



The Development Arm of

The Catholic Diocese of Garissa

Strategic Plan
2019 - 2024



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ACRONYMS AND ABBREVIATIONS

ASAL	- Arid and Semi-Arid Areas
CBO	- Community Based Organization
CBHC	- Community Based Health Care
CDG	- Catholic Diocese of Garissa
CG	- Caritas Garissa
CJPC	- Catholic Justice and Peace Commission
CMDR-R	- Community Based Disaster Risk Reduction
CoK	- Constitution of Kenya
CRS	- Catholic Relief services
CSO	- Civil Society Organizations
CWSB	- Coast Water Service Board
FBO	- Faith Based Organization
FGM	- Female Genital Mutilation
GBV	- Gender Based Violence
GoK	- Government of Kenya
HBC	- Home Based Care
HH	- Household(s)
HIV/AIDS	- Human Immune-Deficiency Virus/Acquired Immune Deficiency Syndrome
IEC	- Information Education and Communication (materials)
IGA	- Income Generating Activities
KARI	- Kenya Agricultural Research Institute
KCCB	- Kenya Conference of Catholic Bishops
KEFRI	- Kenya Forest Research Institute
ME	- Monitoring & Evaluation
MEAL	- Monitoring Evaluation and Learning
MFI	- Micro Finance Institution
MIS	- Management Information System
NEMA	- National Environmental Management Authority
NGO	- Non- Governmental Organization
OD	- Open Defecation
ODF	- Open Defecation Free
OVCs	- Orphans and Vulnerable Children
PLHIV	- People Living with HIV
SGBV	- Sexual and Gender Based Violence
SILC	- Savings and Internal Lending Community
SWOT	- Strengths, Weaknesses, Opportunities & Threats
VCD	- Value Chain Development
VCT	- Voluntary Counseling and Testing
WASH	- Water Sanitation and Hygiene
WRMA	- Water Resources Management Authority

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PREFACE - WORD FROM THE BISHOP

I greet you all in the name of our Lord Jesus Christ.

After having completed the Strategic Plan for the Catholic Diocese of Garissa and presented it to you, now I have once again the pleasure to present to you the Strategic Plan of Caritas Garissa.

The Latin word '*caritas*' means charity or love.

"Love of neighbor, grounded in the love of God, is first and foremost a responsibility for each individual member of the faithful, but it is also a responsibility for the entire ecclesial community at every level: from the local community to the particular Church and to the Church universal in its entirety. As a community, the Church must practice love. Love thus needs to be organized if it is to be an ordered service to the community." **Pope Benedict XVI, *Deus Caritas Est*.**

The Church's deepest nature is expressed in her three-fold responsibility: of proclaiming the word of God (kerygma – preaching the Word), celebrating the sacraments (leitourgia - liturgy), and exercising the ministry of charity (diakonia - service). These duties presuppose each other and are inseparable.

Pope Francis tells us that the ministry of charity in the Church is not on the same level as that of the NGO's. For the Church, charity is not a kind of welfare activity which could equally well be left to others, but is a part of her nature, an indispensable expression of her very being because as Jesus thought us that we will always have the poor and suffering around who cry out for our help and consolation.

This Caritas Garissa Strategic Plan builds on the 3rd pillar of the above mentioned Strategic Plan of the Catholic Diocese of Garissa that deals with the integral human development which encompasses health programs, gender and human rights, water, sanitation and hygiene, livelihoods and peace building amongst others. In fact the mission statement of Caritas Garissa, inspired by Gospel values, is to support integrated community interventions, for a just and sustainable community.

As Caritas Garissa seeks to achieve its mission, it endeavors to put the values which are founded on the Catholic Social Teachings, such as respect of the human person as an image of God, option for the poor and vulnerable, high moral integrity and good stewardship.

The Catholic Diocese of Garissa, through Caritas Garissa, is committed to show our respect for God by our stewardship of creation. We are called to protect people and the planet, living our faith in relationship with all of God's creation.

This Caritas Garissa Strategic Plan is another milestone in the life of the Catholic Diocese of Garissa. It is the fruit of the contributions coming from all the stakeholders. It will serve as a tool to achieve and develop our ministries of service and charity in favor of our people, especially those in material and social needs.

I would like to thank all those who contributed to this Strategic Plan: the parish priests, priests, Sisters, lay faithful and especially the Caritas Garissa personnel, who under the guidance of the Holy Spirit, succeeded to draw up such a plan. Let it guide us to achieve our goals together and grow as a servant Church for the glory of God.

May God bless you.



Rt. Rev. Joseph Alessandro, OFM Cap.
Bishop of the Catholic Diocese of Garissa

WORD FROM THE CHAIRMAN

“Charity is no substitute for justice withheld”-St. Augustine.

I am privileged and humbled to be part of this strategic plan of the Caritas Garissa. It is my belief that this plan is not just wishful thinking and an imitation of other organizations. It is rather a sign of our renewed commitment to reengineer our understanding of what it means to offer appropriate service to our people in an effective and efficient manner.

This plan provides basis for the activities we will undertake in the next five years. It arms us with very important tools that will fundamentally impact our activities. These include the vision, mission, values and the strategy to be used in Caritas Garissa. This strategic plan will determine our direction as Caritas Garissa and it is my hope and prayer that it will help us all focus our efforts and ensure that we work towards a common goal.

This strategic plan combines the lessons learnt in the past and the principles of catholic social teaching. Including the lessons learnt in the past in our strategic plan, assist us not to make the same mistakes and not to apply the same solutions to the same problems that never worked in the first place.

This will help us achieve sustainable outcomes in our particular context. The catholic social teachings on the hand provides us with a foothold. It reminds us that we are a catholic undertaking and not just another NGO.

We are the development arm of the Catholic diocese of Garissa and hence we are bound by the teachings of our Lord Jesus Christ and of our Mother Church, the one, holy and apostolic Church. At the core of our mission is to ensure, protect and further the dignity and justice of every human person and especially the most marginalized in our midst irrespective of their tribe and creed. We are committed to placing people at the center of all our activities.

It is my humble request to men and women of goodwill to kindly partner with us to make this dream a reality since without your support, this strategy will remain just a pipe dream.

Fr. George Muthaka O.F.M. Cap.
Chairman
Caritas Garissa Board

EXECUTIVE SUMMARY

In light of the dynamic operational context, within the vast jurisdiction of the Catholic Diocese of Garissa (CDG), Caritas Garissa recognizes the need for strategic (re)positioning in line with the Third pillar of the CDG strategic Plan, to assure continued relevance and effectiveness. The purpose of the Caritas Garissa strategic plan (2019-2024) is to provide a common understanding of, and vision for effective service and availability for consolation and help for those suffering in need within CDG.

Caritas Garissa has made a conscious choice to continue supporting evangelization through social-economic development as its core business in this plan period. In this regard, the organization has prioritized 5 focus areas.

1. Building Sustainable Livelihoods – seek to contribute to stable, diversified and improved livelihoods for targeted beneficiaries through two objectives:
 - To improve food availability and access for pastoral farmers and smallholder farm families in targeted areas and
 - To increase access to sustainable safe water, Sanitation and improved management and governance of water resources in target communities.
2. Justice and Peace - seeks to contribute to existence of sustainable peace as well as advocate for justice within and amongst communities within the CDG.
3. Care for the environment/ Climate change Adaptation and mitigation– To reduce the impact of climate change on vulnerable communities and the environment through disaster preparedness and mitigation, relief and recovery.
4. Critical Issues Mainstreaming -HIV/AIDS And Gender – we seek to ensure quality health care services are sustainably provided to target beneficiaries and To reduce gender inequalities and ensure that youth, women and men have equal rights and opportunities in access to and control of resources and power.
5. Organizational Strengthening/ Governance - To further nurture and develop the Caritas Garissa into a dynamic, effective and sustainable entity.

1.0 Introduction

The Catholic Diocese of Garissa was established by H.H. Pope John Paul II of happy memories on February 3, 1984 with Bishop Emeritus Paul Darmanin as the first Bishop (1984- 2016). He was succeeded by Bishop Joseph Alessandro who has been instrumental in the support of this Strategic plan.

