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| **STRATEGIC PLAN 2024 -2029**    APRIL 2024 |



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**Acknowledgement**

On behalf of Beyond Nomadism, I would like to express my deepest gratitude and appreciation to the team who worked tirelessly in crafting the organization's strategic plan. This project has been a crucial milestone for the progress and growth of our organization, and we could not have achieved it without the dedication, hard work, and expertise of everyone involved.

To the staff of Beyond Nomadism, thank you for your unwavering commitment and excellent contribution to the success of this project. Your collaboration, support, and professionalism have been vital in ensuring that the strategic plan is aligned with the company's vision, values, and goals.

To our members, partners, stakeholders, and Board Members, thank you for sharing your valuable insights, skills, and knowledge to help us develop a comprehensive and sustainable strategic plan. Your feedback, suggestions, and contributions have been instrumental in shaping the strategic direction of Beyond Nomadism, and we are grateful for your involvement and support.

We would also like to give special thanks to the project manager and the team leader, who have led and guided the team with excellence, efficiency, and dedication. Their hard work, leadership, and commitment to achieving the objectives of the strategic plan are greatly appreciated and admired.

Overall, we are proud of the teamwork, dedication, and commitment that everyone has shown throughout this project. We look forward to implementing the strategic plan and achieving our shared vision of creating a sustainable and equitable society. Thank you again for your invaluable contributions, which have made this project a huge success.

**Executive Director**

**Forward**

It is with immense pleasure that I present the Strategic Plan for Beyond Nomadism, a project that represents our collective effort to set a path towards a more sustainable and resilient future. This plan outlines a comprehensive road-map for the development and growth of Beyond Nomadism, with a strong focus on social and environmental responsibility, innovation, and collaboration with our staff, members, partners, stakeholders, and Board Members.

As the Chairperson of the Board, you have been an essential part of the development of this plan and your insights and guidance have been invaluable in driving it forward. I would like to offer my sincere gratitude and appreciation for your unwavering commitment, leadership, and support throughout this project.

This strategic plan represents a significant milestone for Beyond Nomadism as we align our operations with our guiding principles and anchor our commitment to sustainability and social responsibility. We believe that by implementing this plan, Beyond Nomadism will be better positioned to offer the best services to our communities, provide a better work environment for our staff, and to contribute to the sustainable development of our society.

As we execute this plan, we will monitor the results, evaluate the effectiveness of the implementation strategies, and continuously review and update it to ensure it stays relevant, innovative, and forward-thinking.

I am excited to see the plan being put into action and the positive impact it will bring to Beyond Nomadism and the entire society. Thank you for your unwavering support and dedication to this project and Beyond Nomadism. Together, we can achieve our vision of building resilient and thriving communities where every individual has access to education, health-care, livelihood opportunities, and a dignified quality of life.

**Chairperson Board**

1. **Turkana County Context**

Located in northwestern Kenya, Turkana County epitomizes the challenges and opportunities within the country’s Arid and Semi-Arid Lands (ASALs). Despite Kenya's strategic economic position and diversified economy, Turkana remains marginalized, facing frequent droughts, famine, and conflicts. Historically inhabited by nomadic pastoralists, Turkana's traditional livelihoods are under threat due to climate change, frequent natural disasters, and anthropogenic pressures. The region's physical characteristics dictate that nomadic pastoralism remains central, but increasing sedentarization and mixed farming practices are emerging due to changing environmental and socio-economic conditions.

Despite these shifts, Turkana's human development indices remain low, with frequent droughts undermining traditional coping strategies. Urbanization and resource extraction, such as oil, introduce new challenges, including land privatization and the erosion of communal land rights. Furthermore, educational disparities, particularly affecting girls, and inadequate infrastructure exacerbate the region's vulnerability.

National policies have historically neglected ASAL areas, but recent initiatives like the National Policy for the Sustainable Development of Northern Kenya aim to unlock the region’s potential. Turkana is rich in natural resources, including livestock, forests, and newly discovered oil and minerals, presenting significant investment opportunities. Effective implementation of these policies, backed by adequate resources and infrastructure development, is crucial for fostering sustainable development and resilience in Turkana. Addressing these challenges can transform Turkana, enhancing livelihoods and contributing to Kenya's overall growth and stability.

**1.1. Poverty and Inequality**

Turkana County, located in northwestern Kenya, epitomizes the severe poverty challenges prevalent in the country's Arid and Semi-Arid Lands (ASALs). Despite Kenya's diversified and growing economy, Turkana remains marginalized, with poverty levels significantly higher than the national average. The county's economy is largely dependent on nomadic pastoralism, a livelihood increasingly threatened by climate change, frequent droughts, and land degradation. These environmental stresses lead to catastrophic livestock losses, reducing food security and depleting household assets, which deepens poverty.

Access to education and healthcare in Turkana is severely limited, exacerbating the poverty cycle. Low literacy rates are prevalent, with many children, particularly girls, not attending school due to economic barriers and inadequate infrastructure. Health facilities are sparse, resulting in high malnutrition and mortality rates. Historical neglect by successive governments has led to insufficient investments in critical sectors such as agriculture, industry, and public services.

Although Turkana is rich in natural resources, including oil and minerals, poor infrastructure and governance issues hinder their potential benefits. To combat poverty, it is essential to improve infrastructure, enhance education and healthcare services, ensure equitable resource distribution, and empower local communities. Addressing these systemic challenges is crucial for fostering sustainable development and reducing poverty in Turkana.

**1.2. Governance**

Turkana County, located in northwestern Kenya, faces significant governance challenges that impede its development and perpetuate poverty. The county has historically been marginalized, with inadequate investment in critical sectors such as education, healthcare, and infrastructure. This neglect has led to poor service delivery and limited economic opportunities for its predominantly nomadic pastoralist population.

The governance issues in Turkana are compounded by high levels of corruption and weak institutional frameworks. Transparency and accountability in public resource management are often lacking, leading to inefficient use of funds and resources. Additionally, political incitement and ethnic tensions contribute to instability and conflict, further disrupting governance and development efforts.

Despite these challenges, there have been some positive strides. The Kenyan Constitution of 2010, which introduced a devolved system of government, aims to enhance local governance and bring services closer to the people. Turkana County now has a local government structure responsible for managing its affairs, offering a platform for community participation and empowerment.

To improve governance in Turkana, it is crucial to strengthen institutional capacity, promote transparency and accountability, and ensure inclusive decision-making processes. Empowering local communities and enhancing their participation in governance can help address their needs more effectively and drive sustainable development in the region.

**1.3. Economy**

Turkana County's economy is primarily driven by pastoralism, which has been the backbone of the region for thousands of years. The majority of Turkana's population depends on livestock rearing, including cattle, goats, sheep, and camels, for their livelihood. This sector, however, faces significant challenges due to frequent droughts, resource-based conflicts, and limited access to markets and veterinary services.

Agriculture in Turkana is limited due to the arid and semi-arid climate, with only a small percentage of the land being arable. Irrigation schemes along rivers like the Turkwel and Kerio have been developed to boost crop production, but these initiatives cover a limited area and face sustainability issues. Fishing, particularly in Lake Turkana, provides an alternative source of livelihood, though it is underdeveloped and affected by overfishing and environmental changes.

The discovery of oil in Turkana has the potential to transform the local economy. However, the benefits have yet to be fully realized due to infrastructural challenges, fluctuating global oil prices, and local tensions over resource control and land rights. Additionally, Turkana has vast untapped potential in renewable energy, particularly solar and wind power, which could drive future economic growth.

Overall, diversification and investment in infrastructure, education, and sustainable resource management are crucial for improving Turkana's economic prospects and reducing poverty.

**1.4. Urbanization**

Urbanization in Turkana County is gradually transforming the region, although it remains predominantly rural. The county's urban centers, such as Lodwar, Lokichoggio, and Kakuma, are experiencing slow but steady growth. Lodwar, the largest town and administrative capital, serves as the main commercial and economic hub, attracting businesses, government offices, and NGOs.

This urbanization is driven by several factors, including infrastructural development, the presence of humanitarian aid organizations, and the discovery of oil. Improved road networks and the expansion of communication facilities have enhanced connectivity within the county and with neighboring regions. The Kakuma refugee camp, one of the largest in the world, has also spurred urban growth by creating a demand for goods and services, thereby fostering local businesses.

However, the pace of urbanization presents challenges. The rapid influx of people into urban centers strains existing infrastructure and social services. There is a need for improved urban planning to address housing shortages, water supply, sanitation, and waste management. Additionally, informal settlements are expanding, often lacking basic amenities.

Urbanization in Turkana offers opportunities for economic diversification and improved living standards. To capitalize on these opportunities, comprehensive planning and investment in infrastructure, education, and health services are essential. This will ensure that urban growth is sustainable and benefits the broader population of Turkana County.

**1.5. Civil Society Organization**

Civil society organizations (CSOs) play a crucial role in addressing the myriad challenges faced by Turkana County. These organizations, ranging from local community-based groups to international NGOs, are actively involved in various sectors such as health, education, water and sanitation, food security, and human rights.

Key players include Oxfam, the Kenya Red Cross Society, World Vision, and several faith-based organizations. These CSOs work collaboratively with the county government to implement projects aimed at improving the livelihoods of Turkana residents. For instance, they provide essential services like healthcare and education in remote areas where government presence is minimal. They also engage in capacity-building initiatives, empowering local communities to take charge of their development.

CSOs are instrumental in humanitarian aid, especially in response to recurring droughts and food shortages. They distribute relief supplies, promote sustainable agricultural practices, and support income-generating activities. Furthermore, they advocate for the rights of marginalized groups, including women, children, and refugees, ensuring their voices are heard in policy-making processes.

However, CSOs in Turkana face challenges such as limited funding, logistical difficulties due to the region's vastness and harsh terrain, and sometimes, resistance from local communities. Despite these hurdles, their persistent efforts significantly contribute to the social and economic development of Turkana County, making them indispensable partners in the region's progress.

**1.6. Climate Change**

Climate change has profound and multifaceted effects on Turkana County, exacerbating the already harsh living conditions in this arid region. The increasing frequency and intensity of droughts are the most significant impacts, severely affecting the predominantly pastoralist communities. These droughts lead to widespread water scarcity, reduce pasture availability, and result in substantial livestock losses, which are the primary source of livelihood for the Turkana people.

The variability in rainfall patterns further disrupts traditional agricultural practices and compromises food security. Floods, although less frequent, also pose a significant threat, destroying crops, homes, and infrastructure, and displacing communities. These extreme weather events strain the limited resources and coping mechanisms of the local population, leading to increased poverty and vulnerability.

Climate change also intensifies resource-based conflicts in Turkana. Scarcity of water and pastureland drives competition among different pastoralist groups and neighboring communities, sometimes escalating into violent clashes. Additionally, the health impacts are notable, with rising temperatures and changing rainfall patterns contributing to the spread of vector-borne diseases such as malaria.

Efforts to mitigate and adapt to climate change in Turkana include the promotion of drought-resistant crops, water conservation techniques, and alternative livelihoods. However, these initiatives require substantial support and coordination from both governmental and non-governmental entities to be effective.

**1.7. Security**

Turkana County grapples with complex security challenges rooted in inter-communal conflicts, banditry, and cross-border tensions. Intra-ethnic conflicts, often triggered by competition over scarce resources like water and pastureland, pose a significant threat to peace and stability. These conflicts, primarily between the Turkana and neighboring communities like the Pokot and the Samburu, result in displacement, loss of lives, and destruction of property.

