategy Revamped and implemented	Copy of the Strategy	CEO & Finance							

Strategic theme: **INSTITUTIONAL STRENGTHENING**

Strategic Objectives: *To enhance the institutional capacity of the organization for sustainability*

Strategic Interventions	Activities	Indicators	Measures and Verifiable Indicators	Responsible person	TARGET	Time frame					BUDGET
						2021	2022	2023	2024	2025	
4. To strengthen Monitoring, Evaluation and Learning Framework to guide the learning and continuous improvement of PACIDA programmes	Revamp the organisation's MERL system and policies – bolstering the manual and technology system.	MERL system strengthened	Copies of the policies	M&E & IT							
5. Revamp Human Resource Systems and Policies for Staff Performance, Motivation and Retention	Undertake audit and revamp the HR system	HR Systems and Policies revamped for staff performance, motivation and retention	Copies of the policies	Finance/HR & IT							



Pastoralist Community Initiative and Development Assistance

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