CDG runs a number of Pastoral and Development programs in collaboration with various actors. Such stakeholders include amongst others beneficiaries/ faithful; peer institutions, other churches and church structures; people of other faiths; the Government of Kenya (GoK); as well as various development partners. The CDG jurisdiction covers Garissa County, Wajir County, Mandera County and 3 quarters of Tana River County.

Garissa County covers an area of 44,174.1 Km². The county borders the Republic of Somalia to the East, Lamu County to the South, Tana River County to the West, Isiolo County to the North West and Wajir County to the North¹. It has six sub-counties which include: Fafi, Garissa, Ijara, Lagdera, Balambala and Dadaab.

Wajir County borders Somalia to the East, Ethiopia to the North, Mandera County to the North East, Isiolo County to the South West, Marsabit County to the West and Garissa County to the South. The county comprises of eight sub-counties namely

Wajir East, Tarbaj, Wajir West, Eldas, Wajir North, Buna, Habaswein and Wajir South. It is further divided into 28 divisions, 128 locations and 159 sub-locations. The county has 6 constituencies namely Wajir East, Tarbaj, Wajir west, Eldas, Wajir South and Wajir North and has 30 electoral wards. Wajir North and Wajir South constituencies have the largest number of wards at 7, and the rest have 4 each².

Mandera County has a population of 1,025,756 (2009 census)[1] and an area of 25,797.7 km². The county has six constituencies: Mandera West Constituency, Mandera East Constituency, Mandera North Constituency, Banissa Constituency and Lafey Constituency.

Tana River County, borders Kitui County to the West, Garissa County to the North East, Isiolo County to the North, Lamu County to the South East and Kilifi County to the South. The county lies between latitudes 000'53" and 200'41" South and longitudes 38025'43" and 40015' East. The county has a total area of 38,862.2 Km² with a projected population of 349,338 (KNBS, 2018) and covers about 76 kms of the coastal strip. The County is composed of three administrative sub-counties namely: Bura, Galole and Tana Delta, and three constituencies namely: Galole, Bura and Garsen with 15 electoral wards.



1.1 Background of the strategic planning process

The Strategic Plan 2019-2024 is a result of a process that began in 2016 with the support of Caritas Spain. It began by an organization capacity Needs Assessment project of Caritas Garissa followed by a Livelihood survey to identify needs and gaps within the communities.

One of the main challenges that hampered the development of the Plan is that Caritas Garissa is not a stand-alone legal entity but operates as the social arm of the Catholic Diocese of Garissa. It is a fact that sustainable development work needs its autonomy to function effectively but the Church had to be involved in the strategic planning process.

The mandate for Caritas Garissa is drawn from the gospel value of love of neighbor, this form of charity is not a kind of welfare activity which could equally well be left to others, but is a part of the Church nature, an indispensable expression of her very being.

“Love of neighbor, grounded in the love of God, is first and foremost a responsibility for each individual member of the faithful, but it is also a responsibility for the entire ecclesial community at every level: from the local community to the particular Church and to the Church universal in its entirety. As a community, the Church must practice love. Love thus needs to be organized if it is to be an ordered service to the community.”

Pope Benedict XVI, Deus Caritas Est.

This Strategic plan builds from the 3rd pillar the currently developed Diocesan plan of 2019-2024. It was deeply participatory and entailed a series of strategic reviews and consultations that drew participants from across the entire Diocesan fraternity and various stakeholders. A four day strategic planning workshop was subsequently organized to enable joint deliberations on the CDG's future direction.

The planning process provided opportunities for self-reflection and learning, besides being a basis to further refine its identity, mandate and focus. The outcomes of the reviews, reflections and analysis have been used to develop this strategic plan document.

2.0 PESTEL (Political, Environmental, Social, Technological, Economical, Legal) ANALYSIS of Wajir, Mandera, Tana River and Garissa counties)

The Republic of Kenya is a developing country of East Africa lying at the equator. It is surrounded by the Indian Ocean, Somalia, Ethiopia, Sudan, Uganda and Tanzania. In East Africa Kenya is the largest and most advanced economically. The North Eastern region is one of the former provinces in Kenya. It has a land area of 127,358.5 km², with its capital at Garissa. Previously known as the Northern Frontier District (NFD), the territory was carved out of the Juba land region of present-day southern Somalia during the colonial period. It is and has historically been exclusively inhabited by ethnic Somalis. In this region of Kenya, nearly 70% of residents live in poverty and have poor access to basic services. Livestock is the main source of food and income for the residents. However, frequent droughts pose a significant threat to their main source of livelihood. The socio-economic indicators fall below the national average as indicated by female literacy rates at 41% which is below the national average of 89%⁴.

2.1 Political Environment

Kenya has registered two major milestones in its political context: the new constitution in 2010 and 2013 March elections. Prior to that Kenya was divided into 7 provinces. During this era, election related tensions such as the 2008 ethnically charged post-election violence existed. These were also followed by sporadic terrorism related incidents. However, Kenya has been placed in the forefront of African countries to have a major role in putting Africa on the world map in terms of economic prosperity and political stability .

Currently, Kenya is divided into 47 Counties. The president is the Head of State and government. Each county is led by a County government. The county governor and the deputy county governor are the chief executive and deputy chief executive of the county, respectively. The deputy county governor should act as governor when the county governor is absent.

The county government in Kenya has three arms; (1) County Executive (Committee) (2) the Legislature (County Assembly) (3) The Public Service (County Public Service Board).

The constitution of Kenya 2010 in Article 179 bestows the executive authority of the county to the county executive committee. The county executive committee consists of (1) the county governor and the deputy county governor (2) members the county governor appoints, with the approval of the assembly, from among persons who are not members of the assembly: Members of County Executive Committee are equivalents of “county ministers” of “County cabinet secretaries.

They are accountable to the county governor while performing their functions and exercising their powers. They head the various departments of the county government such as Gender, Finance, Trade and Cooperatives, Agriculture, Livestock and Fisheries etc.

The Kenyan constitution guarantees fundamental right and freedom to all individuals. It provides right for principles, such as prohibition of inhuman treatment and protection from slavery and forced labor. The tax system in the country is based on a PAYE scheme and is progressive in nature. Value Added Tax (VAT) rates in the country are high i.e. 17% on all goods with the exemption of unprocessed agricultural products and processed foodstuffs.

2.2 Economic Environment

The Kenyan economy is market based with a few state-owned enterprises and a liberalized trade system. According to the UN Human Development Index, Kenya stands at 147th position. Kenya’s economy is highly dependent on agriculture and industrial sector still remains underdeveloped. Most of the foreign aid received by the country is used to import a majority of consumer goods. The main industry sectors in Kenya consist of mining, horticulture, tourism, manufacturing and information technology. But the mainstay of the Kenyan economy is still agriculture.

Agro-pastoralism (crops and livestock) is the economic mainstay. Crop and livestock are subsistence (with very minimal use of off-farm inputs), interdependent and equally important to the communities’ livelihood. Since there is a 96% of probability of food crop failure (Rain –fed), the rural population considerably rely on off farm food supply from the grain market by selling their animals. At household level, the cash income derived from livestock keeping is estimated 93% of all cash income. Livestock are therefore used as living banks in case of cash needs.

Garissa County is the Hub and major trading center in North Eastern and part of Coast regions. It provides an enabling environment of conducting business both for locals and international investors/communities.

Nearly half of county population especially middle earners get their income from business. On average 7 out of 10 new jobs are created in the informal sector. The main economic activities are in the agriculture, Trade, Small Manufacturing, hotels, and transport services. Majority of businesses are not registered and a good percentage operate on temporary structures/ market stalls.

The Micro Small and Medium Enterprise Sector plays’ an important role towards the County’s economic growth, employment creation, poverty reduction and development of an industrial base and therefore must be prioritized.

2.3 Social Environment

Garissa, Mandera and Wajir counties have a large ethnic-Somali population, which is sub-divided into 5 major clans: Degodia, Ogden, Garre, Ajuran and Murulle. Though there are other small clans, they are affiliated and immersed in these larger clans. The 3 counties also have a large population of internally displaced persons and refugees. Clan dynamics have significantly contributed to historical grievances.