Banditry is another pervasive security concern in Turkana, characterized by cattle rustling and armed robbery along major transportation routes. These criminal activities not only undermine economic activities but also instill fear and insecurity among the local population. Moreover, Turkana's porous borders with Uganda, South Sudan, and Ethiopia facilitate the movement of armed groups and weapons, exacerbating security risks.

Efforts to address these security challenges include joint peace initiatives, disarmament campaigns, and community policing strategies. However, sustained peacebuilding efforts require coordinated action, effective governance, and investment in socio-economic development to address the underlying grievances and root causes of insecurity. Additionally, collaboration with neighboring counties and countries is crucial to foster regional security cooperation and mitigate cross-border threats.

**1.8. Humanitarian**

Turkana County faces a complex humanitarian situation marked by chronic food insecurity, recurring droughts, and limited access to essential services. The region's arid and semi-arid climate exacerbates food shortages, leading to high levels of malnutrition, particularly among children and vulnerable populations. Limited access to clean water and sanitation facilities further compounds health risks, contributing to the prevalence of waterborne diseases.

The county's remote and underserved communities often struggle to access adequate healthcare, education, and livelihood opportunities. Additionally, the nomadic lifestyle of many Turkana residents presents challenges for delivering humanitarian assistance effectively.

Furthermore, Turkana County hosts a significant number of refugees, primarily from neighboring South Sudan and Uganda, adding pressure to already strained resources and services. These refugees often face socio-economic challenges and are reliant on humanitarian aid for their basic needs.

Efforts to address the humanitarian crisis in Turkana include interventions by government agencies, non-governmental organizations, and international humanitarian actors. These efforts focus on providing food aid, nutritional support, healthcare services, water, and sanitation assistance, as well as livelihood support to improve resilience and alleviate the impact of recurrent crises. However, sustained investments in long-term development initiatives are crucial to address the underlying vulnerabilities and build resilience among Turkana's communities.

**INTRODUCTION TO BEYOND NAMADISM**

‘Beyond Nomadism’ was founded in 2024 as a Non-for-Profit Organization. The founders have personal and professional experiences working in development, humanitarian aid, and community empowerment sectors. Besides, they have witnessed the struggles faced by nomadic or marginalized communities and felt a deep calling to address these issues.

Secondly, ‘Beyond Nomadism’ has emerged in response to global challenges such as poverty, inequality, lack of access to basic services, and environmental degradation. Nomadic communities, in particular, face unique challenges due to their mobility and often remote locations.

Thirdly, the founders recognize that issues like poverty, health disparities, lack of education, and environmental degradation are interconnected and require holistic solutions. They understand that addressing one aspect of development without considering others might not lead to sustainable change.

‘Beyond Nomadism’ was inspired by successful models of community development and empowerment from other ATEKER clusters. The founders have witnessed how interventions that prioritize education, health-care, livelihood opportunities, and community participation can lead to positive and lasting change.

Beyond Nomadism’s vision reflects a deep commitment to social justice and peace. The founders believe that addressing the root causes of social and economic inequality can contribute to a more just and peaceful world.

Beyond Nomadism considers addressing current challenges as urgent to ensure a better future for upcoming generations. The founders believe that by building resilient and thriving communities today, they can create a more sustainable and equitable world for future generations.

Finally, "Beyond Nomadism" will operate on the principle of collaboration and empowerment, recognizing that lasting change is best achieved when communities are actively involved in the decision-making process and have the resources and support they need to shape their own future.

Beyond Nomadism’ was founded in 2024 as a non-profit organization by individuals with extensive personal and professional experience in development, humanitarian aid, and community empowerment. Witnessing firsthand the struggles faced by nomadic and marginalized communities, the founders felt a profound calling to address these pressing issues.

‘Beyond Nomadism’ emerged in response to global challenges such as poverty, inequality, lack of access to basic services, and environmental degradation. Nomadic communities, in particular, face unique challenges due to their mobility and often remote locations, which exacerbate their vulnerabilities. The founders recognize that problems like poverty, health disparities, lack of education, and environmental degradation are interconnected, requiring holistic and integrated solutions. They understand that addressing one aspect of development without considering others does not lead to sustainable change.

Inspired by successful models of community development and empowerment from other ATEKER clusters, the founders have seen how interventions that prioritize education, healthcare, livelihood opportunities, and community participation can bring about positive and lasting change. ‘Beyond Nomadism’ is deeply committed to social justice and peace, believing that addressing the root causes of social and economic inequality can contribute to a more just and peaceful world.

A key aspect of ‘Beyond Nomadism’s’ mission is fostering peaceful coexistence among communities. Nomadic and marginalized groups often find themselves in conflict over scarce resources like water and pasture. By promoting dialogue, understanding, and cooperation among different groups, ‘Beyond Nomadism’ aims to build bridges of peace and mutual respect. Initiatives that encourage community interactions, conflict resolution, and shared resource management are integral to the organization’s approach.

Addressing current challenges is seen as urgent to ensure a better future for upcoming generations. The founders believe that by building resilient and thriving communities today, they can create a more sustainable and equitable world for future generations. ‘Beyond Nomadism’ operates on the principle of collaboration and empowerment, recognizing that lasting change is best achieved when communities are actively involved in the decision-making process and have the resources and support they need to shape their own futures. By fostering peace, promoting inclusive development, and addressing systemic inequalities, ‘Beyond Nomadism’ is dedicated to creating a world where all communities can thrive.

* 1. **Vision Statement:**

A society where communities are resilient and thrive with access to basic rights, and live with respect and dignity.

* 1. **Mission Statement:**

“To empower communities and foster sustainable development through innovative interventions in education, livelihoods, health, governance, peace-building, and humanitarian assistance.”

* 1. **Core Values**

1. ***Empowerment***: We believe in empowering communities to take charge of their own development and create sustainable change.

2. ***Innovation***: We believe in utilizing creative and innovative approaches to address development challenges and find sustainable solutions.

3. ***Collaboration***: We believe in working in partnership with communities, local organizations, governments, and other stakeholders to achieve our goals.

4. ***Equity***: We believe in promoting fairness, equity, and social justice in all our interventions and in treating all individuals with dignity and respect.

5. ***Accountability***: We believe in being transparent and accountable to our donors, stakeholders, and the communities we serve.

6. ***Sustainability***: We believe in promoting sustainable development that balances environmental, social, and economic priorities.

7. ***Quality***: We believe in delivering high-quality programs and services that meet the needs of our stakeholders and have a lasting impact.

8. ***Compassion***: We believe in showing compassion and empathy towards the communities and individuals we serve, particularly those who are most vulnerable.

**1.4. Rationale**

Beyond Nomadism provides a clear direction for the organization, outlining what it wants to achieve in terms of building resilient and thriving communities and providing access to education, health-care, and livelihood opportunities. This clarity of direction ensures that all efforts of the organization are in line with its purpose and goals.

Besides, the situation to be addressed by the has been articulated both through adequate literature review and wide consultations with stakeholders. In other words, the Strategic Plan has been aligned to all stakeholders, including staff, donors, partners, and community members. It allows everyone to understand the organization's direction, purpose, and what it hopes to achieve. This alignment helps to ensure that all parties are working together towards a common goal.

A strategic plan provides continuity and stability for the organization, by creating a long-term vision, the organization has ably planned for the future and remain sustainable.

Finally, the interventions herein have been grafted to support Beyond Nomadism situation analysis will communicate the impact of its work to its stakeholders effectively. Thus, the stakeholders will easily to grasp the meaning and purpose of its work and to appreciate its significance.

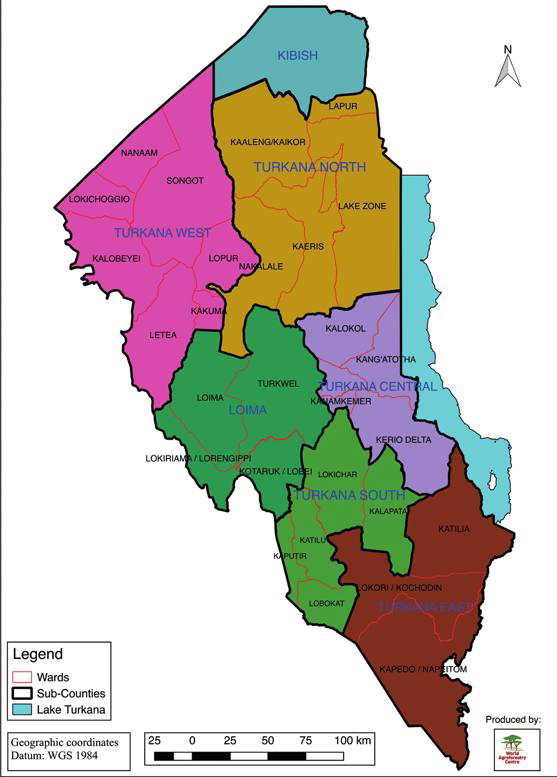
Beyond Nomadism's strategy provides a clear direction for the organization, outlining its commitment to building resilient and thriving communities with access to education, healthcare, and livelihood opportunities. This strategic clarity ensures that all organizational efforts align with its purpose and goals, fostering a unified approach to achieving its mission.

The strategy is grounded in a thorough situation analysis, incorporating extensive literature reviews and consultations with stakeholders. This comprehensive approach ensures that the Strategic Plan aligns with the needs and expectations of all stakeholders, including staff, donors, partners, and community members. By clearly communicating the organization's direction and purpose, the strategy facilitates collaboration and ensures that all parties work together towards a common goal.

Moreover, the strategic plan provides continuity and stability for Beyond Nomadism. By creating a long-term vision, the organization can plan effectively for the future, ensuring sustainability and adaptability in the face of changing circumstances. This forward-thinking approach not only secures the organization's longevity but also enhances its ability to make a lasting impact.

Finally, the strategy's focus on effective communication ensures that the impact of Beyond Nomadism's work is clearly conveyed to stakeholders. By articulating the significance and purpose of its interventions, the organization fosters a deeper understanding and appreciation of its efforts, thereby strengthening stakeholder engagement and support. This comprehensive and well-communicated strategy positions Beyond Nomadism to achieve its mission of creating resilient, thriving communities.

**1.5. Geographical Coverage.**



Turkana County is the second largest of 47 counties in the Republic of Kenya. It covers an area of 71,597.6 km2, accounting for 13.5% of the total land area in Kenya (Turkana County Investment Plan, 2016-2020). It lies between Longitudes 34° 30’E and 36° 40’E and between Latitudes 10° 30’N and 50° 30’N. Turkana is located in the Northwest of Kenya and borders Uganda to the west, South Sudan and Ethiopia to the north and northeast respectively. Internally, it borders West Pokot and Baringo Counties to the south, Samburu County to the southeast, and Marsabit County to the east.

Turkana County is traversed by the extensive Eastern African Rift System. The topography of Turkana varies between semi-arid and arid landscapes consisting of low-lying plains and isolated hills and mountain ranges (Opiyo et al., 2015). The altitude extends from 369m at Lake Turkana to the highest point at around 900m near the Ugandan border in the west.

Turkana has a hot, dry climate with temperatures ranging between 20ºC and 41ºC and with a mean of 30.5ºC. Rainfall in the area is bimodal and highly variable (Opiyo et al., 2015). The long rains occur between April and July and the short rains between October and November. Annual rainfall is low, ranging between 52 mm and 480 mm with a mean of 200 mm (Turkana County Investment Plan, 2016-2020). Rain patterns and distributions are erratic and unreliable. Rain usually comes in brief, violent storms that result in flash floods. The driest periods (akamu) are in January, February and September and the county is highly prone to drought. 80% of the county is categorised as either arid or very arid.

