

INTEGRATED DEVELOPMENT AFRICA PROGRAMME (IDAP)

STRATEGIC PLAN
2025 – 2030



Empowering the African Masses

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Foreword

This Strategic Plan 2025-2030 marks the beginning of a fifth phase in the evolution of the Integrated Development Africa Programme (IDAP). It breaks new ground for the organization, signaling a determination to apply more emphasis, rigor and an outcome orientation to its work focused on poverty alleviation and empowering the African masses. In this strategic planning period, IDAP has identified short-term outcomes – and related approaches – in support of the ultimate outcome of a more effective, and responsive community participation. This strategic plan presents a range of initiatives in support of the priority needs of the community. Through a process of consultation and consensus building, these initiatives have been designed as multi-year projects with specific planned activities.

Poverty is very complex and is mainly caused by lack of education, inequality, unpredictable weather, corruption, disasters and a myriad of deep-rooted social inequities. It is real in various counties in Kenya where IDAP operates. People living in poverty, an increasing number of whom are women and children, face deprivation, exclusion, insecurity and voicelessness: interrelated issues that add up to powerlessness. This vicious cycle of poverty must be countered by all means. We at IDAP believe that the biggest way to help someone in need is to stand with them in their place of need; we thus operate at the point of need and from within the need.

Marginalization at the individual level results in an individual's exclusion from meaningful participation in society. This makes individuals who are affected vulnerable, consequently exposed to contingencies and stress. Vulnerability has two sides: an external side of risks, shocks, and anxiety to which an individual or household is subject, and an internal side, which is defenselessness, meaning a lack of means to cope without damaging loss. Climate change, geopolitical shifts, economic changes, technological and scientific progress, as well as conflict and social upheaval, are bringing intense, grave and unpredictable consequences to the vulnerable groups in our society.

To fulfill the goals outlined in this plan, including restoring hope to the vulnerable groups, focusing on poverty reduction programs, and yes, a new re-envisioned organization, IDAP requires a sustainable funding plan. Without it, the goals outlined here cannot be fully realized, and the organization cannot fully succeed in its mission. Therefore, identifying and implementing strategies to ensure IDAP's essential role in our community will be a priority for the Board of Trustees in the coming years. IDAP management and staff will on the other hand be charged with the responsibility of implementing this strategic plan. Their usual dedication is our greatest strength as we address the challenges ahead. To them, I wish to extend my sincere gratitude and re-affirm our shared commitment to fighting poverty in the society.

We truly believe that the implementation of these strategic objectives will strengthen our collective impact by leveraging our national scope, making the most of our field-based learning and creating the organization we need.

Charles O. Owino, (PhD)
Chairman, Board of Directors,
Integrated Development Africa Programme (IDAP)

Acknowledgements

This Strategic Plan 2025-2030 is a guide that prioritizes the work the Integrated Development Africa Programme (IDAP) will do in the coming years. It was developed over a year's time with careful consideration of the feedback we received from the community and development partners. The community inspired us to focus on programs and services which are relevant and close to their heart. This plan therefore provides a framework for meeting those needs and achieving our vision.

The strategic plan outlines where IDAP is headed based on what we heard from stakeholders. We invite you to continue letting us know what you think as we work together on these goals and specific work plan objectives. In the coming years there is so much more to do. In fact, soon we will start developing objectives for each goal.

Strengthening and mobilizing the community is at the heart of the IDAP's mandate. And by having a stronger voice and clearer messages, the community will be able to participate more effectively in local development processes as well as address the challenges faced in their operating environment. IDAP gives importance to “resurrecting” voices, particularly of those who are marginalized, and facilitates processes that are inclusive, build consensus and promote social cohesion.

All IDAP projects will have a follow-through assessment and validation of the range of issues to be targeted. This will enable the fine-tuning of project design in a way that is needs based, demand driven, locally owned and focused on developing sustainable local capacities. This process will be a regular aspect of IDAP's learning and planning cycle. Outcomes will be traced through periodic surveys of Community Based Organizations (CBOs) and institutions that IDAP will be engaged with.

My sincere gratitude to the many community members who contributed to this strategic plan. Our stakeholders, our friends, our partners and community leaders were invaluable in providing guidance and feedback. We are especially appreciative to all the members of our community who took the time to answer our surveys, talked with us on the phone, or attended an Open House. This plan is for you and your ideas were very essential.

Special thanks to the IDAP Board of Trustees for their time and effort in the development of this plan; Dr. Charles Owino, Prof. Lama Bergstrand Othman, Ms. Benta Jacobs, Mr. Calleb Ogutu, Mr. Tom Okoth, Ms. Siprose Ouma, Mr. William Oganga, Mr. Edward Oluoch, Ms. Maureen Akinyi and Ms. Lillian Juma; the consulting team of Integrated Development Africa Programme and all well-wishers. Thanks as well to members of the Steering Committee and the IDAP management team members and staff who deserve big thank you for notetaking, phoning, and making meeting arrangements. Everyone participated in planning meetings or in being “on desk” so others could attend meetings. We also thank all program consultants. Each staff member will be integrally involved in implementing this plan, and we are grateful for their input, interest, professionalism, and passion for IDAP. They make the organization a vital community asset and a wonderful place to work.