Inter communal clashes are a main cause of insecurity and instability in this region. The communities that live in Tana River are agro-pastoralists and live within tribal/ religious boundaries. The tribes consist of the Pokomo, Orma, Wardei, Munyoyaya, Malakote and Sanya. Due to the errant rainfall the farming activities in the area are carried out using the flooding method along the Tana. This is not in large scale but for subsistence. Pastoralism is practiced in the hinterland of the district.

Poverty, inequality and high rate of unemployment are the main cause of social-economic grievances which eases the recruitment of young men into armed groups and radicalization of Kenya’s youth. The widespread proliferation of ammunition has fueled clashes making them lethal.

Such injustices and marginalization among Kenya’s minority ethnic and religious groups have provided an enabling environment for the Al-Shabaab agenda.

This is aggravated by competition for scarce resources such as water and pasture which are greatly affected by population growth, refugee influx, land degradation, natural hazards and climate change.

Wajir, Mandera, Garissa and Tana River have been identified as the most marginalized counties in Kenya. Poverty and underdevelopment are high and ranked at 49% in Garissa and at 89% in Mandera.

The Northeastern counties are the leading recipients of devolved funds. For example, Wajir County received USD 88 Million from the devolved funds kitty and this led to an improvement in the education and health infrastructure. The vastness of these counties served by Garissa Diocese against the diminishing resources pose a threat to service delivery.

2.4 Technological Environment

M-pesa is an internationally recognized mobile money service that enables consumers and merchants to send and receive payments through their mobile phones. The Kenya's ICT sector was liberalized in 2000 and this has led to the transition from 2G, to 3G and now 4G Long Term Evolution (LTE). Kenya is one of Africa's leading countries in ICT innovation and services served by providers such as: Safaricom, Airtel and Telkom.

The country has wide mobile telephone network coverage, the bandwidth has increased over time, tariffs have reduced and quality of the network has improved. Nevertheless, transport infrastructure in the North Eastern region of Kenya should be improved to create an enabling business environment for economic growth and investment.

2.5 Environmental Factors

The geographical climate of that covers the jurisdiction of CDG can be described as arid and semi-arid ASAL and lies within ecological zones IV-VI. The mean annual rainfall range between 300mm and 500mm. The rainfall distribution in the areas is not uniform and differs considerably from the coastline in the south to the hinterland in the north and the rains are erratic when they come. As such the weather patterns and climatic conditions pertinently dictate the livelihoods of the communities within these areas.

The area is best suited for livestock production; however crop production activities are undertaken in area through irrigation especially along the River Tana. The ASAL areas have been generally ignored when it comes to development by the government due to: 1) low population density, 2) insecurity 3) a history of government neglect and 4) social isolation from the predominantly the richer southern regions. The scarce resources in the ASAL regions leads to severe environmental degradation of land and pasture that immensely contributes to the often experienced inter – ethnic conflict.

Wajir county, Environmental degradation is attributed to illegal encroachment, droughts, floods, deforestation, overgrazing and uncontrolled felling of trees for charcoal. Sanitation is also poor with only 23 per cent of the population having access to toilets.





Climate change effects are evidenced by erratic rainfall patterns, occurrence of frequent and prolonged droughts which affect food security and outbreak of waterborne diseases.

Mandera County is affected by over grazing, charcoal burning, and quarrying activities which are the leading environmental degradation causes in the county. The county is also affected by poor waste disposal in settlement areas and towns. Other effects of environmental degradation experienced in the county are soil erosion, wind storms, formation of gullies, drought, climate change and floods during rainy season.

Garissa County, the major degraded areas are around the refugee camp that is in Dadaab and Fafi Sub Counties as a result of over harvesting of fire wood and construction materials. Activities that have contributed greatly to environmental degradation in the county include: illegal encroachments and unplanned human settlements, logging and over-grazing, mushrooming of settlements on grazing land, increase in population, climate change, influx of refugees and charcoal burning. Frequent floods during rainy season have also contributed greatly to environmental degradation.

Tana River County is divided into four agro-ecological zones namely: CL 3 Coconut – Cassava zone (nonASAL), CL4 Cashew nuts- Cassava zones where the main economic activity is peasantry mixed farming; CL5 Lowland Livestock zone and CL6 Lowland Ranching zones where the locals are involved in pastoral activities. The soils range from sandy, dark clay and sandy loam to alluvial deposits. The soils are deep around the riverine environments but highly susceptible to erosion by water and wind. Soils in the hinterlands are shallow and have undergone seasons of trampling by livestock, thus are easily eroded during rainy seasons. The vegetation ranges from scrubland to thorny thickets within the riverine area. Shrubs and annual

grasses dominate most parts of the region. However, there are enclaves of trees and perennial grasses dominating wetter parts. An invasive tree species called *Prosopis Juliflora*, commonly known in the area as 'Mathenge' (named after the person who introduced it from Australia) has spread rapidly in the area and is threatening to replace most of the indigenous vegetation.

2.6 Legal Environment

It was introduced for fuel wood production in the Bura Pilot Irrigation Scheme. It grows fast and chokes other vegetation, watering points and the canals, and is colonizing most of the areas that are not cropped, including the riparian environments.

The Kenyan Constitution is the supreme law of the Republic of Kenya. This Constitution was approved by 67% of Kenyan voters and promulgated on 27th August 2010. The Judiciary of Kenya interprets and implements the law of Kenya. In the past, residents of North Eastern Kenya had to travel to Embu to access a high court, in 2014; the high court was opened and is marked as one of the fruits of devolution in Kenya. Article 19 of the constitution addresses conflict of laws between National and county governments where by National legislation overrides county legislation. However, National government is constitutionally barred from intruding willfully with the county government under the fourth schedule. Parliamentary approvals are required in exceptional cases outlines in Article 191 and 192.

3.0 Stakeholders Analysis

Caritas Garissa has identified, and will collaborate with the following categories of stakeholders over the period of this strategic plan. These are based on systematic thinking and the need for integrated human development programs.

Stakeholder Classification

FAITH BASED AND CIVIL SOCIETY ORGANIZATIONS

<ol style="list-style-type: none"> 1. KCCB/ Archdiocese Metropolitan/ CDG 2. Caritas Internationalis Member organizations(CIMOs) 3. Non-Governmental Organizations 4. CBOs/ community based institutions 5. Diocesan church structures 	<ol style="list-style-type: none"> 1. Evangelization, 2. Resource Mobilization 3. Projects implementation 4. Capacity building 	<ol style="list-style-type: none"> 1. Supportive working structure, leadership and direction. 2. Joint coordination and planning of programs 3. Shared learning 4. Financing 5. Networking for L&A 6. Joint project implementation
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GOVERNMENT/ AUTHORITIES

<ol style="list-style-type: none"> 1. National Government Ministries (Health, Water Education etc.) 2. Relevant County Government Ministries 3. Parastatals e.g. NWSB, CWSB, WRMA, NEMA etc. 	<ol style="list-style-type: none"> 1. Regulation & oversight 2. Public service delivery 3. Project implementation 4. Policy (re)formulation 	<ol style="list-style-type: none"> 1. Joint coordination and planning of programs 2. Influence on the distribution of local resources. 3. Capacity development 4. Policy development
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FUNDING ORGANIZATIONS/ SOURCES

<ol style="list-style-type: none"> 1. Institutional Donors 2. Grant makers and Foundations 3. Bilateral/ Multilateral donors 4. Community resources 	<ol style="list-style-type: none"> 1. Provide funding 2. Offer project Visibility 3. Technical Expertise and Financial backstopping 4. Networking 	<ol style="list-style-type: none"> 1. Support Project implementation. 2. Consortia Resource Mobilization 3. Learning and Sharing Knowledge
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TECHNICAL SUPPORT ORGANIZATIONS