In Turkana County, terms like pastoralism (nomadic), droughts, famine, conflicts, high poverty levels, low literacy, underdevelopment, inadequate water, poor hygiene and sanitation, Lake Turkana, fisheries, refugees, and recently, oil and minerals, are prevalent. Lying in one of the driest parts of Kenya’s vast rangelands (estimated at 80-85% of the country’s total area), Turkana County is located in the north-western part of the country, primarily inhabited by the Nilotic Turkana community.

A poignant characteristic of Turkana, as is much of Kenya’s Arid and Semi-Arid Lands (ASALs), is the omnipresent challenges from both natural and anthropogenic forces. Frequent droughts and episodes of famine, increasingly linked to climate change, are common. Residents of Turkana are predominantly nomadic pastoralists, moving with their livestock in a long-standing tradition of opportunistic management of natural resources, especially forage. The physical characteristics of the land, including soils, vegetation, rainfall, and relief, have historically dictated that the key livelihood for the Turkana is nomadic pastoralism.

However, factors both anthropogenic and natural have changed the dynamics of traditional pastoralism. Droughts, floods, and diseases have caused significant damage to humans, livestock, and the environment. Efforts to return to pre-disaster levels have often worsened the situation, creating a positive feedback loop. Recent dynamics show a significant shift towards sedentarization, with the emergence of sedentary mixed farmers and agropastoralists. While livestock keeping remains predominant, dryland crop production is gaining importance. Changes in employment opportunities and income sources also influence the Turkana's livelihoods.

Despite these changes, all major human development indices (HDI) in Turkana remain below national levels. Frequent and intense droughts continue to undermine traditional coping strategies. Urbanization and mining have introduced new dimensions to pastoralists' livelihoods. The communal land ownership practiced by the Turkana is being challenged by the privatization driven by modernization and resource discoveries like oil. Additionally, adaptation strategies such as education often favor boys, leaving girls disadvantaged.

These factors significantly undermine the resilience and resource rights of Turkana pastoralists. Historically, national development strategies and policies marginalized ASAL areas, including those close to the capital, Nairobi. Although the 2010 Constitution introduced devolved governance, it will take time for meaningful development funding to reach critical sectors in ASALs like Turkana. The National Policy for the Sustainable Development of Northern Kenya and Other Arid Lands, aiming to unlock the region's potential, is a positive step but requires adequate, politically neutral resources for effective implementation.

ASALs are rich in natural resources, home to about 30% of Kenya's population, 80% of beef animals, almost all camels, over 75% of sheep and goats, and significant dry forests. They also house most national parks and reserves, forming the backbone of tourism. Recently discovered resources like oil, minerals, underground water, and wind power present significant investment opportunities. Improved infrastructure is crucial for tapping into these resources, which may have spurred the recent policy focus on Northern Kenya.

Turkana County, the Republic of Kenya's second-largest, spans 71,597.6 km2, encompassing 13.5% of the nation's landmass. Situated between Longitudes 34° 30’E and 36° 40’E and Latitudes 10° 30’N and 50° 30’N, it shares borders with Uganda to the west, South Sudan, and Ethiopia to the north and northeast respectively. Internally, it borders West Pokot, Baringo, Samburu, and Marsabit Counties. Traversed by the Eastern African Rift System, Turkana's topography comprises semi-arid to arid landscapes, featuring low-lying plains and isolated hills and mountain ranges. Altitudes range from 369m at Lake Turkana to approximately 900m near the Ugandan border.

The county experiences a hot, dry climate, with temperatures fluctuating between 20ºC and 41ºC, averaging 30.5ºC. Rainfall is bimodal and highly variable, with long rains occurring from April to July and short rains from October to November. However, rainfall patterns are erratic and unreliable due to climate variability. Turkana faces severe drought, with the driest periods in January, February, and September. About 80% of the county is classified as arid or very arid, exacerbating its vulnerability to climate-related challenges. Additionally, its borders with Uganda, South Sudan, and Ethiopia heighten its strategic importance and influence regional dynamics.

1. **SITUATION ANALYSIS.**
   1. **Education.**

Children in Turkana (6-13 ag e group) are less likely to access primary education, with only 50% enrolled (53.2% for boys, 46.6% for girls), compared to the national average of 92.5% (94.6% f or boys and 90.5% f or girls) (Turkana County Government, 2015). Overall school attendance for children in the County is at 39%, which is far below the national school attendance of 70.9% (Turkana County Government 2015). Many children drop out of school due to cost. Other factors include teenage pregnancy, household obligations and inadequate infrastructure (Turkana County Government, 2015).

The national enrolment rate for secondary national (boys 59% girls 47%) in Turkana only 1 in 10 secondary school age going children are in school.

In tertiary education, the county government has also constructed 7 vocational training institutes to absorb the youth who drop out of school and prepare them for productive employment. Centres established are (Lokori, lokichar, Lorugum, kalokol, Lokichoggio, Kataboi and Kaaleng. There 1020 students currently enrolled the vocational institutions which is low. There is a need for sensitisation educational campaigns on technical skills as well as enrolment drive.

Access to education for adults, who are illiterate, remains a critical issue. Data from 2006 show that 90,6% of adult men and 89.1% of adult women had not accessed education opportunities and were illiterate (KNBS, 2007). Investment is required to expand opportunities for adult learning within the county. This trend is likely to have reduced due to the expansion of educational institutions, but access to education for adults remains a critical issue in the county. Greater investment will facilitate expansion of learning facilities in Turkana County.

In Turkana County, the education sector faces significant challenges, particularly concerning access and enrollment rates. Children aged 6-13 are notably less likely to attend primary school compared to the national average, with only 50% enrolled, further highlighting disparities between genders, as boys' enrollment rates (53.2%) surpass girls' (46.6%). This figure is substantially lower than the national primary school enrollment rate of 92.5%, signaling a concerning gap in educational access. Overall, school attendance for children in Turkana stands at a mere 39%, a stark contrast to the national average of 70.9%, indicating widespread barriers to educational participation.

Numerous factors contribute to low enrollment and attendance rates in Turkana County. Economic constraints pose a significant hurdle, with many families unable to afford the costs associated with schooling. Additionally, socio-cultural factors, such as teenage pregnancy and household obligations, further impede children's access to education. Inadequate infrastructure also exacerbates the situation, hindering the establishment of functional learning environments. The secondary school enrollment rate paints an even bleaker picture, with only 1 in 10 secondary school-aged children in Turkana accessing secondary education, far below the national average.

To address the gap in tertiary education, the county government has established seven vocational training institutes aimed at absorbing youth who drop out of school and equipping them with relevant skills for employment. However, the current enrollment figures at these institutions remain low, emphasizing the need for intensified educational campaigns to promote technical skills and bolster enrollment rates. Moreover, adult illiteracy rates remain alarmingly high, with the majority of adult men and women lacking access to educational opportunities. While the expansion of educational institutions may have mitigated this trend to some extent, significant investment is still required to expand learning facilities and promote adult learning initiatives in Turkana County. By addressing these challenges and investing in educational infrastructure and outreach programs, Turkana County can pave the way for improved educational outcomes and socioeconomic development for its residents.

* 1. **Sustainable livelihoods and food security:**

Land degradation in Turkana County, estimated at 50% of the county, threatens food and grazing land production, water, energy security, climate change mitigation and adaptation, and livelihood resilience. Furthermore, land degradation has huge economic costs as soil erosion, the main form of land degradation, reduces soil fertility and productivity, livestock carrying capacity, water quality and quantity, and fuel wood availability. The magnitude and distribution of soil erosion hazards in Turkana is influenced by flash flood rainfall impact, soil erosion, gradient of the land, and soil cover.

The vegetative cover map indicates that even at its maximum, there are large areas of bare soil and vegetative cover. The remainder is predominately moderate or senescent cover, representing those plants that are in the process of aging. In plants, senescence can occur either partially, such as when only leaves die, or entirely, when the whole plant dies. Between 1979 and 2014, bare ground increased by 265,000 ha, while forestland decreased by 19,100 ha (German Cooperation, GIZ). Most areas of the county are dominated by dwarf shrubs and bush species.

Current characteristics of food security in the countys:

1. Only 19% of food consumed in Turkana is grown locally.
2. Crop production is gravely restricted by the availability of water, soil nutrients, skilled labour, pests, and diseases.
3. The agricultural sector is often limited by poor transport, communication, storage, and processing infrastructure (Turkana County Government, 2015).
4. Only about 30% of the county’s soil can be rated as moderately suitable for agricultural production; almost 7,245 ha under food crops, with 5,788 ha during the long rains and 1,457 ha under crops during the short rains. (Source: CIDP II 2018 – 2022)
5. The total land under irrigation is approximately 7,087 ha directly benefiting over 32,000 households. This is against a potential of 37,500 ha for the county (Oduor et al., 2012). Arable land is 37,500, but only 7,087 is the (approx. 20%) one utilized.
6. Frequent droughts, violent inter-ethnic conflict, inadequate extension services, limited policy implementation all currently affect animal production.
7. There is a high level of fishing at the breeding site because of inadequate enforcement of the fisheries act.
8. Few fishermen accessing fishing sites because they lack appropriate equipment and knowledge of the value chain.

Land degradation in Turkana County poses a multifaceted threat to food and grazing land production, water and energy security, climate change mitigation and adaptation, and overall livelihood resilience. With an estimated 50% of the county affected by land degradation, the economic, environmental, and social repercussions are significant and far-reaching. Soil erosion, the primary form of land degradation, not only diminishes soil fertility and productivity but also reduces livestock carrying capacity, water quality and quantity, and availability of fuel wood.

The extent of soil erosion hazards in Turkana is exacerbated by various factors including flash flood rainfall impact, soil erosion, land gradient, and soil cover. Vegetative cover maps reveal extensive areas of bare soil and moderate to senescent cover, indicative of aging plants and depleted ecosystems. Over the past few decades, the county has witnessed a concerning trend of increasing bare ground and decreasing forestland, highlighting the urgency of addressing land degradation.

In terms of food security, Turkana County faces significant challenges, with only 19% of food consumed being grown locally. Crop production is severely constrained by water scarcity, soil nutrient depletion, lack of skilled labor, pest infestations, and inadequate infrastructure. The limited availability of arable land suitable for agricultural production further exacerbates food insecurity issues.

Additionally, the agricultural sector is hindered by poor transport, communication, storage, and processing infrastructure, further impeding efforts to improve food security and promote economic development. Despite the presence of irrigation schemes, the utilization of arable land remains significantly below its potential, further underscoring the need for enhanced agricultural practices and infrastructure development.

Moreover, frequent droughts, inter-ethnic conflicts, inadequate extension services, and limited policy implementation continue to adversely affect animal production and livelihoods in the county. The fishing industry, although potentially lucrative, faces challenges such as inadequate enforcement of fisheries regulations and limited access to fishing sites due to lack of appropriate equipment and knowledge.

Addressing land degradation and improving food security in Turkana County requires a comprehensive and integrated approach that combines sustainable land management practices, investment in agricultural infrastructure, capacity building, and effective policy implementation. By addressing these challenges head-on, we can foster resilience, promote economic development, and improve the overall well-being of communities in Turkana County.