Mr. John Ahaya,
Executive Director,
Integrated Development Africa Programme (IDAP)

Executive summary

This Strategic Plan 2025-2030 outlines a concrete pathway that the Integrated Development programme (IDAP) will chart for the next five years and beyond. IDAP's strategy in Kenya is focused on addressing poverty issues and empowering the masses, which prioritize cross-cutting matters of Agricultural intensification, environment and sanitation, access to competitive and quality education, health matters encompassing HIV and impact mitigation, gender-based violence, disability, as well as Information Communication and Technologies (ICTs). Most of these concerns result from gender inequality, lack of proper government policy implementation, systemic shortcomings in service delivery, and largely weak governance.

Kenyans are faced with a myriad of problems resulting from poverty, among them lack of access to adequate healthcare; poor sanitation and hygiene practice because of limited access to clean water; food insecurity including cyclical drought; low level of quality basic education including Early Childhood Care and Development (ECCD); and prevalence of harmful social and cultural norms. IDAP recognizes the multi-faceted nature of poverty, the interactions of its various causes and manifestations, and that chronic poverty must be addressed on multiple levels. IDAP is therefore developing tools to assist selected local partners in identifying the most vulnerable groups, and in assessing their vulnerabilities and capacities, as well as the structural/root causes of their marginalization. IDAP's principles of engagement will outline the approach taken to transforming the lives of the most vulnerable and marginalized. Among the interventions will include cross cutting priorities, which IDAP will take very seriously.

IDAP's strategy of implementation is to work with, and through local communities and other partners. We believe that good partnerships are key to our success. These relationships will be based on complementarity and recognition that each party has a distinctive role and contribution to make towards achieving common goals. We will choose partners who share our values and beliefs and also demonstrate a commitment to organizational excellence. Local organizations will play a leading role, and IDAP recognizes the multiplicity of other development actors and the importance of working with, and learning from them if we are to achieve our goal of transforming the lives of the most vulnerable and marginalized groups. IDAP connects local communities at a grassroots level with partners and networks that have specific expertise and can support and strengthen its cause. The combining of the strengths of various partners leads to effective and sustainable community transformation. IDAP is committed to collaborating with national and county governments as well as other civil society actors to integrate within national development frameworks, such as Poverty Reduction Strategies.

IDAP will seek to assist marginalized sections of the society to enable them to participate in their personal, local and national development. IDAP will also advocate with partner organizations to support marginalized groups in doing this. We have defined a series of strategic priorities that will provide a framework for future work and prioritization of scarce resources. We will develop guiding policies for agriculture, education, health particularly HIV/AIDS, gender-based violence, disability, environment, water and sanitation as well as ICT. In addition, we are committed to mainstreaming HIV and Gender throughout all our programs, where appropriate. In keeping with IDAP's Strategic Plan 2025-2030, we will continue to harmonize our work with United Nations, and the national as well as the local governments to contribute towards the Sustainable Development Goals.

We are seeking to enter into longer term partnerships to allow us to strategically address our objectives, and to build capacity of partner organizations so as to have increased program impact. A multi annual funding will be adopted to enable IDAP achieve this and also allow organizational development to improve the quality of programs delivered. Three strategic areas of focus emerged from these developments. Specific strategic initiatives and recommendations within each of these areas are detailed in the full plan. Below are some of the underlined initiatives:

Objective 1: To strengthen local capacity of the most vulnerable and marginalized people so as to transform their lives.

Objective 2: To mobilize, inspire, and equip the local communities with skills to enable them to engage in social and economic development.

Objective 3: To increase IDAP's financial and organizational capacity through partnerships as well as strengthen accountability to enable achievement of Objectives 1 & 2.

Synopsis of IDAP

Integrated Development Africa Program (IDAP) is a regional not for profit making development and humanitarian non-governmental organization legally registered in Kenya. IDAP was established in the year 2000 and its registration completed in December 2003. As the name suggests, IDAP envisages and aims to harness and integrate the various development and humanitarian aspects and challenges that face the African people by acting as a vehicle through which the African development goals and aspirations can be achieved efficiently and successfully via the integrated development approach. The integrated approach has the distinct advantage of acting as a common ground where different competing development agendas complement each other and thus avoid duplication leading to efficient utilization of resources.

The African continent continues to be confronted with an array of complex development issues and problems. These range from retrogressive socio-cultural practices and beliefs to dictatorial rulers, bigoted and distorted political systems, civil wars, warped up and inappropriate economic policies, all of which have in one way or the other, contributed to the general under-development in many areas in Africa. Coupled with the fact that the continent has the highest prevalence and incidence rate of the killer disease HIV/AIDS, which has reversed most of the gains made in both the health and medical fronts, Africa remains a crying and bleeding continent. It is for this reason that IDAP entered into the scene as a homebred development partner. We work to promote social and economic development. By tackling the underlying causes of poverty, we help people to become self-sufficient. We place special emphasis on working alongside poor women, because equipped with the proper resources, they have the power to help entire families and communities escape from poverty and create permanent social change. Our program expertise covers a very wide range of issues, including Education (includes Girl Child Education), Water, Sanitation, Agriculture & Environmental issues, Health including HIV/AIDS as well as Information, Communication & Technology (ICT)

The beneficiaries are very poor and vulnerable people, as most programs are designed to cater especially for those living below the poverty line and in rural settings. Women and children comprise more than half the beneficiaries at any given time as a matter of policy. The selection is done based on a needs assessment with the help of the local administration, local village or community-based councils, other stakeholders and development partners. Our target groups are reviewed from time to time to assess impact and also to keep pace with the changing trends in development issues in Africa.