<ol style="list-style-type: none"> 1. Research Institutions e.g. KARI, KEFRI 2. Universities 	<ol style="list-style-type: none"> 1. Research & innovation 2. Technical support 3. Capacity development 4. Social entrepreneurship 	<ol style="list-style-type: none"> 1. Knowledge sharing/ learning 2. Innovation 3. Capacity development
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PRIVATE SECTOR

<ol style="list-style-type: none"> 1. Foundations 2. Private Companies 3. Philanthropists 4. Banking Institutions 	<ol style="list-style-type: none"> 1. Financial support 2. Technical support 3. Capacity building 	<ol style="list-style-type: none"> 1. Support Project implementation 2. Learning and knowledge sharing 3. Product development. 4. Joint Resource fundraising
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3.1 Risk Analysis

Risks	Mitigating Actions
Donor dependency	<ul style="list-style-type: none"> • Create awareness on self-reliance • Establish projects in Parishes, Schools and for solidarity groups and other groups within the Church • Encourage the Christians to support local church (this will only happen when you teach the Christians a sense of ownership, e.g. the one block per Christian idea reflecting on the Church as living stones on which the body of Christ is built.)
Recurrent droughts and natural hazards	<ul style="list-style-type: none"> • Invest in water supply projects • Establishing Social protection projects • Developing of an emergency response preparedness plan (ensure the society/communities own these projects for their sustainability) • Push for policies that caution people against such hazards / disasters.
Inter Clan/communal clashes	<ul style="list-style-type: none"> • Developing peace initiatives programs • Strengthening of village peace committees and strengthening traditional mechanism for conflict resolution. • Community dialogues involving national and county government • Development of connector projects. • Lobby for establishment and presence of security personnel • Supporting community policing initiatives.
Reducing donor funding	<ul style="list-style-type: none"> • Marking of Caritas day and World day of the poor through fundraising activities • Strengthening communication oriented- fundraising activities • Developing of a fundraising strategy • Explore possibilities for investment on in housing projects, commercial buildings, business parks etc.
Political Influence	<ul style="list-style-type: none"> • Build good relations and information sharing without compromising on the organizational values. • Lobby and advocacy initiatives through coalitions and networks
High Staff turnover	<ul style="list-style-type: none"> • Focus on training, professionalism and competency so that the staff will contribute towards the realization of the strategic plan. • Developing competitive and supportive Policies and guidelines

Food insecurity	<ul style="list-style-type: none"> • Promote climate smart agriculture- use of drought tolerant seeds, low cost irrigation systems and conservation agriculture • Use of modern technology and innovation in production and value addition. • Introducing SILC and VSLA models for household economic strengthening initiatives
Harmful traditional & cultural practices.	<ul style="list-style-type: none"> • Training and seminars on values at all levels • Encourage positive cultural change. • Creating awareness on the harmful traditional practice



3.2 SWOT Analysis

. The SWOT (Strength, Weaknesses, Opportunities and Threats) analysis was used in looking closely at the strengths and weaknesses Caritas Garissa has (internally) and opportunities and threats come across from the external environment.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. We enjoy the good will of his Lordship the bishop and the Clergy. 2. Well established organization structure- with lines of authority and responsibility 3. We have a capacity to adapt to a hostile environment, with a poor infrastructure. 4. We have a small team with good linkages. 5. We have built staff capacity and continue to do so. 6. We have qualified staff in key positions covering a broad range of development activities. 7. We have a good relationship with stakeholders. 8. We have a unity of purpose. 9. We are able to give services regardless of religion. 10. We have built credibility with the community. 11. There is a permanency of the institution. 	<ol style="list-style-type: none"> 1. We have a poor financial base that is dependent on only one donor. 2. We have not evaluated the skills of our staff. 3. Young clergy come with few skills in development management. 4. We are currently concentrating in One County. 5. We are slow in making decisions. 6. We few staff with skills in fund raising, proposal writing and team building. 7. We are not using all our opportunities. 8. There is understaffing with a number of key positions not filled. 9. There is lack of staff motivation.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. We have a strong partner whose skills could help us develop a strategic plan. 2. We can form better linkages among the parishes. 3. Devolution has opened up collaboration. 4. We have a staff with a wealth of experience and skill that we could use for a better output. 5. We have the ability to document and act on the ideas with the personnel. 6. We have shown the ability to collaborate with other stakeholders. 	<ol style="list-style-type: none"> 1. Economic instability (Exchange rate and High Inflation rate) 2. Stringent Donor conditions 3. Difficult terrain hindering pastoral outreach 4. Early marriages 5. HIV and AIDS disease and condition are hindrance to development 6. Low literacy levels 7. Harmful traditional and cultural practices 8. Climate changes 12. Population growth in relation to low productivity and household food security. 13. World Financial crunch (reduced donor funding) 14. Insecurity, radicalization and fundamentalism 15. Poverty

4.0 Vision, Mission, Core Values

VISION STATEMENT:

An empowered, peaceful and robust community living harmoniously with nature.

MISSION STATEMENT:

Inspired by Gospel values, Caritas works to support integrated community interventions, for a just and sustainable community.

CORE VALUES:

As we seek to achieve our mission, we endeavour to put the following values which are founded on the Catholic social teachings and identity into practice both within the organisation and in our programmes and relationships:

1. Human Dignity - Respect of the human person as an image of God:

Human life is sacred and that the dignity of the person is the foundation of a moral vision for society. As a Christian organization, Caritas Garissa belief in the sanctity of human life and the inherent dignity of the human person is the foundation of all the principles of our social teaching.

2. Solidarity- Inclusivity and Partnerships

We believe that all people have a right to participate in the economic, political, and cultural life of society. Caritas Garissa will foster collaboration and work with other like-minded partners to provide integral humanitarian and economic interventions to communities for greater impact.

3. Option for the Poor and Vulnerable:

Caritas Garissa commits to provide need-based services and interventions with sustainable impact on the lives of the needy.

4. Integrity:

We are guided and live by Christian values and such services will be anchored on high moral integrity and good stewardship.

5. Stewardship of Creation:

Caritas Garissa is committed to showing our respect for God by our stewardship of creation. We are called to protect people and the planet, living our faith in relationship with all of God's creation.

Climate Change as an environmental challenge has fundamental moral and ethical dimensions which cannot be ignored.

6. Transparency and Accountability:

We uphold accountability and transparency in service to humanity. We shall remain open, frank and honest with all our stakeholders in all our communications, transactions and operations.

7. Professionalism:

We uphold professionalism to ensure quality, effective and efficient service delivery to the community. We shall exercise professionalism in conducting our business. We shall aspire for and value excellence in all we do and the services we provide.

5.0 Strategic Direction and Approach

5.1 Strategic Direction

Caritas Garissa recognises that a variety of responses are needed in order to make a difference to the lives of poor and marginalised people in the communities within the CDG jurisdiction. This commitment to a broad-based approach has been re-affirmed in the new CDG strategic plan (2019-2024).

"CDG will thus address this by promoting just and equitable society; improving human conditions; and expanding livelihood options. With regard to livelihoods strengthening, we will pursue the integrated sustainable livelihoods framework which addresses issues of economic wellbeing, ecological wellbeing and poverty alleviation simultaneously. These interventions will be undertaken concurrently with evangelization and pastoral care."

Caritas will develop and implement 8 organisational programmes during the lifetime of the plan, 3 of which are on broad-based topics, 2 on more specific but critical issues and 3 on Institutional Capacity and Finance:

A. Broad-based programmes

Integrated Sustainable Livelihoods: seek to contribute to stable, diversified and improved livelihoods for targeted beneficiaries through;

- Facilitation adequate living conditions, including adequate and consistent access to productive assets or opportunities as well as basic social services (education, health, water, etc.).
- Support of social justice, including attention to justice, peace, equity, fair power relations and access to all human rights. This includes quality and enforcement of legal and policy framework amongst communities within the CDG.
- Strengthening community to effectively manage complex emergencies and Emergency Response – preparing for Emergency and Recovery Response services to the affected communities. As the enormous impact of climate change on the environment becomes increasingly evident; addressing issues of climate change adaptation have become an imperative in our work.