* 1. **Water, sanitation, and health:**

Access to health in the county is still low due to only few health facilities existing in the vast land and sparse local population with high staff turnover. There has been an increased cases of non-communicable diseases such as Diabetes, Cancers, and Hypertension, while nutritional statuses of children within the county are extremely low. The sector is also faced with unmet needs in HIV/AIDS management and other specialty clinics. Alcoholism, drug, and substance abuse are major social problems affecting people and a core factor in the transmission of HIV/AIDS, poor academic performance, conflict, and domestic violence.

Non-communicable diseases such as hypertension, Diabetes, and malignancies are on the rise According to WHO 15M people die every year from non-communicable diseases between the ages of 30-69 years, over 85% deaths occur in low and middle-income communities. According to the Referral register of the Lodwar County Referral Hospital, 42% of the top ten referral disease to the MTHR from 2016 to 2018 are non-communicable diseases.

Turkana County residents have limited or no access to quality water resources, proper hygiene practices, and WASH facilities. Over 30 years, rainfall in Turkana has been on a decreasing trend. The reduced rainfall has greatly contributed to the drop and drying up in static water levels in our boreholes (TWP Project evaluation report 2009).

Besides, less than half of the existing approximately 100 water harvesting systems in the county are operating at full capacity.

Sanitation coverage in Turkana is at 16% compared to 50% nationally, while only 60 of the 1980 villages in Turkana are open defecation free (ODF) certified. The latrine coverage is between 10 to14 percent in Turkana.

Due to lack of water points, half of the villages in Turkana trek 10kms to an operational water point. According to water audits and assessment reports done by REACH Programme, there is an unequal distribution of the 1637 boreholes within the County making some communities in the County even more vulnerable and unable to access good quality water for domestic use and for livestock.

Although access to health care services has improved, the county’s medical staffing levels remain well below WHO guidelines. They also fall short of national norms and standards for universal health care. Significant interventions are necessary to make services available and closer to communities, in compliance with the WHO standard of an average of 5 km.

Access to healthcare in Turkana County is alarmingly low, exacerbated by the scarcity of health facilities across the vast and sparsely populated region. The high turnover of healthcare staff further compounds the challenge, hindering efforts to provide consistent and quality medical services to the local population. Adding to the complexity of the situation, there has been a surge in cases of non-communicable diseases such as diabetes, cancers, and hypertension, underscoring the urgent need for comprehensive healthcare interventions.

Moreover, the nutritional status of children in the county is distressingly low, reflecting underlying issues related to food security and access to adequate nutrition. The prevalence of alcoholism, drug abuse, and substance misuse presents significant social and health challenges, contributing to the transmission of diseases such as HIV/AIDS, poor academic performance, domestic violence, and societal conflict.

Non-communicable diseases are on the rise globally, and Turkana County is not exempt from this trend. The limited access to quality water resources and proper hygiene practices exacerbates the health challenges faced by communities, particularly in the context of decreasing rainfall and drying boreholes. Furthermore, inadequate sanitation coverage and the prevalence of open defecation underscore the urgent need for improved water, sanitation, and hygiene (WASH) infrastructure and practices.

Despite some improvements in healthcare service delivery, Turkana County still falls short of meeting WHO guidelines and national standards for universal healthcare access. Significant investments are needed to bolster medical staffing levels, enhance the availability of healthcare services, and ensure closer proximity of healthcare facilities to communities. By addressing these challenges comprehensively, we can improve health outcomes, enhance community well-being, and promote sustainable development in Turkana County.

* 1. **Governance and social accountability:**

The Turkana pastoralist community has inadequate healthcare facilities and low-quality education, leading to high mortality rates, illiteracy, and low human development, among other consequences. Beyond nomadism will enhance the capacities and knowledge of the community members on their economic, social, and cultural rights could empower them to understand their rights, demand improvement from the government, and advocate for themselves effectively.

Currently, there is limited partnership between development actors and communities leading to gaps in the prioritization of economic, social, and cultural rights issues in order to develop feasible interventions.

Finally, the Turkana community face structural barriers to accessing basic needs and services. By empowering the communities, this intervention can drive sustainable development, poverty reduction, and equity, giving marginalized groups a voice and enabling them to shape their futures.

The Turkana pastoralist community grapples with a myriad of challenges stemming from inadequate healthcare facilities and low-quality education, which contribute to persistently high mortality rates, widespread illiteracy, and stunted human development. Beyond Nomadism aims to address these pressing issues by empowering community members with the knowledge and capacity to advocate for their economic, social, and cultural rights effectively.

Currently, there exists a significant gap in partnership between development actors and communities, resulting in a lack of prioritization of critical issues related to economic, social, and cultural rights. This disconnect underscores the urgent need for interventions that bridge this gap, ensuring that community voices are heard and their rights are upheld.

Moreover, structural barriers hinder the Turkana community's access to basic needs and services, perpetuating cycles of poverty and marginalization. Through empowerment initiatives, Beyond Nomadism seeks to dismantle these barriers, driving sustainable development, poverty reduction, and equity. By giving marginalized groups a platform to voice their concerns and shape their futures, this intervention holds the promise of transformative change for the Turkana community and beyond.

* 1. **Peacebuilding and conflict transformation:**

Residents of Turkana County are insecure due to intra ethnic conflict and cross-border conflicts (cattle rustling) with the neighbouring communities (within Kenya-Pokot, and communities from the neighbouring countries; Ethiopia-Merile & Nyang’atom (Dongiro), S.Sudan-Toposa, Uganda-Karamojong-Tepeth, Matheniko, Jie & Dodoth.

Sporadic conflict in Turkana County is arising from boundary, and resource tussle abounds in the area. The main sources of conflicts especially in the North Rift region include resource scarcity at 29.8%, the inadequacy of socio-economic investment in the region at 29%, political incitement at 19.9%, and gun-culture at 11.8%, ethnic animosity, and others at 6.9%. However, they do not show how these sources sustain and prolong the conflicts between the Turkana and Pokot.

There remains within the conflict an embedded situation of negative responses to negative actions. Each response builds upon the lust, and a conflict spiral erupts. What began simply as a cultural raiding practice has blossomed into increased armament, contestation over resources, and ultimately violence itself.

Through a resolution passed after a peace meeting held in Kainuk in January 2021, Political, Religious and Kraal leaders and representatives of National security agencies reaffirmed their commitment to ensuring peaceful coexistence of communities living along the Turkwel River and Suguta Valley/Lake Baringo Corridors. However, insecurity in Suguta Valley has continued despite the resolution agreement.

In Turkana County, residents endure constant insecurity stemming from both intra-ethnic conflict and cross-border disputes, particularly evident in cattle rustling incidents with neighboring communities. These conflicts, involving groups from Kenya, Ethiopia, South Sudan, and Uganda, exacerbate tensions and perpetuate cycles of violence.

The root causes of these conflicts are multifaceted, with resource scarcity, socio-economic disparities, political manipulation, and cultural differences playing significant roles. These underlying issues fuel a cycle of negative responses, escalating conflicts beyond their initial triggers and perpetuating violence.

Despite efforts to foster peace, such as the resolutions passed after peace meetings, challenges persist, particularly in regions like Suguta Valley. The failure to address underlying grievances and sustainably manage resources continues to undermine peace-building initiatives, highlighting the need for comprehensive strategies that address the root causes of conflict and promote lasting reconciliation.

In this context, Beyond Nomadism's intervention holds immense potential to address the underlying drivers of conflict, promote dialogue and reconciliation, and build resilient communities capable of coexisting peacefully. By empowering local leaders and communities, facilitating dialogue, and addressing socio-economic disparities, this intervention can contribute significantly to lasting peace and stability in Turkana County.

* 1. **Humanitarian interventions:**

Whilst pastoralism, as the principal livelihood, has existed in Turkana for 9,000 years (Blench, 2000), a series of rapid and external developments in the 20th and 21st Centuries have tended to severely compromise long-distance opportunistic movements of livestock (Blench, 2000). One such development has been the establishment of national frontiers; the relatively uncontested migration between what are now Uganda, Sudan and Ethiopia no-longer exists. ! e establishment of national frontiers has been further compounded by a spate of severe droughts throughout the past 40 years. These droughts have placed significant pressure on the livelihoods of nomadic pastoralists in Turkana; causing catastrophic losses of livestock (capital and savings).

Furthermore, the impact of drought is particularly acute for poorer members of communities with smaller livestock holdings and less developed social support networks. The consequence is that droughts, combined with restricted migration options, now cause significant humanitarian problems and localized degradation of natural resources, since large numbers of animals converge on certain pastures, especially around wells. This in turn is responsible for long-term impoverishment among pastoralists, since they must sell animals cheaply and cannot afford to re-buy them when the drought ends. At the same time, it places extra stress on already ineffectual veterinary services, since weakened animals are more susceptible to pathogens (Blench, 2000).

Spatial marginalisation of pastoralists is another major present day concern. Pastoralists are continually being pushed further and further into increasingly inhospitable terrain, with greater risks of climatic uncertainty, as technical advances allow agriculture and agro-pastoralism to spread into new areas traditionally utilised by nomadic pastoralists (Blench, 2000).

In Turkana County, the traditional pastoralist way of life, spanning millennia, faces unprecedented challenges due to modern developments and environmental factors. The establishment of national borders has disrupted age-old migration patterns, limiting the movement of livestock and exacerbating the impact of severe droughts that have plagued the region over the past four decades.

These droughts not only lead to catastrophic losses of livestock but also disproportionately affect the most vulnerable members of the community, exacerbating poverty and straining already limited social support networks. Restricted migration options further compound the problem, causing humanitarian crises and localized degradation of natural resources as animals converge around scarce water sources.

The spatial marginalization of pastoralists compounds these challenges, pushing communities into increasingly inhospitable terrain where they face greater climatic uncertainty and competition from other forms of land use, such as agriculture. This displacement further marginalizes pastoralists, exacerbating their vulnerability and perpetuating cycles of poverty.

In this context, interventions aimed at addressing the root causes of these challenges are essential. By empowering pastoralist communities, improving access to resources, and promoting sustainable land management practices, initiatives like Beyond Nomadism can play a crucial role in safeguarding the livelihoods and well-being of Turkana's pastoralists. By addressing spatial marginalization, strengthening social support networks, and enhancing resilience to environmental shocks, such interventions can contribute to a more sustainable and equitable future for Turkana County.

* 1. **Social and environmental protection:**

Turkana County is subject to the impacts of climate change, contributed to by land degradation, livestock keeping, deforestation, and burning of fossil fuels, among others. In Eastern Africa, changes in the Indian Ocean temperature also affect atmospheric temperature and rainfall. The so-called Indian Ocean Dipole describes a warm pool of water migrating between western and eastern “poles”, where a negative (cooler) Indian Ocean Dipole results in less rainfall over East Africa (IRIN NEWS). This contributes to droughts in the region. Where drought was a relatively predictable phenomenon that occurred once every 5-10 years, providing adequate time for households and communities to recover their assets and livelihoods, drought now occurs every 1 to 3 years. Climate change has also been associated with disasters such as floods capable of causing loss of life and property, drought and famine, loss of livestock, and increased vector borne diseases.

Environmental degradation stems from a loss of soil and biodiversity, and a lack of water capture and storage, as the result of unsustainable land management practices. These practices include: overgrazing leaving vegetation without enough time to regenerate; poor farming practices; infestation of invasive species; deforestation; unsustainable irrigation resulting in soil salinization; and abandonment or lack of reclamation associated with mining. Underlying causes of unsustainable land management practices can be the result of socio-economic, institutional, policy, and ecological factors. As a result of land degradation, further issues are created in each of these dimensions as well.