Vision

Empower the African masses

Mission Statement

To transform the lives of the most vulnerable and marginalized people in the society.

Our mission is to effectively complement the efforts of the various African governments and other development partners aimed at empowering the African masses in their socio-cultural, political and economic endeavors in order for them to lead comfortable lives. We strive to help them to actively participate in development activities in their communities.

Our mission derives from the premise that absolute and grinding poverty, political turmoil and intolerance as well as retrogressive cultural practices and beliefs common in the continent are anathema to any meaningful development activities. Therefore, it is IDAP's intention to work in collaboration with other partners by providing essential services and resources necessary for initiating programs and conditions that will endeavor to pull the poor people out of the predicaments in which they often find themselves in.



Front view and entrance of the SCL Complex. This is the headquarters of the Integrated Development Africa Programme (IDAP). For our disabled brothers and sisters who may not be able to use the staircase, we have a very friendly access route into the building.

General Goal

IDAP's general goal is to help the disadvantaged members of society to break out of the vicious circle of poverty. In this respect, the organization aims to be a continental development agency committed to meeting the needs and challenges of some of the development issues in Kenya and Africa through provision of the much-needed skilled human resources, expertise and even services.

IDAP's specific Objectives

- To champion the promotion of educational activities and development of education facilities at all levels (basic, secondary and tertiary levels, with emphasis on the Girl Child)
- To promote good health by provision of clean drinking water for domestic use, especially in rural Arid and Semi-Arid Lands (ASALs) and other water deficit areas
- To promote agriculture and broad as well as specific environmental and sanitation issues
- To promote the use of Information Communication & Technology (ICT) as a catalyst for development, especially in schools situated in rural areas

Development of IDAP Strategic Plan 2025-2030

This is IDAP's fifth Strategic Plan for the period of 2025 to 2030. This plan has been developed in consultation with a variety of stakeholders including the Board of Directors, local leaders, donors, partner organizations and friends. A strategic planning day was held on August 7, 2024, and was attended by the Board of Directors and key external stakeholders. The progress of this plan will be reviewed annually by the Board of Directors and a mid-term review will be done. This strategic plan examines how we can utilize our comparative advantage as a humanitarian organization, prioritize our scarce resources to areas of greatest need and avoid duplication with the work of other NGOs. This strategic plan also reaffirms the organization's commitment to contribute to the achievement of the United Nations Sustainable Development Goals (SDGs).

A Risk Analysis was conducted looking at the key risks (high impact and high likelihood) to partners and beneficiaries and to IDAP. The mitigation measures outlined here have been incorporated into the strategic plan (see Annex C). An annual review of the Risk Analysis will be conducted by the Board of Directors.

Organizational Values

IDAP sees these values as critical and integral to the work we are doing:

Transformational – We believe that for positive sustainable transformation to occur it must be addressed at three levels: personal empowerment and responsibility, community revitalization, and societal transformation. Holistic transformation occurs within all aspects of personal and community life, including the psychological, physical, spiritual, economic, political, and socio-cultural dimensions.

Vastly effective – We seek to be catalysts of change to make the most significant positive impact with the limited resources available. This means that we are strategic in how we use our resources, limiting ourselves to addressing a few priority issues and those in greatest need. We also ensure accountability in how the resources are used.

Outstanding – We believe that those we serve deserve the best. We shall be an organization that is continually learning and sharing; creating models of good practice that can be replicated worldwide.

Relationships - We recognize the importance of good relationships and strong, mutually beneficial partnerships. We seek to put those we are serving first while being humble and learning from others.

Empowering – We seek to strengthen the capacities and address the vulnerabilities of those we serve. This also includes encouraging, development of skills and access to resources for self-sufficiency.

Enthusiasm – We are passionate about work and zealous in everything that we do. We seek to be creative and imaginative in finding sustainable solutions to address issues of poverty.

Principles of Engagement

- To enable the participation, engagement and inclusion of the most vulnerable and marginalized people in their communities.
- To address the underlying causes of vulnerability and strengthen existing capacities and invest in preventative solutions.
- To address issues of stigmatization and marginalization among the wider community.
- To meet the needs of the vulnerable and disregarded through effective community-based service-delivery and social protection mechanisms.
- To develop community networks to support for the vulnerable and most sidelined through partnerships.
- To strengthen capacity and share learning with local communities and partners.

Objectives for the Strategic Plan 2025-2030

Objective 1:

- To strengthen local capacity of the most vulnerable and marginalized people so as to transform their lives.

Objective 2:

- To mobilize, inspire, and equip the local communities with skills to enable them to engage in social and economic development.

Objective 3:

- To increase IDAP's financial and organizational capacity through partnerships.