B. Critical Mainstreaming issues

- Responding to HIV- To reduce vulnerability to HIV and mitigate the impact of HIV and AIDS on poor and marginalised communities
- Promoting Gender Equality- To reduce gender

inequalities and ensure that youth, women and men have equal rights and opportunities in access to and control of resources and power.

C. Institutional Capacity and Finance

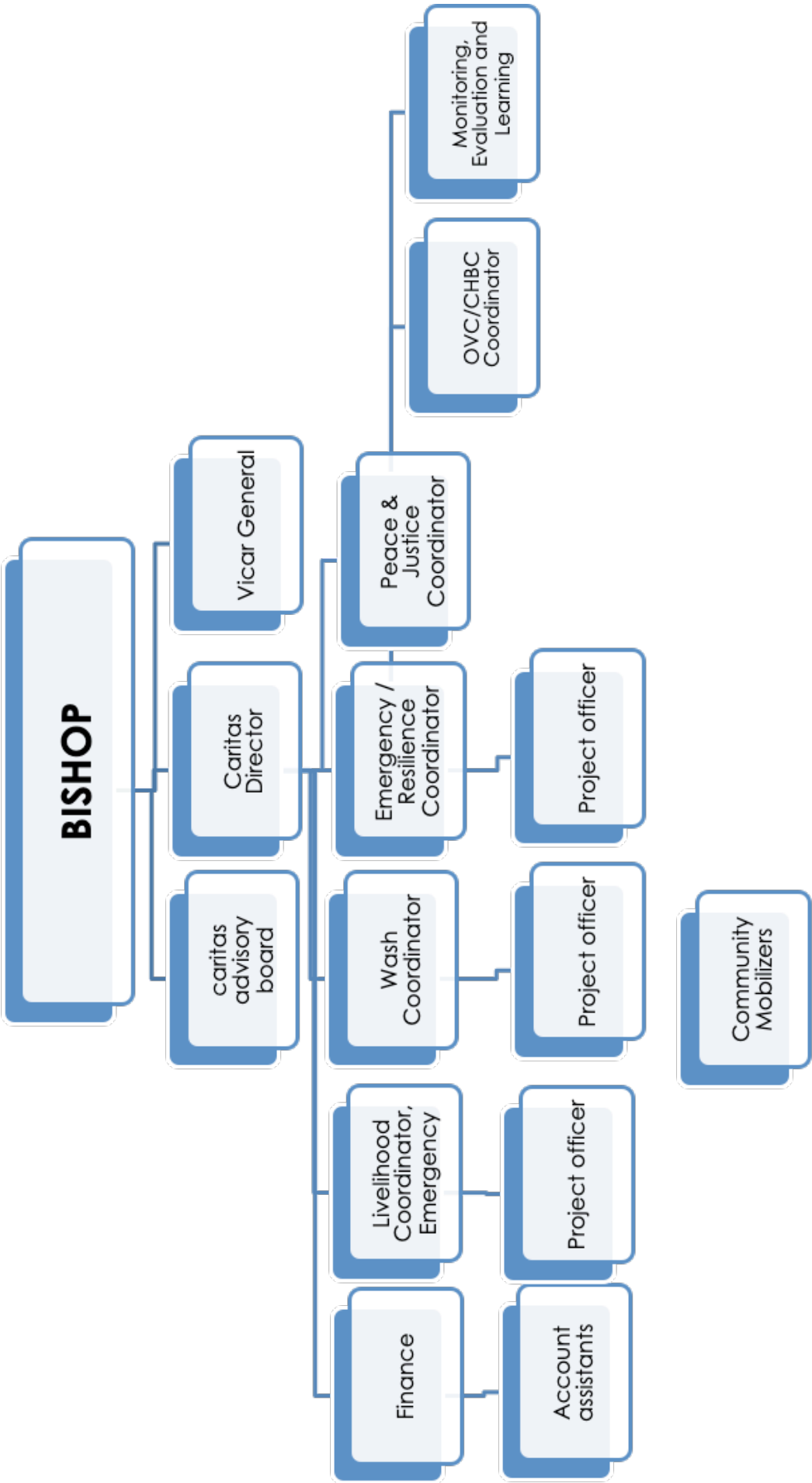
To deliver our promises on this ambitious work programme requires a strong organisation. Caritas Garissa stakeholders have a right to expect the highest professional and quality standards.

They also have a right to know what impact of work being implemented. This work, moreover, will only be possible if funds are raised and our message is communicated effectively to a diverse audience. As such we will embark to achieve this by:

- Organizational Strengthening/ Governance - To further nurture and develop the Caritas Garissa into a dynamic, effective and sustainable entity.
- Resource mobilization- Caritas Garissa conscious of its present reliance on external funding against a backdrop of constantly dynamic funding context, seeks to invest in diversifying and stabilizing its resource base, through strategic value adding partnerships with donors, funding agencies and other stakeholders.
- Effective communication and Visibility- Caritas Garissa will develop a creative and communications service that will position the organisation as a champion advocate committed to console the suffering and needy within the CDG jurisdiction.



Organogram



5.2 Strategic Objectives and Intervention Strategies

A. Broad-based programmes

5.2.1 Building Sustainable Livelihoods

This strategic area seeks to improve food security for pastoralists and agro-pastoralists by enhancing agricultural production, diversifying income sources, improving access to water. The anticipated outcomes and interventions for each of these areas are elaborated below.

Goal: To improve the capacity of poor, marginalised and vulnerable communities to secure sustainable livelihoods.

Objective 5.2.1.0: To improve food availability and access for pastoral farmers and smallholder farm families in targeted areas

Expected Outcomes 1.0:

1. Improved food security through higher production and improved variety of agricultural produce.
2. Increased access to markets with fair trade terms.
3. Increased household incomes from farming.
4. Increased access to credit and savings.

Intervention Strategy:

- Support good agronomic practices and improved technologies for improved food production
- Promotion of underexploited traditional foods and home gardens;
- promotion of Apiculture
- Promote agriculture and livestock products value chain development.
- Sensitization and support farmers into forming groups and subsequent capacity building.
- Create valuable market linkages for increased access to markets and market information for farmers.
- Train farmers on group based savings and lending (SILC) and encourage project members to participate.

Objective 5.2.1.1: To increase access to sustainable safe water, Sanitation and improved management and governance of water resources in target communities

Expected Outcomes 1.1:

1. Improved Access to Water, Sanitation and Good Hygiene practices

2. Increased sustainability of WASH facilities.
3. Increased basic sanitation coverage at the household level.

Intervention Strategy:

- Facilitate development of water harvesting and adequate water storage facilities for institutions and households.
- Capacity development of water community committees for improved sustainability of facilities.
- Undertake environmental sensitization, conservation and protection initiatives.
- Support community capacity development on improved sanitation and hygiene practices.
- Engage in strategic collaboration with key actors scale up access to safe water.

Objective 5.2.2: Promote a culture of peaceful co-existence and to establish a long-term mechanisms for community based peaceful solutions within the CDG jurisdiction

Expected Outcomes 2:

1. Improved conflict prevention and mitigation capacities in local communities
2. Reduce incidences of resource based conflict and tension in local communities.
3. The church in Garissa becomes an articulate and outspoken body on issues of peace and justice.
4. Improved capacity of horizontal and grassroots peace networks through Linkages.
5. Improved active community participation in public dialogues concerning the budget making process, public policies and elections.

Intervention Strategy:

- Engage with church structures at national, diocesan and parish level to ensure that Caritas's work is integrated into the life of the church.
- Collaborate with relevant church and other faith-based groups to promote the justice agenda in their work.
- Develop the capacity of Caritas and local parishes to ensure that conflict sensitivity is part of development and emergency programming in afflicted areas or potentially afflicted by conflict.
- Continue to support on-going peace-building work including peace education and community-based peace programmes.
- Support inter-faith initiatives in the conflict-affected areas in which we work.
- Conduct civic education, campaigns and advocacy programs that facilitate the conscription of a strong and vibrant community for change.