Land degradation in Turkana County, estimated at 50% of the county, threatens food and grazing land production, water, energy security, climate change mitigation and adaptation, and livelihood resilience. Furthermore, land degradation has huge economic costs as soil erosion, the main form of land degradation, reduces soil fertility and productivity, livestock carrying capacity, water quality and quantity, and fuel wood availability. The magnitude and distribution of soil erosion hazards in Turkana is influenced by flash flood rainfall impact, soil erosion, gradient of the land, and soil cover. Figure 1.21 highlights the erosion prevalence in the County (2012) as well as the maximum vegetative cover seen in 2017.

The vegetative cover map indicates that even at its maximum, there are large areas of bare soil and vegetative cover. The remainder is predominately moderate or senescent cover, representing those plants that are in the process of aging. In plants, senescence can occur either partially, such as when only leaves die, or entirely, when the whole plant dies. Vegetation types in the county are diverse and include patchy, annual grassland and herbaceous plants interspersed with woody shrubs to riverine woody tree species (Opiyo et al., 2015). Between 1979 and 2014, bare ground increased by 265,000 ha, while forestland decreased by 19,100 ha (German Cooperation, GIZ). Most areas of the county are dominated by dwarf shrubs and bush species.

Turkana County grapples with the profound impacts of climate change, exacerbated by environmental degradation stemming from unsustainable land management practices. The frequency and severity of droughts have intensified, occurring every 1 to 3 years, disrupting traditional coping mechanisms and leading to recurrent humanitarian crises. Floods, fueled by erratic rainfall patterns, pose additional threats, causing loss of life, property damage, and displacement.

Land degradation, affecting 50% of the county, jeopardizes food and grazing land production, water security, and livelihood resilience. Soil erosion, a primary concern, diminishes soil fertility, livestock carrying capacity, and water quality, exacerbating the challenges faced by pastoralist communities. Unsustainable land practices such as overgrazing, deforestation, and poor farming techniques further exacerbate these issues, compounding the socio-economic and ecological consequences.

The stark reality of environmental degradation is evident in the landscape, with large swathes of bare soil and senescent vegetation dominating the county. Such degradation not only threatens biodiversity but also undermines the resilience of communities reliant on natural resources for their sustenance and well-being.

Addressing these challenges demands holistic approaches that integrate climate adaptation, sustainable land management, and community resilience-building initiatives. By promoting environmentally sustainable practices, enhancing water capture and storage, and fostering community-led conservation efforts, interventions can mitigate the impacts of climate change and safeguard the future of Turkana County. Collaboration among stakeholders, coupled with robust policy frameworks, is essential to effecting lasting change and ensuring the long-term viability of Turkana's ecosystems and communities.

1. **Strategic Direction**

3.1. Education, Protection, and Inclusion:

In this sector, Beyond Nomadism aims to overcome barriers to education for vulnerable groups, ensuring equitable access and protection. Through interventions like infrastructure improvements and community-based programs, the organization empowers individuals and fosters social inclusion, fostering holistic development and well-being in the community.

**Goal:** Ensure equitable access to quality education and protection for vulnerable groups, promoting social inclusion.

***Strategies:***

1. Establish community-based education centres in underserved areas.
2. Provide scholarships and support for marginalized children, including those with disabilities.
3. Conduct awareness campaigns on child rights, gender equality, and protection against exploitation.
4. Collaborate with local authorities and organizations to create safe spaces for children and promote inclusion in schools.



**3.2. Sustainable Livelihoods and Food Security:**

Beyond Nomadism, in this sector, focuses on enhancing income generation and ensuring food security. Through initiatives such as vocational training, agricultural support, and market access programs, the organization empowers communities to build sustainable livelihoods, fostering economic resilience and food sovereignty in the region.

**Goal:** Enhance income generation opportunities and ensure food security for communities.

***Strategies:***

1. Implement vocational training programs for skills development in agriculture, entrepreneurship, and other income-generating activities.
2. Facilitate access to microfinance and resources for small-scale farmers and entrepreneurs.
3. Promote sustainable agricultural practices and diversification of livelihoods.
4. Establish community food banks and support systems during times of crisis.



3.3. Water, Sanitation, and Health:

Beyond Nomadism, this sector focuses to improve public health by providing access to clean water, sanitation facilities, and healthcare services. Through infrastructure development, hygiene promotion, and healthcare initiatives, the organization works to address the health challenges faced by communities, promoting well-being and resilience.

**Goal:** Improve access to clean water, sanitation facilities, and health-care services to enhance public health.

***Strategies:***

1. Construct and maintain water sources, including wells, boreholes, and water purification systems.
2. Implement hygiene education programs to promote proper sanitation practices.
3. Strengthen local health-care systems through training of health-care workers and provision of medical supplies.
4. Conduct health screenings and awareness campaigns on preventative health-care measures.

3.4. Governance and Social Accountability:

Beyond Nomadism strives to strengthen governance structures in Turkana County by promoting transparency, accountability, and citizen participation. Through capacity-building initiatives and advocacy efforts, the organization empowers communities to engage in decision-making processes, fostering inclusive governance practices that meet the needs and aspirations of all stakeholders.

**Goal:** Foster transparent and accountable governance structures, promoting citizen participation and empowerment.

***Strategies:***

1. Advocate for policies that promote transparency, accountability, and citizen engagement at the local and national levels.
2. Provide training and capacity building for community leaders, civil society organizations, and government officials on good governance practices.
3. Establish platforms for dialogue and collaboration between communities and government authorities.
4. Monitor and evaluate government programs to ensure effectiveness and responsiveness to community needs.

**3.5. Peace-building and Conflict Transformation:**

**Goal:** Promote reconciliation, social cohesion, and conflict resolution within communities.

***Strategies:***

1. Facilitate peace-building workshops and dialogue sessions to address underlying tensions and grievances.
2. Support community-led initiatives for conflict resolution and reconciliation.
3. Provide psycho-social support for individuals and communities affected by conflict.
4. Advocate for policies and interventions that address the root causes of conflict and promote sustainable peace.
5. 

**3.6. Humanitarian Interventions:**

Beyond Nomadism is dedicated to delivering swift and efficient humanitarian aid to vulnerable communities facing natural disasters, conflicts, or crises. By prioritizing timely response and resource allocation, the organization aims to mitigate the impact of emergencies and support affected populations in their recovery and resilience-building efforts.

**Goal:** Provide timely and effective humanitarian assistance to communities affected by natural disasters, conflicts, and other crises.

***Strategies:***

1. Develop emergency response plans and protocols for rapid deployment of aid during crises.
2. Establish partnerships with local and international relief organizations for coordinated response efforts.
3. Provide emergency shelter, food, water, health-care, and other essential services to affected populations.
4. Support long-term recovery and rebuilding efforts to restore livelihoods and infrastructure.

**3.**7. Social and Environmental Protection.

Beyond Nomadism is committed to safeguarding both the social welfare and environmental integrity of semi-arid and arid regions. By implementing measures for sustainable resource management and community resilience, the organization aims to protect vulnerable populations and the delicate ecosystems they inhabit from adverse social and environmental impacts.

**Goal:**  To ensure social and environmental protection in semi-arid and arid land.

***Strategies:***

1. *Promoting socially and environmentally responsible practices:* This will involve promoting responsible behavior among individuals and businesses, such as recycling, energy conservation, and sustainable sourcing of materials.



**SUMMARY OF THE STRATEGIC GOALS AND OBJECTIVES**

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| **Strategic Goal** | **Objective** |
| ***I: EDUCATION, PROTECTION AND INCLUSION-***  **GOAL 1 –** Establish community-based education and protection centers for vulnerable groups.  **Goal 2** - Provide scholarships and support for vulnerable groups to access quality education and protection.  **Goal 3** - Conduct awareness campaigns on child rights, gender equality, and protection against exploitation.  **Goal 4** - Collaborate with local authorities and organizations to create safe spaces for vulnerable groups and promote inclusion in schools. | * 1. To provide equitable access to quality education and protection for vulnerable groups.   2. To promote social inclusion and reduce disparities in educational and protection opportunities   2.1. To provide financial assistance and support to vulnerable groups to access quality education and protection  2.2.To promote social inclusion and reduce economic and social barriers to education and protection.  3.1. To promote awareness and understanding of child rights, gender equality and protection against exploitation among the public  3.2. To promote advocacy and actions for enhancing the protection of vulnerable groups.  4.1. To create safe spaces for vulnerable groups to mitigate risks of harm.  4.2. To promote social inclusion and reduce discrimination and marginalization in the school environment. |
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| **Strategic Goal** | **Objective** |
| ***II:SUSTAINABLE LIVELIHOODS AND FOOD SECURITY-*** Enhance income generation opportunities and ensure food security for communities.  ***.***  **GOAL 1 –**  Promote sustainable livelihoods through agricultural improvement and value-chain development.  **GOAL 2** - Facilitate access to microfinance and business development services for marginalized groups.  **GOAL 3** - Promote the creation and sustainability of community-based cooperatives. | * 1. To support agricultural practices that are productive, sustainable, and environmentally friendly   2. To facilitate the creation of local value chains for agricultural products   3. To increase income generation and food security among rural and marginalized communities   2.1. To support entrepreneurship and business development among marginalized groups, particularly women and youth.  2.2. To facilitate access to financial services and microfinance.  2.3. To create an enabling environment for the growth of small and micro-enterprises  3.1. To promote collective action and collaboration among community members  3.2. To facilitate shared ownership and control over productive assets  3.3. To leverage economies of scale and increase bargaining power for producers and cooperatives. |
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| **Strategic Goal** | **Objective** |
| ***III: WATER, SANITATION AND HEALTH.***  **GOAL – Improve access to clean water, sanitation facilities, and health-care services to enhance public health.** | 3.1. To ensure access to safe drinking water for all communities  3.2. To promote water management practices that conserve water resources and reduce water-borne disease  3.3 To promote high standards of water quality through institutional and regulatory measures  3.4. To ensure access to safe and hygienic sanitation facilities for all communities  3.5. To promote sanitation practices that reduce disease transmission and promote environmental sustainability  3.6. To encourage the adoption of culturally appropriate and gender-sensitive sanitation facilities  3.7. To ensure equitable access to high-quality health-care services for all communities  3.8. To improve the provision of preventive and curative health-care interventions  3.9. To strengthen health-care systems and institutions through targeted investments in human resources, infrastructure, and technologies. |
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| **Strategic Goal** | **Objective** |
| ***IV: GOVERNANCE AND SOCIAL ACCOUNTABILITY***  **GOAL – Foster transparent and accountable governance structures, promoting citizen participation and empowerment:**  Promoting citizen participation and empowerment. | 4.1. To promote transparency, accountability, and responsiveness of public institutions  4.2. To strengthen citizens' trust in public institutions.  4.3. To promote citizens' participation and engagement in public decision-making processes  4.4. To increase citizens' active participation in public decision-making processes  4.5. To promote citizens' awareness and engagement in promoting transparency and accountability in public institutions  4.6. To promote the inclusion and representation of marginalized and disadvantaged groups in public decision-making processes. |
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| **Strategic Goal** | **Objective** |
| ***V: PEACE-BUILDING AND CONFLICT TRANSFORMATION.***  **GOAL –** **promote reconciliation, social cohesion, and conflict resolution within communities:**   1. Promoting inter-group dialogue and cooperation. 2. Building capacity for conflict resolution and peace-building. 3. Fostering community inclusion and participatory governance. | 5.1. To promote mutual understanding and trust among diverse groups.  5.2. To build bridges between groups and reduce misunderstandings and stereotypes.  5.3. To empower communities to work together to address shared challenges.  5.4. To build communities' and individuals' knowledge, skills, and understanding of conflict resolution and peace-building  5.5. To promote restorative justice processes that promote healing and reconciliation  5.6. To empower individuals to act as effective peacemakers and reconcilers in their communities.  5.7. To promote the inclusion and representation of diverse communities in decision-making processes  5.8. To empower communities to play an active role in shaping their future  5.9. To promote transparency and accountability in decision-making processes. |
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| **Strategic Goal** | **Objective** |
| ***VI: HUMANTARIAN INTERVENTIONS.***  **GOAL 1 – Establish a strong and coordinated emergency response system.**  **Goal 2 -** Promote community resilience and disaster risk reduction.  **Goal 3 -** Provide recovery and rehabilitation support for affected communities. | 6.1. To provide a rapid and effective response to emergencies  6.2. To ensure that the needs of affected communities are met in an efficient and coordinated manner  6.3. To establish partnerships with different stakeholders to enhance the effectiveness of emergency response.  6.4. To empower communities to prepare and respond to sudden natural disasters and crises  6.5. To reduce the risk of disaster and mitigate the impact of natural hazards  6.6. To encourage collaborative and participatory approaches to disaster risk reduction.  6.7. To provide support to communities affected by natural disasters and crises to recover  6.8. To support the reestablishment of basic services and infrastructure  6.9. To support the return of affected communities to self-sustainable living conditions. |
|  |  |
| **Strategic Goal** | **Objective** |
| ***VII: SOCIAL AND ENVIROMENTAL PROTECTION.***  **GOAL 1 –**  **Promote sustainable land management practices.** | 7.1. To promote efficient and sustainable use of land and natural resources  7.2. To strengthen the resilience of communities and ecosystems to climate change  7.3. To work with vulnerable communities to prepare for and mitigate the impact of environmental disasters  7.4. To build resilience and capacity for disaster response and mitigation  7.5. To reduce vulnerability to environmental disasters  7.6. To build awareness and educate the public on environmental and social issues  7.7. To promote understanding of the connections between social and environmental issues  7.8. To inspire action and behavior change among individuals and communities |
|  |  |