Partnerships

IDAP's strategy of implementation is to work with and through local communities and other partners. We have over 20 years of experience in this area. Good partnerships are vital to the success and sustainability of our work. These relationships are based on the recognition that each party has a distinctive role and contribution to make towards achieving common goals. We choose partners who share our values and beliefs and also demonstrate a commitment to organizational excellence as this leads to strong and effective concomitance.

IDAP connects local communities at a grassroots level with partners and networks which have specific expertise. The combining of the strengths of various partners leads to effective and sustainable community transformation. We are committed to collaborating with government and other civil society actors to continue integrating within national development frameworks, such as Poverty Reduction Strategies.

IDAP also recognizes the multiplicity of other development actors and the importance of working with, and learning from them if we are to achieve our goal of transforming the lives of the most vulnerable and marginalized people. IDAP, in addition to working closely with local development partners, also has relationships with American Friends of Kenya, The World Bank, United Nations Educational, Scientific and Cultural Organization (UNESCO), World Reader International, United Nations 1%, Global Water Partnership, We Love Reading, NABU, Home Storytellers, Shining Hope for Communities (SHOFCO), Girls Not Brides among others. We are a member of International Association of African Non-Governmental Organizations (IAAN) and affiliated to Kenya's Non-Governmental Organizations Council and World Association of Non-Governmental Organizations (WANGO). IDAP will also consider joining a network currently of development NGOs in Africa and the rest of the world. This will enable IDAP to engage in community and other development policy programs more effectively. As an African network, the intention of this partnership would be to influence a wide institutional arena and to increase each agency's program effectiveness and funding opportunities through practical co-operation.

Geographical Focus

To maximize the impact of IDAP's resources and prevent organizational-overstretch, in this strategic period we will focus on the following counties: Siaya, Homa Bay, Migori, Kisumu, Busia, Kakamega, Kisii, Machakos, Kwale, Turkana, Isiolo, Wajir and Keiyo in Kenya. Initially we will target a small number of counties but will increase our geographical scope over time. The selection of these regions and counties is based on: beneficiary needs according to IDAP's program objectives, the development of relations with partners of sufficient capacity and expertise sharing belief and values, and the historical links of IDAP with these regions. In particular we will look to focus on counties with limited social and economic freedom to support their development.



Dr. Sarah Obama (late), the Patron of Safeguard Orphans and Widows Organization (SOWO), Mr. Peter Ndier, Chairman of SOWO and Mr. John Ahaya, the Founder and Director, Integrated Development Africa Programme (IDAP) signing a partnership agreement between IDAP and SOWO at Mama Sarah Obama's home in Alego, Kogelo, Siaya County in Kenya.

OBJECTIVE ONE

- **To strengthen local capacity of the most vulnerable and marginalized people so as to transform their lives.**

1) Supporting the marginalized and vulnerable groups

Some groups within society face higher risk of poverty and social exclusion compared to the general population. IDAP seeks to transform the lives of the most marginalized and vulnerable people in the community and thus we have chosen to prioritize our resources to assist Children in Especially Difficult Circumstances (CEDC) and Vulnerable Women. These groups are impacted by issues such as: HIV/AIDS, Malnutrition, Sexual and Gender-based Violence, and Disability. It is recognized that a holistic community response is integral to sustainable programming and that men are also affected by these issues. People who are affected by marginalization and vulnerability are often neither easy to identify nor easy to assist. The very nature of marginalization leads these groups to be ignored and neglected even in the development process. External shocks can further impact these groups and prove detrimental to their well-being. Marginalization and vulnerability may occur at multiple levels; psychological, physical, spiritual, economic, political, or socio-cultural. Enabling vulnerable and marginalized people to participate and engage in their community allows them to direct the process and leads to a more sustainable transformation. Social protection and social inclusion can improve the lives of marginalized and vulnerable people, reduce multi-dimensional deprivation and prevent them from being overwhelmed by external shocks. The IDAP will be an effective means of providing social protection and social inclusion as it has a diffuse grassroots network. It is also able to effectively identify the target groups and will encourage development community support.

2) Focusing on children in difficult circumstances

An estimated 300 million children worldwide are subjected to violence, exploitation and abuse. IDAP has made working with Children in Especially Difficult Circumstances (CEDC) a priority. The CEDC, a term coined by UNICEF, describes those children who are affected by poverty, disaster, armed conflict, or abuse. These children include orphans, unaccompanied minors, working children, street children, sexually exploited children and children orphaned by HIV/AIDS. In particular the number of orphans worldwide is growing rapidly; more than 25 million children have lost one or both parents to AIDS. Sustainable responses are needed to address this crisis. Children are particularly vulnerable during these developmental years and, if they are not supported, will end up with psychological and physical impairment and face a life of poverty. By addressing the root causes of vulnerability and assisting children at risk we can prevent these children from being marginalized in their communities.