Objective 5.2.3: To reduce the impact of climate change on vulnerable communities and the environment through disaster preparedness and mitigation, relief and recovery

Expected Outcomes 3:

1. Increased target communities' ability to effectively manage and reduce complex risks of drought.
2. Vulnerable communities are better able to cope with future disasters.
3. Lives are saved and improved through the quick, appropriate and effective response during emergencies.
4. Natural resources are sustainably, conserved and managed for the benefit of local communities.

Intervention Strategy:

- Institutionalize of Community Based Disaster Risk Reduction (CMDRR).
- Capacity-building of local communities to prepare for potential disasters, including the establishment of early warning mechanisms and emergency contingency planning in high-risk areas.
- Emergency response to support life preservation and meet the basic subsistence needs of the affected guided by the CI Code of Conduct and Sphere standards.
- Establish and strengthen capacities of communities to anticipate, cope and recover from the negative impacts of emergency occurrences and disasters.
- Undertake environmental sensitization, conservation and protection initiatives.
- Support afforestation and environmental conservation initiatives e.g. tree planting.

B. Critical Mainstreaming issues.

Objective 5.2.4: To reduce vulnerability to HIV and mitigate the impact of HIV and AIDS on poor and marginalised communities

Expected Outcomes 4:

1. Vulnerable communities have access to integrated quality services that challenge HIV related injustices and inequalities.
2. Reduced HIV stigmatisation.

Intervention Strategy:

- Support an integrated model of prevention, care, support and treatment for people affected by HIV.
- Address the rights of people whose lives are affected by HIV.
- Collaborating with relevant organisations including Caritas members in the development and implementation of good practice approaches.

Objective 5.2.5: To reduce gender inequalities and ensure that youth, women and men have equal rights and opportunities in access to and control of resources and power.

Expected Outcomes 5:

1. Gender is mainstreamed in all organisational responses, programmes and policies.
2. Gender vulnerability to disadvantage, exploitation and violence is reduced.

Intervention Strategy:

- Prioritising vulnerability due to gender imbalances in livelihoods programmes.
- Addressing gender, especially gender based violence, as central to our emergency response.
- Mainstream gender at organizational level.

C. Institutional Capacity and Finance

Objective 5.2.6: To build and develop an effective and reputable organisation, culture and structure.

Expected Outcomes 6:

1. A Catholic value-based organisational culture which is strengthened through a period of strategic growth.
2. An organisational structure that responds to and delivers the strategic plan.
3. Caritas Garissa is the employer for whom highly motivated and skilled people want to work.

Intervention Strategy:

- Provide on-going guidance and support to staff, including at induction, on how our organisational values and objectives are expressed through all areas of our work.
- Put in place systems and processes consistent with the organisation structure.
- Ensure an approach to management that is supportive and respectful of staff.
- Promote a culture of leadership that facilitates addressing the critical issues in delivering the strategic plan.
- Maintain a challenging, engaging and inclusive working environment for all staff.
- Position Caritas Garissa's terms and conditions so that they remain attractive to all staff considering our status as a publicly funded organisation.
- Implement a safe and healthy work environment and flexible working arrangements comparable to the best benchmarks of employers in relevant sectors.

Objective 5.2.7: To Improve Quality of service and impact through effective communication, Monitoring, Evaluation and Learning

Caritas Garissa believes in delivering high quality programmes and to achieve this we need to improve on quality assurance as a critical component in all our programmes and activities.

Expected Outcomes 7:

1. CG has a fully operationalized MEAL system
2. A learning organisation, resulting in increased impact and effective achievement of organisational objectives
3. We can effectively demonstrate to our stakeholders that our work is having an impact.
4. The strategic plan is implemented over the Five-year period.

Intervention Strategy:

- Establish and operationalize of a quality assurance / MEAL office.
- Develop and implement a strategy for capturing programme learning across the organisation and using it.
- Developing a strong IT-based Management Information System.
- Develop a phased approach to implementing the plan over its lifespan.
- Prepare a detailed initial phase (two years) and budget

- Prepare annual operation plans and budgets to deliver on the first phase objectives
- Monitor the implementation of this work through regular (quarterly) meetings of the Caritas Board.
- Use external evaluation as appropriate to guide the process.
- Adjust the overall plan, as appropriate, to take account of organisational learning and changing circumstances.

Objective 5.2.8: To build a strong, sustainable and diverse funding base, that also reflects our vision, mission and value

Expected Outcomes 8:

1. Caritas Garissa has diversified its resource base and has secured alternative income sources
2. Improved service delivery and impact as a result of strategic partnerships.

Intervention Strategy:

- Introduce new income streams to guarantee diversity e.g. corporate and foundations.
- Build a strong network with donors, funding agencies and other stakeholders.
- To identify and strategically engage possible partners within our area of operation.
- Develop and grow the Caritas Week campaign income through pro-actively addressing changing Church structures.



5.3 Annex 1: Logical Framework

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	ACTORS
Goal: To improve the capacity at least 20% of the poor, marginalized and vulnerable communities to secure sustainable livelihoods.			
A-Objective 5.3.1: To improve food availability and access for pastoral farmers and smallholder farm families in targeted areas.			
Outcome: Improved food security through higher production and improved variety of agricultural produce.	Number of increased Self-reliant households.		Caritas livelihood Coordinator/ Project Officer
Outputs (Activities) 1. Develop criteria and conduct a baseline survey to identify the poor and vulnerable Households for support. 2. Supply farm inputs- Certified seeds, farm implements. 3. Create awareness on pest and disease management. 4. Support community farmers adopt drought tolerant and early maturing crops. 5. Promotion of appropriate agricultural technologies i.e. trainings on crop/livestock husbandry. 6. Support linkages for Provision of extension for both farm and veterinary services. 7. Support linkages for Parasites and Disease surveillance and management.	1. No. of counties and communities in which baseline survey is done. 2. Proposals & appeals actually funded. 3. Increased production of drought resistant crops. 4. Number of Increased number farmers using modern farming methods. 5. No. of farmers with increased agricultural production. 6. Increased acreage of arable land under cultivation. 7. Partnership agreement with certified seed/input providers e.g. KARI, Dry land Seed. 8. Number of households linked to farm and livestock extension services.	a) Baseline reports. b) Training reports. c) Annual reports. d) Signed MOU Documents. e) Observation and interviews.	
Outcome: Increased access to markets with fair trade terms.	Increase of surplus crops in the market.		Caritas livelihood Coordinator/ Project Officer
Outputs (Activities) Organize farmers into marketing groups, producer groups, cooperatives and link to markets.	1. Number of Cooperatives/ Associations registered. 2. Number of active market networks/links. 3. Enhanced collaboration with Counties. 4. Self-reliant households.	a) Registration Certificate. b) Market survey reports. c) Attendance of trade fairs.	
Outcome: Increased household incomes from farming diversified productivity.			Caritas livelihood Coordinator/ Project Officer

Outputs (Activities) 1. Identify and form groups to benefit from sustainable diversification. 2. Train identified groups on particular choice of non-traditional small livestock management. 3. Promote Kitchen Gardens. 4. Motivate farmers to grow more fruit trees.	1. No. of groups identified and formed. 2. No. of training sessions. 3. Increased area coverage of fruit trees. 4. Increased disposable income. 5. No and type of small stock distributed.	a) Training reports. b) Annual reports. c) Signed MOU Documents. d) Observation and interviews.	
Outcome: Increased access to credit and saving.			Caritas Livelihood Coordinator/ Project Officer
Outputs (Activities) 1. Identify and form farmer SILC groups. 2. Train farmer group on SILC methodologies. 3. Train proportionate number of SILC agents. 4. Register formed functional groups with concern line Ministry. 5. Facilitate access to micro credit for 200 HHs. 6. Strengthen the management of existing welfare groups.	1. No. of SILC groups formed and trained. 2. No. of trained SILC agents trained in each County. 3. No. of HHs with access to micro credits. 4. No. of welfare groups strengthened.	a) Mentoring reports. b) Group records. c) Minutes.	
Objective 5.3.2: <i>To increase access to sustainable safe water, Sanitation and improved management and governance of water resources in target communities.</i>			
Outcome: Increased Access to safe Water for domestic and kitchen Garden usage.	1. No of HH accessing clean water from within 5kms of their homesteads. 2. Reduction in cases of waterborne diseases.	a) No of Households accessing clean water from within 5kms of their homesteads. b) County Hospital/ Health facility reports	Caritas Director, WASH Coordinator/ Project Officer
Outputs (Activities) 1. Needs Assessments. 2. Community mobilization and sensitization meetings including planning for equitable access to WASH services. 3. Technical design of appropriate water facilities. 4. Conduct EIA for water Facility. 5. Certification of water Facility by NEMA. 6. Construct/improve/rehabilitate existing water storage facilities. 7. Excavate and Construct Masonry Tanks 50cubic meters in schools. 8. Excavate and Construct Shallow wells. 9. Supply of water treatment chemicals.	1. No. of increased Constructed and functional water facilities. 2. No. of approved designs. 3. No. of NEMA certified water facilities. 4. Number of water facilities rehabilitated. 5. No. of schools with roof water harvesting system. 6. No. of Shallow wells excavated and equipped. 7. No. of household supplied with and using water treatment chemicals.	a) Activity monitoring Reports, Participants lists, Photos, Video clips and Project Reports. b) Technical designs, Bid quotations, Contractual Agreements, Completion certificate, Photos and Project Reports. c) Certificate of Compliance from NEMA.	