1. **Implementation Approach:**
2. *Engage with stakeholders:* Collaborate with local communities, government agencies, NGOs, and other stakeholders to ensure a participatory and holistic approach to intervention.
3. *Capacity building:* Invest in training and capacity building for staff, volunteers, and community members to enhance program effectiveness and sustainability.
4. *Monitoring and Evaluation:* Establish robust monitoring and evaluation mechanisms to track progress, measure impact, and adapt interventions based on lessons learned.
5. *Advocacy and Policy Influence:* Advocate for policy reforms and systemic changes to address structural inequalities and promote sustainable development at local, national, and international levels.
6. *Resource Mobilization:* Diversify funding sources and engage in strategic partnerships to secure resources for program implementation and sustainability.
7. **Organogram - Proposed Structure.**

Beyond Nomadism Proposed Organizational Structure

**1. Board of Directors**

- Provides oversight on the NGO's programs and initiatives

- Sets policies and manages finances

**2. Executive Director**

- Responsible for overall management of the NGO

- Oversees and supervises all program directors

**3. Program Directors**

- Education, Protection and Inclusion

- Sustainable Livelihoods and Food Security

- Water, Sanitation and Health

- Governance and Social Accountability

- Peace Building and Conflict Transformation

- Humanitarian Interventions

- Social and Environmental Protection

**4. Program Officers**

- Works under the guidance of the program directors

- Responsible for implementation and management of specific programs and initiatives

**5. Support Staff**

- Administrative Officers (HR, Finance and Procurement)

- Logistics Staff

- IT Support Staff

- Communication and media Officers

The above organizational structure provides a clear hierarchy and describes how the duties and responsibilities are structured within the organization. The Board of Directors sets policies and manages finances while the Executive Director oversees all activities of the NGO. The Program Directors manage program areas, while Program Officers are responsible for implementation and management of specific programs. The Support staff handles administrative, logistics, IT, communication, etc., to facilitate the smooth running of the organization.

1. **Monitoring, Evaluation and Reporting.**

Monitoring, Evaluation, Accountability, and Reporting of projects is crucial to the success of all the interventions to be implemented by Beyond Nomadism. Monitoring, Evaluation, Accountability and reporting is prepared and served at two levels; program/project and institutional levels. Short term project monitoring and evaluation are done as a measure of accountability and to capture learning. We recognize the need to strengthen this mechanism at the institutional level to monitor and evaluate the impact of our programs over the long term. A new portfolio will be created which will be responsible for Monitoringand evaluation at institutional level in fulfillment of our policies and response to the requirements of our donors, partners, and other stakeholders.

This strategic plan will be reviewed at the end of each year. A mid-term review will be conducted and a final evaluation will be done 6 months before the expiry of this 5 years. A results framework will be developed to monitor the progress and updated as part of the annual review process with annual targets delineated and relevant data collected and shared.

Beyond Nomadism's organizational strategy incorporates a comprehensive Monitoring, Evaluation, Accountability, and Learning (MEAL) matrix, a Theory of Change (ToC) framework, and the utilization of Outcome Harvesting.

1. MEAL Matrix:
   * Monitoring: Regular tracking of project activities, outputs, and progress toward objectives to ensure alignment with organizational goals.
   * Evaluation: Periodic assessments of project effectiveness and impact, utilizing both qualitative and quantitative data to inform decision-making.
   * Accountability: Transparent reporting mechanisms to stakeholders, ensuring that organizational activities are conducted ethically and in accordance with established standards.
   * Learning: Continuous reflection and analysis of project outcomes, facilitating organizational learning and adaptive management practices.
2. Theory of Change (ToC):
   * Development of a ToC framework to articulate the organization's vision, goals, and strategies for achieving desired outcomes.
   * Identification of key inputs, activities, outputs, outcomes, and impacts, delineating the causal pathways through which interventions lead to change.
   * Integration of stakeholder inputs and feedback to refine the ToC and ensure its relevance and effectiveness.
3. Outcome Harvesting:
   * Utilization of Outcome Harvesting methodology to capture and document project outcomes, particularly those that may be unforeseen or indirect.
   * Emphasis on capturing changes in behavior, relationships, and systems, recognizing the complexity of development interventions and the diverse pathways to impact.
   * Engagement of stakeholders in participatory data collection and analysis processes, promoting ownership and accountability for outcomes.

4. Research

* Needs Assessment: Conducting thorough needs assessments to understand the context, challenges, and priorities of target communities. This involves gathering qualitative and quantitative data through surveys, interviews, and participatory methods to identify gaps and opportunities for intervention.
* Baseline Studies: Establishing baseline data on relevant indicators to measure progress and impact over time. Baseline studies provide a foundation for comparison and help track changes resulting from organizational interventions.
* Action Research: Engaging in action-oriented research methodologies that involve stakeholders in problem-solving and decision-making processes. Action research promotes collaborative learning and empowers communities to address their own challenges.
* Impact Evaluation: Implementing rigorous impact evaluations to assess the effectiveness and sustainability of interventions. Utilizing experimental or quasi-experimental designs, impact evaluations measure the causal relationship between program activities and desired outcomes.
* Continuous Learning: Emphasizing a culture of continuous learning and knowledge sharing within the organization. Research findings are regularly disseminated to inform programmatic decisions, adapt strategies based on emerging evidence, and contribute to broader sectoral learning.
* Partnerships: Collaborating with academic institutions, research organizations, and local partners to leverage expertise, resources, and networks for research activities. Partnerships enhance the quality and relevance of research outputs and promote knowledge exchange.

By integrating research into its organizational strategy, Beyond Nomadism ensures evidence-based decision-making, fosters innovation, and maximizes the impact of its interventions on the lives of nomadic pastoralist communities. This holistic approach also maximizes its ability to monitor progress, evaluate impact, hold itself accountable to stakeholders, and leverage learning for continuous improvement, ensuring responsiveness to community needs and sustainable development outcomes.

**Cross-Cutting Issues for the Strategy**

**Gender and Inclusion**

Beyond Nomadism is committed to promoting gender equality and inclusivity in all its initiatives. We will ensure that women, men, and marginalized groups have equal opportunities and participation in decision-making processes. To achieve this, we will implement gender-sensitive programming and policies addressing the specific needs and challenges of different genders. Additionally, we will conduct gender training and awareness sessions for staff, partners, and community members to foster an inclusive culture within our projects.

**Environmental Consideration**

Beyond Nomadism will integrate environmental sustainability into all project activities to minimize negative impacts on the environment. We will adopt eco-friendly practices, such as reducing waste, promoting recycling, and using sustainable materials. Environmental impact assessments will be conducted for all major projects to identify and mitigate potential adverse effects. Furthermore, we will engage communities in conservation and sustainable land management practices to protect natural resources and ensure long-term environmental health.

**Do No Harm**

Ensuring that our project activities do not cause harm to individuals, communities, or the environment is a fundamental principle for Beyond Nomadism. We will implement a robust risk assessment and management framework to identify, monitor, and mitigate potential risks. Safeguarding policies will be developed and enforced to protect vulnerable populations from abuse, exploitation, and harm. Staff and partners will be trained on ethical conduct and the principles of "Do No Harm" to uphold the highest standards of integrity in all our operations.

**Child Protection and Participation**

Beyond Nomadism prioritizes safeguarding the rights and well-being of children while ensuring their active participation in project activities. We will develop and implement child protection policies and procedures to create a safe environment for children. Child-friendly spaces and platforms will be facilitated to allow children to express their views and participate in decision-making processes. Training on child rights and protection will be provided to staff, partners, and community members to promote a protective and participatory approach to child engagement.

**Community Empowerment**

Empowering communities to take an active role in their own development and enhancing their capacity to sustain project outcomes is essential for Beyond Nomadism. We will strengthen community-based organizations and local governance structures to foster ownership and sustainability of projects. Capacity-building activities such as training and workshops will be conducted to equip community members with the necessary skills and knowledge. Encouraging community-led initiatives and participatory approaches in project planning, implementation, and evaluation will ensure that the voices of the community are heard and valued.

**Implementation and Monitoring**

To ensure compliance and successful integration of these cross-cutting issues, Beyond Nomadism will assign dedicated focal points within the project team to oversee implementation and monitoring. Regular assessments and audits will be conducted to evaluate the effectiveness of our strategies and make necessary adjustments. Ongoing training and capacity-building opportunities will be provided for staff and partners to enhance their understanding and implementation of cross-cutting issues. Community feedback mechanisms will be established to allow stakeholders to provide input on project activities and their impacts. Finally, specific indicators related to cross-cutting issues will be included in our monitoring and evaluation frameworks, and progress will be regularly reported to stakeholders.

By systematically addressing these cross-cutting issues, Beyond Nomadism's strategic plan for 2024-2028 will ensure that our project activities are inclusive, sustainable, and beneficial to all stakeholders involved. This holistic approach will help us create meaningful and lasting change in the communities we serve.

**Resource Mobilization Strategy for Beyond Nomadism (2024-2028)**

**Introduction**

Resource mobilization is crucial for Beyond Nomadism to achieve its mission of enhancing the capacities and resilience of nomadic pastoralist communities. This strategy outlines our approach to securing financial, human, and material resources from diverse sources to support our programs and initiatives from 2024 to 2028.