It is estimated that the number of orphans in Kenya is more than 3 million, 48% of these being as a result of HIV/AIDS. This figure is besides a higher number of children rendered vulnerable by poverty, emergencies, insecurity, amidst other factors. After Free Primary Education (FPE) was introduced in 2003, the Net Enrolment Ratio increased to nearly 90% and the percentage of children dropping out of school has fallen to just over 2%. Despite FPE, more than 1.5 million children are still out of school. Further, considerable disparities remain across regions and gender, with enrolment particularly low in

Arid and Semi-Arid Lands (ASAL) region for girls. While enrolment rates have increased, concerns have arisen regarding the quality of teaching and learning. Besides children who are orphaned, an even greater number of children are made vulnerable due to factors such as poverty, diseases, abandonment and disasters.

IDAP's vision for its work with children is guided by the Convention on the Rights of the Child. IDAP sees the rights-based approach as a holistic and child centered response and within this approach IDAP will focus on development, protection and participation of children. Though working through the rights-based approach we recognize a community response is integral to sustainable programming.



Mr. John Ahaya, Director of Integrated development Africa Programme (IDAP) joins pupils in a jig to celebrate the inauguration of an education outreach program targeted at primary school children for training them to use e-reader devices that are now available at Siaya Community Library.

3) Attention on vulnerable Women

Societies that discriminate on the basis of gender pay a hefty price-in greater poverty, lower levels of economic growth, weaker governance, and an overall lower quality of life. Most of the world women hold an extremely vulnerable position in society, and women bear a disproportionate burden of the

world's poverty. The imbalance of power in gender relations can lead to the oppression and marginalization of women, both inside the family structure and in society in general.

Nearly a third of all adults living with HIV/AIDS are under the age of 25, and almost two thirds of these people are women. Access to schooling is difficult and as unschooled adults, these women will be less likely to participate socially and politically, and to be able to support themselves. Women's rights and access to land, credit and education are limited not only due to legal discrimination, but because of more subtle barriers such as their workload, mobility and low bargaining position in the household. The community also prevents them from taking advantage of their legal rights.

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) also sets down rights for women, of freedom from discrimination and equality under the law. Realizing the rights and equality of women is also the key to the survival and development of children, and to building healthy families, communities and nations.



Young women performing a folk song and dance to entertain guests during a get-together event held at the Integrated Development Africa Programme (IDAP) headquarters in Siaya Town.

Key areas of focus

There are a wide range of development challenges facing vulnerable groups which have significant negative impact on lives and increase their vulnerability and marginalization. IDAP has focused on key areas which will allow us to build upon our expertise and experience while creating new, innovative and effective approaches.

- Agricultural intensification
- Malnutrition
- Education
- Health
- Gender-Based Violence
- Disability
- Water, Sanitation & Environment
- ICT

We will support local partners to identify contextually appropriate strategies to address these issues. IDAP's Principles of Engagement will be applied to each of these issues. It is important to note however that there is considerable overlap between the issues and their impact on the lives of the vulnerable groups.

1) Agricultural intensification

Agricultural intensification in Kenya for production of more food is the key to effectively addressing the challenges of poverty alleviation, meeting current and future food needs and managing the natural resource base to assure sustainability. Increased food production will only come from increased yields. In Kenya a lot of cultivable land has already been brought under production, particularly in areas that experience long and short rains. Agricultural intensification addresses the root causes of poverty in many low-income developing countries like Kenya, and that is the reason why IDAP is keen on spreading this gospel to agricultural inhabitants found in the various counties in Kenya. Agriculture is the most viable lead sector for generating incomes and employment in both farm and non-farm economies in most developing countries. Poverty combined with population pressures, land constraints and lack of appropriate production technologies to intensify agriculture is a major source of environmental degradation in low income developing countries, as people are forced to use available natural resources in unsustainable ways to survive. Thus, IDAP's focus on agricultural intensification holds great promise as an instrument to simultaneously alleviate poverty, meet food needs and avoid devastation of natural resources.

2) Fighting malnutrition in children

Hunger and malnutrition are the single biggest threats to the Kenya's public health, and malnutrition is by far the biggest contributor to child mortality. IDAP is committed to making malnutrition a priority and recognizes the effect this has on the most vulnerable children and women. Nearly 20 million children suffer from acute severe malnutrition and 40% of all children in sub-Saharan Africa risk permanent physical and intellectual impairment because of malnutrition. Maternal and child under-nutrition is the cause of 3.5 million (over one third) child deaths annually and 35% of the disease burden in children under five. These deaths are preventable. The links between women's lack of access to

education, their poor nutritional status and the poor nutritional status of their children are clear. The two-way links between HIV/AIDS and food insecurity are also now more clearly understood. HIV/AIDS depletes household labour resources and contributes to a downward spiral into chronic food insecurity.

The community-based approach involves timely detection of severe acute malnutrition in the community and provision of treatment for those without medical complications with ready-to-use therapeutic foods or other nutrient-dense foods at home. If properly combined with a facility-based approach for those malnourished children with medical complications and implemented on a large scale, community-based management of severe acute malnutrition could prevent the deaths of hundreds of thousands of children. IDAP will strive towards the most effective approach to prevent malnutrition. Investing in prevention is critical. Preventing infants and young children from becoming undernourished is much more effective than treating children who are already malnourished. Preventive interventions can include improving access to high-quality foods and to health care; improving nutrition and health knowledge and practices; effectively promoting exclusive breastfeeding for the first six months of a child's life where appropriate; promoting improved complementary feeding practices and improving water and sanitation systems and hygiene practices to protect children against communicable diseases.