Outcome: Increased sustainability of WASH facilities.			Caritas Director WASH Coordinator/ Project Officer
Outputs (Activities) 1. Form/strengthen WMC groups with 50% women and youth in leadership to sustainably manage water facilities. 2. Facilitate legal registration for Water Users Associations. 3. Organize accountability forums.	1. No. of WMCs training conducted. 2. No of groups with legal certification. 3. No of forums conducted.	a) Training reports. b) Reports on established water facilities. c) Observation of water facilities. d) Map of water infrastructure.	
Outcome: Increased basic sanitation and Hygiene coverage at the household level.	1. No. of people with access to improved sanitation facilities.		WASH Coordinator/ Project Officer
Outputs (Activities) 1. Training households on water sanitation and hygiene. 2. Facilitate PHAST, CHAST, CLTS and other relevant approaches (including menstrual hygiene) in both target communities and schools. 3. Conduct training for local artisans and caretakers. 4. Participate in annual International Sanitation days. 5. Support communities in casting latrines slabs. 6. Facilitate demonstrations on point of use water treatment and hygiene promotion.	1. No. of communities in target areas declared ODF free. 2. No. of households trained in sanitation hygiene. 3. No. of Artisan trained conducted. 4. No. of constructed latrines. 5. % of population demonstrating good hand-washing practices.	a) Annual reports. b) Training Manuals. c) Public health reports. d) ODF certification reports.	
Objective 5.3.2: Promote a culture of peaceful co-existence and to establish a long-term mechanisms for community based peaceful solutions within the CDG jurisdiction.			
Outcome: Improved conflict prevention and mitigation capacities in local communities.			Justice and Peace Coordinator/ Project Officers
Outputs (Activities) 1. Introduce the 'Active Non-Violence' and the 'Do no Harm' Principles. 2. Form/ train peace committees on peace building & conflict management by (30 pax per committee). 3. Improved capacity of horizontal and grassroots peace networks through Linkages.	1. No of formed groups formed and trained. 2. No. and % of men, women and youth who can apply conflict prevention knowledge. 3. No. of horizontal and grassroots peace networks formed.	a) Training Manuals. b) Workshops/training reports. c) Minutes of peace committee's meetings.	

Outcome: The church in Garissa becomes an articulate and outspoken body on issues of peace and justice.			Justice and peace Coordinator/ Project Officers
Outputs (Activities) 1. Continuing to develop the Lenten Campaign to integrate it into diocesan plans and structures. 2. Hold 1 sensitization workshop for opinion leaders in all parishes of the CDG. 3. Holding forums for intra and inter faith dialogue to reduce religious tensions.	1. Increase of Lenten Campaign collections. 2. No of workshops conduct. 3. No. of intra and inter Faith forums conducted.	a) Document Lenten campaign activities. b) Workshops/training reports. c) Documentation. of public dialogues/ debates.	
Outcome: Improved active community participation in public dialogues concerning the budget making process, public policies and elections.			Justice and Peace Coordinator/ Project Officers
Outputs (Activities) 1. Holding forums to educate communities on democracy, citizenship, civic education, elections and rights of expression. 2. Conduct at least one civic/voter education workshop per parish ahead of 2022 general elections. 3. Source & distribute civic education/ IEC materials, including on elections & devolved government. 4. Organizing 2 public dialogues/ debates per year.	1. No. of forums held. 2. No. of persons reached with civic awareness. 3. No. and nature of IEC materials procured and distributed. 4. No of public dialogues held annually.	a) Reports. b) Position papers. c) Minutes. d) Workshops/training reports. e) TOTs reports. f) Interviews. g) Documentation. of public dialogues/ debates. h) Observation.	
Objective 5.3.3: To reduce the impact of disasters on vulnerable communities and individuals through disaster preparedness and mitigation, relief and recovery.			
Outcome: Increased target communities' ability to effectively manage and reduce complex risks of drought.			Emergency/ Resilience Coordinator and Project Officers
Outputs (Activities) 1. Train Caritas staff on CMDRR (TOT). 2. Community sensitization on effects and mitigation measures of climate change 3. Select and Conduct CMDRR Training in Target villages 4. Support implementation of community based DRR activities linking with government planned DRR activities	1. No of Staff have trained on CMDRR. 2. No of communities and persons trained on CMDRR . 3. No. Community groups with developed contingency Plan. 4. No of community contingency plans linked to the county for financing.	a) Training Manuals. b) Annual/ program reports . c) Evaluation reports. d) Mou Documents.	

Outcome: Lives are saved and improved through the quick, appropriate and effective response during emergencies.			Caritas Director Emergency/ Resilience Coordinator and Project Officers
Outputs (Activities) 1. Conduct a needs-based and protection-orientated humanitarian response. 2. Apply SPHERE and CI minimum standards guidelines to develop our emergency intervention. 3. Use the CBDT framework to provide Relief food and Non- food Items. 4. Post distribution Monitoring.	1. No. of needs-based response developed. 2. No. of beneficiaries targeted using minimum standards. 3. No. of relief commities. 4. No. of post distribution carried out.	a) The project documents. b) Beneficial lists. c) Warehouse records. d) Distribution reports. e) Monthly reports.	
Outcome: Natural resources are sustainably, conserved and managed for the benefit of local communities.			Emergency/ Resilience Coordinator and Project Officers
Outputs (Activities) 1. Hold 4 sensitization workshops on environment per annum. 2. Train youth groups on environmental conservation. 3. Trained youth groups establish model indigenous tree nurseries and operate these as a business. 4. Observe the World environment day per year. 5. Facilitate the planting of 10,000 indigenous trees yearly.	1. No. of sensitization workshops held annually. 2. No. of youth groups trained on conservation. 3. No. of tree nurseries established in each Parish. 4. Increase level of income generated by youth groups. 5. World environment day activities held annually.	a) Records of trees nurseries and trees planted. b) Observation and interviews. c) Parish Youth groups' financial reports. d) Parish reports.	
Objective 5.3.4: <i>To reduce vulnerability to HIV and mitigate the impact of HIV and AIDS on poor and marginalised communities.</i>			
Outcome: Vulnerable communities have access to integrated quality services that challenge HIV related injustices and inequalities.			CHCBC/OVC Coordinator/ Project Officer