**Objectives**

1. Diversify Funding Sources: To reduce dependency on a limited number of donors and ensure financial stability.
2. Enhance Partnerships and Networking: To build strong relationships with stakeholders who can support our mission.
3. Improve Internal Capacity: To strengthen our organizational ability to attract and manage resources effectively.
4. Leverage Technology and Innovation: To utilize modern tools and platforms for efficient resource mobilization.

**Strategies**

1. **Diversify Funding Sources**
   * Institutional Grants: Proactively seek grants from government agencies, international organizations, and foundations. This includes identifying potential grant opportunities, developing competitive proposals, and establishing long-term relationships with grant-making bodies.
   * **Corporate Partnerships:** Engage with the private sector through corporate social responsibility (CSR) programs, sponsorships, and cause-related marketing. Building alliances with corporations that have interests aligned with our mission can provide both financial support and in-kind contributions.
   * **Individual Giving:** Develop a robust individual giving program that includes major donors, regular donors, and one-time contributions. This will involve creating compelling campaigns, personalized donor engagement, and recognizing donor contributions to foster loyalty and continued support.
   * Crowdfunding and Online Campaigns: Utilize online platforms and social media to reach a broader audience for fundraising campaigns. This includes setting up crowdfunding projects, leveraging social media influencers, and using targeted online ads to attract donations.
2. **Enhance Partnerships and Networking**
   * **Collaboration with NGOs and CSOs:** Partner with local and international non-governmental organizations (NGOs) and civil society organizations (CSOs) to co-implement projects, share resources, and amplify impact.
   * **Engage with Multilateral and Bilateral Agencies:** Strengthen relationships with agencies such as the United Nations, World Bank, and regional development banks to secure funding and technical support.
   * **Community Engagement:** Actively involve community members in the design and implementation of projects to ensure ownership and sustainability. This also builds community trust and can lead to local resource mobilization.
3. **Improve Internal Capacity**
   * **Staff Training and Development:** Invest in training programs for staff to enhance their skills in proposal writing, donor engagement, financial management, and project implementation.
   * **Resource Mobilization Team:** Establish a dedicated team responsible for coordinating and executing the resource mobilization strategy. This team will be tasked with identifying opportunities, managing relationships, and ensuring compliance with donor requirements.
   * **Monitoring and Evaluation (M&E):** Implement a robust M&E system to demonstrate the impact of our work, providing credible data to attract and retain donors.
4. **Leverage Technology and Innovation**
   * **Digital Fundraising Platforms:** Utilize platforms like GlobalGiving, GoFundMe, and Benevity to reach a global donor base.
   * **Donor Management Systems:** Implement advanced donor management software to track donations, manage donor relationships, and streamline communication.
   * **Innovative Communication Tools:** Use video storytelling, virtual reality experiences, and interactive reports to engage donors and showcase the impact of their contributions.

**Implementation and Monitoring**

To ensure the successful implementation of this strategy, Beyond Nomadism will:

* **Set Clear Targets:** Define specific, measurable, achievable, relevant, and time-bound (SMART) targets for resource mobilization efforts.
* **Regular Review Meetings:** Hold regular review meetings to assess progress, address challenges, and adjust strategies as needed.
* **Reporting and Transparency:** Maintain transparency with stakeholders through regular financial and impact reports, ensuring accountability and building trust.

By diversifying funding sources, enhancing partnerships, improving internal capacity, and leveraging technology, Beyond Nomadism aims to secure the necessary resources to support its mission from 2024 to 2028. This strategic approach will enable us to sustainably support nomadic pastoralist communities, ensuring their resilience and development in the face of ongoing challenges.