3) Supporting basic and tertiary education

With the issue of basic education now being adequately addressed by the Kenya Government, attention is currently turning to the secondary and post-secondary school education systems. Most secondary schools and higher education institutions suffer from a lack of funding and facilities. This is still a major handicap in the government's goal of providing competitive and quality education. This has led to a situation where regions endowed with better-equipped public secondary schools or high-cost private academies tend to excel in national examinations in comparison to secondary schools in poor regions. These regional disparities are more pronounced in some areas like Western, North Eastern and Coastal regions, which lag far behind. The education project IDAP will be pursuing is an integrated system comprising of the following component: making available curriculum books and reading space in community libraries for both primary and secondary school children; tree planting projects by kids at tender age to pay for school fees at secondary level. When these children attain the age of secondary education their trees will be mature enough to be sold to produce timber and pay for school fees; chicken rearing and rabbit keeping will also form part of the very innovative projects.

4) Tackling health issues including HIV/AIDS

The HIV/AIDS pandemic continues to grow. An estimated over two million people are newly infected with HIV and over one million die of AIDS related illnesses every day. Report on the Global AIDS Epidemic HIV disproportionately impacts the poorest and most vulnerable people, Sub-Saharan Africa accounted for over 60% of all people living with HIV and over 70% of AIDS related deaths. In Kenya, the HIV prevalence among adults aged 15 to 64 years as measured in Kenya Aids Indicator Survey (KAIS, 2023) was 5% and the HIV prevalence among children aged 18 months to 14 years was about 1%. In addition to the physical impact, those affected by HIV are often met with additional social barriers such as stigma and marginalization. The role of IDAP in responding to HIV is widely recognized as having growing significance. For example, at a county level UNAIDS has Partnership Officers working with regional and national networks including IDAP, religious leaders, and other NGOs with delivering AIDS services often in rural communities. The impact at the community and household levels, and our well-

developed on-the-ground networks local churches and other organizations uniquely position us to influence values and behaviors, and to mobilize communities.

IDAP recognizes that comprehensive responses spanning prevention, care and support, as well as impact mitigation are required to address the vast needs presented by HIV/AIDS. Within this broad spectrum, IDAP is focusing on the areas of impact mitigation for people living with or affected by HIV, with specific focus on women and children, promoting access to treatment for opportunistic infections and antiretroviral therapy, behavior change among children and young people, and ending stigma and discrimination of people living with or affected by HIV.

5) Battling gender-based violence

Gender-based violence both reflects and reinforces inequities between men and women and compromises the health, dignity, security and autonomy of its victims. It encompasses a wide range of human rights violations, including sexual abuse of children, rape, domestic violence, sexual assault and harassment, trafficking of women and girls and several harmful traditional practices. It is estimated that one third of women have been beaten, coerced into sex or otherwise abused in their lifetime. The World Health Organization has cited Gender-Based Violence (GBV) as serious health issue that needs a comprehensive response and remains a major obstacle to the achievement of the Sustainable Development Goals (SDGs). Studies show that incidents of gender violence can result in loss of household income equivalent to 25-30 per cent of the monthly income of poor households. Women in extremely vulnerable situations may enter into commercial sex work to ensure their survival and are at risk of being forcibly trafficked.

IDAP recognizes that the local authorities have an important and integral part to play in addressing issues of GBV and works towards an end of violence against women in particular. A recent pilot initiative showed a reduction in GBV when local leaders were involved in restoring relationships and addressing taboo issues and beliefs. The local leaders have a sustainable presence within the community and can ensure a continued commitment to care and support those who are survivors and bringing about sustained behavior change. IDAP also recognizes that a restoration in relationships is not always possible, nor appropriate, in dealing with GBV. IDAP is therefore committed to the restoration of justice within the context of provision of education, vocational training and income generating opportunities to allow women to support themselves.

6) Assisting people with disability

An estimated 600 million people worldwide live with a disability and 400 million of these live in developing countries with over 80% surviving below the poverty line. People with disabilities in developing countries make up the biggest definable disadvantaged group in the world. Globally, the number of disabled people is increasing, yet many of the causes of disabilities are preventable and directly linked to poverty. Disabilities can be caused by poor nutrition, dangerous working and living conditions, limited access to health care, maternity care and vaccination programs, conflict and natural disasters, poor hygiene, bad sanitation or inadequate information about the causes of impairments. Disability not only affects the individual, but also their families and communities. Unless disabled people are included at all levels of society, poverty will never be beaten. People with disabilities are often excluded from participating in society, for example in education and work. The vast majority of children with disabilities in developing countries including Kenya do not complete primary education. Women with disabilities are often doubly disadvantaged, through their status as women and as a

person with a disability, and therefore represent one of the most marginalized groups in the world. IDAP supports the Community Approaches to Handicap in Development (CAHD). The CAHD strategy was developed in Bangladesh in 1996 and has been championed by Handicap International and Christian Blind Mission (CBM). The approach involves, changing attitudes, supporting of equal opportunities and rights, supporting access to education and income generation, prevention of disability, and minimizing the physical or mental difficulties and maximizing individual's personal development through rehabilitation.