Outputs (Activities) 1. Planning Assessment Meetings with CHVs. 2. Identify gaps and Prepare case plan for intervention. 3. Establish linkages and referral systems for HCBC/ OVCs 4. Psycho Social Support to Care Givers and the PLWAs. 5. Support OVC,s with school basics such as uniforms, books, school fees, feeding and Vocational skills training. 6. 2000 HCBC and 3000 OVC receive services at community level.	1. No. of meetings held. 2. No. of case plans prepared. 3. No of linkages and system created. 4. No. of cases supported. 5. No. of OVC targeted and supported.	a) Household vulnerability assessment reports. b) Healthcare facility link desk and clinic reports. c) Project progress reports. d) School admissions. e) Training certificates. f) Counseling clinics Records.	
Outcome: Reduced HIV stigmatisation.			CHBC/OVC Coordinator/ Project Officer
Outputs (Activities) 1. Sensitize community on the need to support PLHIV and OVCs. 2. Train and support Caregivers to start IGAs. 3. Participate in at least 5 International day events (e.g. Day of African Child, World Aids day etc.).	1. No .of sensitization meetings conducted. 2. No. of Trainings conducted and types of IGAs started. 3. No. of annual events attended.	a) Baseline Survey. b) Report. c) Training Clinics. d) Apprenticeship reports.	
B. Objective 5.3.5: <i>To reduce gender inequalities and ensure that youth, women and men have equal rights and opportunities in access to and control of resources and power.</i>			
Outcome: Gender is mainstreamed in all organisational responses, programmes and policies.			Caritas Director, Coordinators/ Project Officers
Outputs (Activities) 1. To develop a gender sensitive Recruitment policy within caritas. 2. All group formation at community level projects ensures to promote a 50% gender balance but at the same time remain cultural and religious sensitive.	1. An approved Gender Sensitive Recruitment policy. 2. No. of active gender balanced groups formed. 3. No. of groups with Women and Youth in Key leadership Positions.	a) Project progress reports. b) Gender Policy document. c) Observation.	
Outcome: Gender vulnerability to disadvantage, exploitation and violence is reduced.			Caritas Director, Coordinators/ Project Officers

Outputs (Activities) 1. Develop a Social Protection Policy 2. Awareness campaigns of vulnerability due to gender imbalances in target Communities. 3. Awareness campaigns of especially gender based violence, as central to our emergency response. 4. Collaborate in the Joint Consortium of Development partners in active and effective response to gender based violence	1. Operationalized Social Protection Policy. 2. No. of Awareness Campaigns 3. No of community with uptake on issues of gender equality. 4. No. of MOU with Relevant partners.	a) Social Protection Policy Document. b) Project progress reports. c) MOU Documents.	
C. Objective 5.3.6: To build and develop an effective and reputable organization, culture and structure.			
Outcome: A Catholic value - based organisational culture which is strengthened through a period of strategic growth.			Caritas Director
Outputs (Activities) 1. Plan for Monthly staff masses. 2. Plan for at one staff retreat annually. 3. Promoting a greater understanding of Catholic social teaching within Caritas.	1. No. Of Masses Planned. 2. One staff Retreat conducted and Venue. 3. No. of CST sessions conducted.	a) Pastoral Reports. b) CST session Reports. c) Venue bookings.	
Outcome: An organisational structure that responds to and delivers the strategic plan.			Caritas Director
Outputs (Activities) 1. To review and update management systems and policies to best practice 2. Review and align organization structure to leverage institutional memory and capacities. 3. Review institutional competence levels in all thematic program areas & build capacity. 4. Develop and realign the job descriptions for all the staff. 5. To recruit qualified staff with relevant skills.	1. Reviewed and Approved Policy manuals. 2. Adoption of new organizational 3. Structure aligned to strategy. 4. Improved response to issues/ crisis. 5. All positions at all levels are filled with Qualified and competent Staff.	a) Policy review. b) Reports. c) Capacity/TNA d) Report. e) Training budget. f) Training courses, calendar to address capacity needs. g) Job evaluation reports. h) Recruitment adverts. i) Performance evaluation report.	
Outcome: Caritas Garissa is the employer for whom highly motivated and skilled people want to work.			Caritas Director and Caritas Advisory Board

Outputs (Activities) 1. Review and upgrade existing performance Appraisal mechanisms. 2. Implement a performance reward system. 3. Conduct annual Team building activities for staff.	1. Performance Management System. 2. Improved delivery of Programs. 3. Improved employee Morale. 4. Improved staff engagement and satisfaction.	a) Updated and amended staff contracts. b) Reward system. c) Team building programs. d) Performance. Appraisal feedback reports.	
Objective 5.3.7: <i>To Improve Quality of service and impact through effective communication, Monitoring, Evaluation and Learning.</i>			
Outcome: CG has a fully operationalized MEAL system.			Caritas Director and M&E Officer
Outputs (Activities) 1. Establish and operationalize a PM&E system. 2. Train Relevant staffs on monitoring and evaluation. 3. Create a databank and MIS System by 2020. 4. Undertake regular PM&E of activities.	1.A PM&E system is developed and operationalized. 2.No of staff trained on PM&E. 3.A MIS and database system operationalized. 4.Nature and frequency of PM&E of activities.	a) organization structure. b) Annual reports. c) Observation. d) Training reports.	
Outcome: A learning organisation, resulting in increased impact and effective achievement of organisational objectives.			Caritas Director and M&E office
Outputs (Activities) 1. Establish and operationalize a marketing and communication. Strategy. 2. Employ innovative means of communicating with new and traditional supporters to achieve greater impact. 3. Increase our internal capacity for creative and communications work.	1. Marketing and communication strategy in place. 2. An integrated ICT system is in place by the end of 2020. 3. Improved branding and profiling of Caritas Garissa. 4. Quality of data management and controls are established.	a) Strategy documents. b) Annual reports. c) Evaluation reports. d) Donor correspondences. e) ICT policy document. f) Assessment reports.	
Outcome: We can effectively demonstrate to our stakeholders that our work is having an impact.			Caritas Director and Relevant Officers by Invitation

Outputs (Activities) 1. Communicate regularly with partner agencies, beneficiaries, national/County governments, media and donors on Caritas's programmes. 2. Participate in Stakeholder, Deanery, Parish meetings to present reports and share views. 3. Ensure participation of a wide range of local stakeholders in all of Caritas's planning and evaluation processes.	1. All Project reports meet donor expectations. 2. No. of stakeholder meetings planned and attended. 3. No. of Uptake of issues raised in meetings. 4. Recommendations.	a) Audited accounts. b) Donors/Stakeholder correspondences. c) Evaluation reports. d) Meeting Minutes/ reports.	
Outcome: The strategic plan is implemented over the Five-year period.			Caritas Director
Outputs (Activities) 1. Prepare a detailed initial phase (two years) and budget. 2. Prepare annual operation plans and budgets to deliver on the first phase objectives. 3. Monitor the implementation of this work through regular (quarterly) meetings of the Management Forum. 4. Use external evaluation as appropriate to guide the process. 5. Adjust the overall plan, as appropriate, to take account of organisational learning and changing circumstances.	1. Two year budget Developed. 2. Scheduled Activity plan. 3. No. of quarterly meetings held. 4. External evaluation adverts.	a) Budget document and activity schedule. b) Meeting Reports. c) Signed contracts. d) Evaluation reports.	
Objective 5.3.8: <i>To build a strong, sustainable and diverse funding base, that also reflects our vision, mission and values</i>			
Outcome: Caritas Garissa has diversified its resource base and has secured alternative income sources.			Caritas Director and Caritas Advisory Board
Outputs (Activities) 1. Establish and operationalize a resource mobilization strategy. 2. Establish 1 new investment and/or social enterprise by 2020. 3. Growth in the current funding base by 20% (at least 2 new donors' pa).	1. Resource mobilization strategy in place. 2. No. of investments and/or social enterprises established. 3. No. of (new) donors visited and no of contacts made. 4. Number of RFPs responded to. 5. Increased Income.	a) Annual Audited accounts. b) Signed contracts. c) Committee minutes. d) Strategy document. e) Annual reports.	
Outcome: Improved service delivery and impact as a result of strategic partnerships.			Caritas Director

Outputs (Activities)

1. Review and update database of Partners, Donors and Friends.
2. Identify and form consortiums for fund raising.

1. Databank of partners.
2. Number of local donors recruited.
3. Commitments/ MOPs.
4. Proposals & appeals actually funded.

- a) Appeal letters.
- b) Targeted funding Proposals.
- c) Site Visits.
- d) Consortia MOU documents.



A MAP OF THE CATHOLIC DIOCESE OF GARISSA SHOWING THE COUNTIES AND MAJOR TOWNS