1. **Appendix.**
   1. **Strategic Implementation Matrix**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Strategic Objectives** | **Activities** | **Expected Output** | **Expected Outcome** | **Performance Indicators** |
| 1. **Education, Protection ans Inclusion.**   **Goal: Ensure equitable access to quality education and protection for vulnerable groups, promoting social inclusion.** | | | | |
| 1. To provide equal educational opportunities for all children, especially those in under-served areas 2. To improve literacy and numeracy rates in these areas 3. To increase access to education for girls and marginalized groups 4. To provide financial assistance and support for marginalized children to have access to education 5. To increase enrollment and retention rates for marginalized children 6. To improve academic achievement among marginalized children 7. To promote child rights, gender equality, and protection against exploitation 8. To raise awareness and understanding about these issues among the general public 9. To encourage active participation and advocacy for child rights and gender equality 10. To create safe spaces for children to learn, play, and grow 11. - To promote inclusion and diversity in schools 12. - To collaborate with local organizations and authorities to improve education outcomes for marginalized children | -Surveying and assessing under served areas to identify the need for education centres  -Establishing community-based education centres in those areas  -Recruiting and training qualified staff to work in these centres  - Providing educational resources and materials  -Conducting community outreach programs to encourage parents to send their children to school  - Identifying marginalized children who require financial assistance to attend school  - Providing scholarships to cover tuition fees, school supplies, and other educational expenses  - Providing mentorship and support to students to encourage academic success  - Conducting career guidance and skill development programs for marginalized students  -Conducting public awareness campaigns through various media outlets  - Hosting seminars and workshops on child rights, gender equality, and prevention of exploitation  - Engaging with local communities and stakeholders to promote child rights and gender equality  - Advocating for policy changes to protect the rights of children and promote gender equality  - Partnering with local organizations and authorities to create safe and inclusive spaces for children  - Supporting the implementation of anti-bullying and anti-discrimination policies in schools  - Providing training and resources to teachers to better serve marginalized students  - Conducting outreach and awareness programs to encourage enrollment and retention of marginalized students | -Establishment of community-based education centres in under-served areas  - Increased enrollment of children in these areas  - Improved literacy and numeracy rates among children in these areas  - Increased enrollment and retention rates for marginalized children  - Improved academic performance among these children  - Increased interest in attending school among marginalized children  -Increased public awareness and understanding about child rights, gender equality, and exploitation prevention  - Increased advocacy and participation from community members to promote these issues  - Policy changes promoting child rights and gender equality  - Creation of safe and inclusive spaces for children  - Implementation of anti-bullying and anti-discrimination policies in schools  - Improved education outcomes for marginalized children | -Equal educational opportunities for all children, regardless of their location or socioeconomic status  - Improved academic achievement among children in under-served areas  - Increased access to education for girls and marginalized groups  Improved educational opportunities and outcomes for marginalized children  - Increased likelihood of these children completing their education and pursuing higher education  - Breaking the cycle of poverty and promoting social mobility  Improved protection of children against exploitation and abuse  - Greater opportunities and equality for girls and marginalized communities  - Enhanced understanding and acceptance of child rights and gender equality  Increased access to safe and quality education for marginalized children  - Improved social integration and inclusion in schools  - Enhanced understanding of diversity and inclusion among teachers and students | -Number of community-based education centres established  - Enrollment rates in these centres  - Literacy and numeracy rates among children attending these centres  Number of marginalized children receiving scholarships and support  - Enrollment and retention rates among these students  - Academic performance among these students  Number of awareness campaigns and workshops conducted  - Level of participation and engagement from community members  - Success in advocating for policy changes  - Number of safe spaces created for children  - Implementation of anti-bullying and anti-discrimination policies in schools  - Improved academic achievement among marginalized students. |
| 1. **Sustainable Livelihoods and Food Security**   **Goal: Enhance income generation opportunities and ensure food security for communities.** | | | | |
| 1. To provide vocational training opportunities in agriculture, entrepreneurship and other income-generating activities. 2. To promote the skills development among individuals to improve their employability and income. 3. To improve access to micro-finance for individuals and small-scale entrepreneurs. 4. To provide resources and support to small-scale farmers and entrepreneurs. 5. To promote sustainable agricultural practices in the target population. 6. To diversify livelihoods and income sources in the target population. 7. To establish community food banks and support systems for those in need. 8. To create a safety net for vulnerable populations during times of crisis. | - Identifying the skill gaps and training needs among the target population.  - Developing and conducting training programs in agriculture, entrepreneurship and other income-generating activities.  - Providing skills development support to individuals, such as mentoring and coaching.  - Collaborating with the private sector to provide job placement opportunities.  - Providing micro-finance loans to eligible individuals.  - Developing and offering business support services, such as financial management and marketing.  - Collaborating with financial institutions and the private sector to create business opportunities.  - Supporting small-scale farmers and entrepreneurs through technical assistance and training.  - Conducting awareness campaigns on the importance of sustainable agricultural practices.  - Providing training to farmers on sustainable agricultural practices, such as crop rotation and pest management.  - Introducing viable alternative income-generating activities, such as handicrafts or eco-tourism.  - Collaborating with local organizations to improve access to markets for local products.  - Collaborating with local organizations to develop a food bank system.  - Conducting needs assessments to identify the groups in need.  - Developing and implementing a system for food collection and distribution.  - Providing nutritional education and support to beneficiaries. | -Increased number of trained individuals who can contribute to the agricultural and entrepreneurial sector.  - Development of locally relevant vocational training programs.  - Improved employability of individuals in the target population.  - Increased number of individuals with access to micro-finance loans.  - Improved business management practices among small-scale entrepreneurs.  - Improved financial and technical support for small-scale farmers.  - Increased awareness of sustainable agricultural practices among farmers.  - Implementation of sustainable agricultural practices in the target population.  - Development of alternative income-generating activities in the target population.  - Establishment of a functional community-based food bank system.  - Increase in the number of individuals and families receiving food support.  - Provision of nutritional education and support services. | - Increased participation of individuals in the economy.  - Improved livelihoods and economic well-being.  - Decrease in unemployment and poverty.  - Increased success rates of small businesses and farms.  - Improved ability of businesses and farms to meet their financial goals.  - Decreased poverty and increased economic growth in the target population.  - Improved environmental sustainability practices in the target population.  - Diversified livelihoods to increase economic security.  - Improved health and nutrition outcomes among the target population.  - Decreased food insecurity and malnutrition among the target population.  - Establishment of a safety net for vulnerable populations during times of crisis.  - Increased social cohesion and community participation amongst the beneficiaries. | - Number of individuals trained and employed.  - Number of local vocational training programs established.  - Employment rates among the trained individuals.  - Amount of micro-finance loans disbursed.  - Business survival rates over time.  - Increase in average incomes of small-scale farmers and entrepreneurs  - Number of farmers trained in sustainable agricultural practices.  - Number of alternative income-generating activities established.  - Area of land designated for sustainable agriculture practices.  - Number of individuals and families receiving food support.  - Volume of food collected and distributed.  - Change in nutritional status of beneficiaries over time. |
| 1. **Water, Sanitation and Health**   **Goal: Improve access to clean water, sanitation facilities, and health-care services to enhance public health.** | | | | |
| 1. To increase access to safe and clean drinking water 2. To promote good hygiene and sanitation practices in the community 3. To strengthen the local health-care system 4. To improve the quality of health-care services 5. To increase access to health-care services for disadvantaged groups | - Conducting a needs assessment to determine the most appropriate water source for the community  - Constructing and installing wells, boreholes, and water purification systems  - Providing maintenance and repair services for the water sources  - Conducting regular water quality tests to ensure the safety of the drinking water  - Developing and implementing hygiene education programs  - Conducting awareness campaigns on the importance of proper sanitation practices  - Providing training on the proper use of sanitation facilities  - Distributing hygiene kits and supplies  - Training and capacity-building for health-care workers  - Provision of medical equipment and supplies  - Conducting health screenings and awareness campaigns on preventative health-care measures  - Developing partnerships with local health-care providers and organizations | - Increased access to safe and clean drinking water in the community  - Installation of wells, boreholes, and purification systems  - Maintenance and repair services for the water sources  - Development and implementation of hygiene education programs  - Conducting awareness campaigns on the importance of proper sanitation practices  - Distribution of hygiene kits and supplies  - Strengthened local health-care system through training and capacity-building for health-care workers  - Provision of medical equipment and supplies  - Health screenings and awareness campaigns | - Improved community health and well-being through access to safe drinking water  - Decreased incidence of waterborne illnesses  - Reduced workload for women and girls who are often responsible for collecting water  - Improved community health and wellbeing through the adoption of good hygiene and sanitation practices  - Reduced incidence of waterborne illnesses  - Enhanced sanitation infrastructure and facilities  - Improved quality of health-care services  - Increased access to healthcare services for disadvantaged groups  - Improved health outcomes for the community | - Number of water sources constructed and maintained  - Quantity and quality of the drinking water provided  - Reduction in the incidence of waterborne illnesses  - Number of individuals trained in hygiene and sanitation practices  - Number of households with access to sanitation facilities  - Reduction in the incidence of waterborne illnesses  - Number of healthcare workers trained  - Availability of medical equipment and supplies  - Increase in the number of individuals accessing healthcare services |
| 1. **Governance and Social Accountability**   **Goal: Foster transparent and accountable governance structures, promoting citizen participation and empowerment.** | | | | |
| To promote transparency, accountability, and citizen engagement in governance at the local and national levels  To advocate for policies that support good governance practices  To increase citizen participation in decision-making processes  To build the capacity of community leaders, civil society organizations, and government officials in good governance practices  To promote knowledge sharing and collaboration among stakeholders  To empower individuals and organizations to effectively participate in governance processes  To establish platforms for dialogue and collaboration between communities and government authorities  To monitor and evaluate government programs and policies for effectiveness and responsiveness to community needs | - Conducting research and analysis on governance practices and policies  - Developing and disseminating policy recommendations to decision-makers  - Engaging with policymakers to advocate for transparency, accountability, and citizen engagement  - Conducting awareness campaigns to raise public awareness about governance issues  - Conducting training programs on good governance practices  - Developing and disseminating training materials and resources  - Facilitating knowledge sharing and collaboration among stakeholders  - Providing mentorship and coaching for individuals and organizations to effectively participate in governance processes  - Establishing multi-stakeholder dialogue platforms  - Facilitating open and transparent communication channels between communities and government authorities  - Conducting public hearings and consultations on government policies and programs  - Providing opportunities for community feedback and participation in decision-making processes  - Conducting independent monitoring and evaluation of government programs and policies  - Developing and disseminating monitoring and evaluation reports  - Providing opportunities for public feedback and participation in monitoring and evaluation processes  - Engaging with decision-makers to advocate for improvements based on monitoring and evaluation findings | - Policy recommendations for good governance practices  - Engagement with decision-makers to advocate for transparency, accountability, and citizen engagement  - Public awareness campaigns on governance issues  - Capacity-building programs for community leaders, civil society organizations, and government officials  - Training materials and resources on good governance practices  - Collaboration platforms for stakeholders  - Multi-stakeholder dialogue platforms established  - Open and transparent communication channels between communities and government authorities  - Public hearings and consultations on government policies and programs  - Monitoring and evaluation reports on government programs and policies  - Opportunities for public feedback and participation in monitoring and evaluation processes  - Decision-making based on monitoring and evaluation findings | - Improved governance practices at the local and national levels  - Increased public participation in decision-making processes  - Enhanced transparency and accountability in government operations  - Improved knowledge and understanding of good governance practices  - Enhanced capacity to effectively participate in governance processes  - Improved collaboration and cooperation among stakeholders  - Improved understanding and cooperation between communities and government authorities  - Enhanced participation and engagement in decision-making processes  - Improved responsiveness of governments to community needs  - Improved responsiveness of government programs and policies to community needs  - Enhanced transparency and accountability in government operations  - Increased public trust in government institutions | - Number of policy recommendations developed and disseminated  - Number of decision-makers engaged with to advocate for good governance practices  - Increase in public awareness and understanding of governance issues  - Number of individuals and organizations trained in good governance practices  - Availability and utilization of training materials and resources  - Increase in collaboration and cooperation among stakeholders  - Number of multi-stakeholder dialogue platforms established  - Frequency and quality of communication between communities and government authorities  - Number of public hearings and consultations held  - Number of government programs and policies monitored and evaluated  - Quality and usefulness of monitoring and evaluation reports  - Number of improvements made as a result of monitoring and evaluation findings |
| 1. **Peace-Building and Conflict Transformation**   **Goal: Promote reconciliation, social cohesion, and conflict resolution within communities.** | | | | |
| To address underlying tensions and grievances that contribute to conflict  To promote dialogue and understanding between conflicting groups  To build trust and cooperation among conflicting groups  To provide psycho-social support for individuals and communities affected by conflict  To address trauma and mitigate the negative impacts of conflict  To promote healing and resilience among conflict-affected populations  To advocate for policies and interventions that address root causes of conflict  To promote sustainable peace through long-term systemic change  To engage with decision-makers to promote peace-building initiatives | - Facilitating peace-building workshops and dialogue sessions  - Providing a safe space for conflicting groups to come together and share their perspectives  - Engaging with communities to identify issues and concerns that contribute to conflict  - Providing conflict resolution and communication training  - Providing psycho-social support services for conflict-affected populations  - Promoting community-based trauma healing and mental health services  - Providing training and capacity building for local organizations on providing psycho-social support  - Conducting awareness campaigns to promote mental health and well-being in conflict-affected communities  - Conducting research and analysis on the root causes of conflict  - Developing policy recommendations for addressing these root causes  - Engaging with decision-makers to advocate for policies and interventions based on research findings  - Facilitating collaboration and knowledge-sharing among peace-building practitioners and policymakers | - Peace-building workshops and dialogue sessions conducted  - Improved communication and understanding among conflicting groups  - Identification of underlying tensions and grievances  - Providing psycho-social support services for conflict-affected populations  - Promoting community-based trauma healing and mental health services  - Providing training and capacity building for local organizations on providing psycho-social support  - Conducting awareness campaigns to promote mental health and well-being in conflict-affected communities  - Policy recommendations for addressing root causes of conflict  - Engagement with decision-makers on peace-building policy and initiatives  - Collaboration platforms between peace-building practitioners and policymakers | - Reduced tensions and grievances that contribute to conflict  - Increased cooperation and trust among conflicting groups  - Improved community relationships  - Increased resilience and mental well-being among conflict-affected populations  - Enhanced understanding and acceptance of mental health issues in conflict-affected communities  - Improved access to high-quality psycho-social support services  - Improved long-term systemic change to address the root causes of conflict  - Enhanced coordination and cooperation between peace-building practitioners and policymakers  - Increased government commitment and investment in peace-building initiatives | - Number of peace-building workshops and dialogue sessions conducted  - Outcomes of dialogue sessions (e.g. increased communication, trust, and cooperation)  - Reduction in incidents of conflict  - Number of individuals accessing psycho-social support services  - Utilization rates of community-based trauma healing and mental health services  - Positive change in attitudes towards mental health in conflict-affected communities  - Number of policy recommendations developed and implemented  - Gradual and sustainable change in the root causes of conflict  - Investment and commitment of government towards peace-building initiatives |
| 1. **Humantarian Interventions**   **Goal: Provide timely and effective humanitarian assistance to communities affected by natural disasters, conflicts, and other crises.** | | | | |
| 1. To increase access to safe and clean drinking water 2. To improve the health and well-being of communities by providing safe water sources 3. To reduce the incidence of waterborne illnesses 4. To support community-led initiatives for conflict resolution and reconciliation 5. To empower communities to take ownership of the peace-building process 6. To foster long-term sustainable peace in conflict-affected communities 7. To provide psycho-social support for individuals and communities affected by conflict 8. To address trauma and mitigate the negative impacts of conflict 9. To promote healing and resilience among conflict-affected populations | - Conducting a needs assessment to determine the most appropriate water source for the community  - Constructing and installing wells, boreholes, and water purification systems  - Providing maintenance and repair services for the water sources  - Conducting regular water quality tests to ensure the safety of the drinking water  - Engaging with community leaders and stakeholders to identify conflict resolution needs  - Providing resources and support to community-led peace-building initiatives  - Facilitating networking and collaboration among community groups working towards peace  - Providing training and mentorship to community leaders on conflict resolution | - Increased access to safe and clean drinking water in the community  - Installation of wells, boreholes, and purification systems  - Maintenance and repair services for the water sources  - Community-led peace-building initiatives supported  - Collaborative networks established among community groups  - Community leaders trained on conflict resolution | - Improved community health and well-being through access to safe drinking water  - Decreased incidence of waterborne illnesses  - Reduced workload for women and girls who are often responsible for collecting water  - Increased community ownership and engagement in the peace-building process  - Enhanced capacity of communities to resolve conflicts and promote reconciliation  - Improved long-term sustainability of peace | - Number of water sources constructed and maintained  - Quantity and quality of the drinking water provided  - Reduction in the incidence of waterborne illnesses  - Number of community-led peace-building initiatives supported  - Collaborative networks established among community groups  - Change in perception of community members regarding the effectiveness of community-led peace-building initiatives |
| 1. **Social and Environmental Protection**   **Goal: To ensure social and environmental protection in semi-arid and arid land.** | | | | |
| 1. To promote responsible behavior and practices among individuals and businesses 2. To encourage recycling, energy conservation, and sustainable sourcing of materials 3. To reduce negative environmental impacts 4. To advocate for regulations and legislation that promote social and environmental protection 5. To involve communities in the protection of natural resources 6. To promote eco-tourism and eco-friendly livelihoods 7. To leverage sustainable livelihood approaches and harness economic opportunities | - Conducting public awareness campaigns on responsible behavior  - Providing education and training on environmental practices  - Providing recycling bins and encouraging their use  - Engaging in policy advocacy at the local, national, and international levels  - Lobbying government officials and policymakers for policy changes  - Forming coalitions and partnerships to promote policy changes  - Conducting research and analysis to support evidence-based policy recommendations | - Increased adoption of sustainable practices by individuals and businesses  - Increased recycling rates and reduced energy consumption  - Reduced negative environmental impacts  - Increased awareness and support for policy changes  - Adoption of policies and regulations that promote social and environmental protection  - Improved protection of social and environmental rights  - Identifying and promoting eco-tourism opportunities  - Establishing community-based natural resource management programs | - Improved environmental quality and sustainability  - Reduced waste and pollution  - Improved health and well-being of individuals and communities  Improved social and environmental conditions  - Reduction in negative environmental impacts  - Enhanced protection of vulnerable communities  - Increased participation in eco-tourism and sustainable livelihoods  - Development of natural resource management programs  - Increased adoption of sustainable livelihoods and environmental approaches | - Number of individuals and businesses adopting sustainable practices  - Reduction in waste and energy consumption  - Improvement in environmental quality indicators  Number of policies and regulations enacted at the local, national, and international levels  - Reduction in negative environmental impacts  - Improvement in social and environmental outcomes  - Number of individuals and communities participating in eco-tourism and sustainable livelihoods  - Changes in natural resource management outcomes, such as improved forest cover or water quality  - Economic growth and improved livelihoods for communities |