7) Promoting best practices on environment and sanitation

Ground and surface-water pollution rank as the top two concerns in a number of areas where IDAP has conducted program work. This is closely followed by pesticide misuse and soil erosion. Ground-water and surface-water are traditionally concerns of rural communities, as these communities are almost exclusively served by well water. Pesticides and soil erosion are logical second-tier rankings. Agriculture, the primary activity in rural areas, involves the use of pesticides. Soil erosion, particularly in difficult planting and growing years also has an environmental impact through water pollution and air pollution via wind borne particles. IDAP has been on the ground working with communities on these issues and is therefore promoting best practices. It is important to note that many water resources in Kenya are under pressure today from agricultural chemicals, urban and industrial wastes, as well as from hydroelectric power schemes. Kenya expects a shortage of water to cause many problems in the coming years. Water-quality problems in lakes, including water hyacinth infestation in Lake Victoria, have contributed to a substantial decline in fishing output and a rise in endangered fish species. Innovative projects will be rolled out to counter these problems.

8) Connecting rural areas with the rest of the world (ICT)

IDAP has a great belief in the hopes of community-level groups. It has also been humbled by the sheer innovativeness, optimism and tenacity of rural communities in pursuing noble goals they believe in. For a long time, development practitioners, including state agencies, corporate sectors, the academia and civil society organizations, have been unable to appreciate the utility value, the empowering potential and the poverty-reducing component of the emergent Information Communication and Technologies (ICTs). In rural areas, development and the improvements to quality of life is often limited by access to basic education, health, water and sanitation services. In addition, this is lately also limited by access to financial credit for women. While these are important social development benchmarks, they nonetheless form the necessary and sufficient requisites for comprehensive response to the enhancement of quality of life for rural populations. The Center for Local Initiatives in Communication for Human Empowerment (CLICHÉ), which IDAP plans to set up at its headquarters in Siaya Town, will therefore be our modest contribution to the efforts of the communities to succeed against all odds and adversities. It is for this reason that IDAP has come up with this intervention strategy to try and connect the rural areas with the rest of the world in the area of ICT.



A young schoolgirl displaying an e-reader during the launch of these devices at the Siaya Community Library. The library is part of the Education Program spearheaded by the Integrated Development Africa Programme (IDAP)

Additional Areas of Focus

Mobilizing disaster management teams during humanitarian crisis

In a humanitarian crisis, the most vulnerable and marginalized people are impacted the greatest and can have difficulty in accessing basic services. IDAP's preferred way of working in humanitarian interventions is through local partners. We are currently capacity building key partners in disaster prone areas so that adversity response will be founded on better preparedness. However, in situations of large-scale disaster, where there are no partners or these partners have limited capacity, it may be appropriate for IDAP to mobilize a Disaster Management Team (DMT) for a well-coordinated response. IDAP's integrated approach to humanitarian emergencies incorporates developmental principles and risk reduction within emergency responses and addresses underlying vulnerabilities and chronic as well as acute needs. The focus of our humanitarian crisis response will be on the following core sectors; nutrition, food security and livelihoods, water and sanitation, health promotion (WASH), shelter and basic infrastructure.

Partnerships with local and international associates

IDAP will seek to strengthen the capacity of the community and partners so that they achieve greater impact and sustainability. IDAP will develop a model of capacity building that seeks to enable the growth of our partners in contextually appropriate ways. There are technical characteristics of good development practice, but we do not seek to impose how these are specifically worked out. Rather, the approach is to support smaller groups and organizations to develop their own capabilities (e.g. capability to act, capability to innovate) to outwork the characteristics in their own way. This approach is still being developed and piloted but is premised on our experience that one size will not fit all, that we need to create an enabling approach rather than a top down one. Key approaches are thus good relationships and knowledge management. Each group has different capacities and organizational development needs, and as part of our partnership processes an organizational audit will be conducted. This will enable us to continue to provide appropriate support to the partner. Areas that IDAP will primarily provide support in are mainstreaming gender equality and HIV, improvement of accountability mechanisms, and learning and development.

Mainstreaming of gender equality

The issues of gender and HIV/AIDS must be tackled if sustainable and equitable development is to be achieved. IDAP recognizes that in some cases the community has contributed to exacerbating gender inequality and has stigmatized people living with HIV/AIDS. It is also recognized that the community has power and influence which, when harnessed for good, can bring about transformation to individuals and communities. Mainstreaming of gender equality and HIV/AIDS will be supported where contextually appropriate and in consultation with partners. The internal mainstreaming will focus on organization, staff, policies and strategies, while the external mainstreaming will focus on the project beneficiaries and project design ensuring these issues are addressed. The responsibility for mainstreaming these issues within IDAP will be designated to a focal person who will develop an implementation plan and partners will be encouraged to follow a similar process.

Gender Equality

Gender inequality is a serious underlying issue that contributes significantly towards creating and increasing vulnerability in humanitarian and development situations. Additionally underlying gender inequalities exacerbate the impact HIV/AIDS has on women and girls in particular, e.g. unequal access to rights and services, physical and emotional violence and harmful traditions and practices. Consequently, IDAP is integrating gender into all aspects of project design and programming and throughout the organization. IDAP is accordingly committed to a gender transformative approach to all of its work, ensuring participation of all involved in the projects, especially vulnerable women.

HIV and AIDS

IDAP has identified HIV/AIDS as a major threat to development and has incorporated HIV/AIDS issues into its programs as a mainstream activity. IDAP will seek to address any factors identified in our programming that increase the vulnerability of beneficiaries to HIV. Relevant information and support will be shared with beneficiaries and staff to raise awareness on the pandemic. IDAP has been working in HIV/AIDS sensitization and awareness raising both as a direct activity and mainstreaming it through our work. Programs will provide technical support in training and in material support to enable the

groups [e.g. youth and young adult groups, churches, local NGOs/associations] to be able to reach more people in the community.

Maintaining high level of accountability

IDAP will seek to maintain high levels of accountability to both beneficiaries and donors by implementing strong monitoring and evaluation systems and using this information to improve quality of programs. IDAP will support and develop partners to enable them to meet these requirements and adhere to internationally recognized standards. IDAP has an Accountability Framework which covers the areas of organizational governance, financial management, beneficiary accountability and participation, and program monitoring and evaluation. The framework was developed in accordance with internationally recognized standards and practices. Partners will use project cycle management to monitor their performance, this includes project log frames to monitor progress and achievement of outputs, along with the review of beneficiary feedback, and produce monthly finance and narrative reports. Project impact will be assessed by externally appointed evaluators where appropriate, and the lessons learned shared throughout the organization.

Partnership and Risk Management

Working through partnership has inherent risks and to mitigate against risks IDAP will develop a Partnership Process Policy. This process will guide the selection and development of relationships with partners. The key stages of this process are identifying partnerships, negotiating/approving partnerships, managing/monitoring partnerships, reviewing partnerships and exiting partnerships. Partnership Agreements (memorandum of understanding) will be signed with partners who meet the relevant criteria and grant contracts will be developed for specific projects outlining the roles and responsibilities of both IDAP and the partner.

Direct Partnerships – These are partnerships where IDAP will be responsible for all stages of the partnership process. Partners will be divided into three (3) levels based on an initial accountability audit examining their financial, governance and reporting procedures. Partners who perform well in the accountability audit will be able to access higher levels of support. Partners who will perform poorly will be supported to develop their systems and procedures. Partner accountability will be audited every year. This will ensure that the risk exposure is kept to an acceptable level.

Indirect Partnerships - These are partnerships where the monitoring of the partnership process has been delegated to another organization. In this case, a Memorandum of Understanding (MoU) will be agreed between IDAP and the organization. This organization must have systems and procedures of accountability equal or better than IDAP.

Learning and Development

IDAP is committed to being a learning organization and will assist its partners in their development. More than 1% of our annual income will be committed to learning and development. IDAP will support its partners in connecting with national and international best practice bodies. We will also connect our grass root partners to learning fora and disseminate any findings to them. IDAP will also provide training for partners on best practice. We will produce publications for sharing with network members and other stakeholders. These resources will be provided free in English to thousands of people in rural Kenya. All learning resources will be hosted on the IDAP website. In addition to this, support for

learning will involve a mix of mentoring, exchange visits, supporting attendance at national networks and platforms, investing in research, and training and resource development.



Dr. Charles Owino, Chairman of the Integrated Development Africa Programme (IDAP) addressing participants during an event held to celebrate the achievements of the organization at the end of the financial year. An annual report was shared to give a glimpse of what transpired during the fiscal year. IDAP is keen on financial management, program monitoring and evaluation.

OBJECTIVE TWO:

- **To mobilize, inspire, and equip the local communities with skills to enable them to engage in social and economic development**

Development partners and other organizations have played a central role in social development in the country, and their work has been recognized by the Kenyan government. However, public awareness and understanding of issues that link to development is very limited and the unique role and expertise of some organizations is not well understood. Historically social development and justice have been a central part of Christianity, but in some denominations the teachings of social development and justice have lost their centrality. While many individuals engage in social development issues, it is often not seen as an integral part of living. IDAP, as non-governmental development organization with a strong support base across a broad spectrum of communities, we are connected with the main denominational churches such as the Catholic, Anglican and Presbyterian churches, the independent and Pentecostal churches, and other smaller churches. We are thus well placed to engage our target audience who are mainly church-attending people in various ways. Examples of projects that will enable engaging the local people are listed below.

Providing support for community development and education

IDAP seeks to engage Kenyans in development by providing support for community development, education and influencing local leadership. IDAP will spearhead promotion and improvement of Girl-child secondary school education in Siaya and neighboring counties. Lack of sufficient financing and adequate facilities' facing most secondary schools and other higher institutions of education is still a major handicap in their main goal of providing competitive and quality education. This has led to a situation where some regions gifted with well-equipped public secondary schools and the burgeoning high-cost private academies tend to shine in national examinations in comparison to regions with pitiable secondary school systems. These regional inequalities are more distinct in some areas like Western, North Eastern and Coastal Kenya, which are now trailing far behind because of grinding poverty. Innovative intervention strategies designed to effectively and urgently address and arrest some of the most common and serious root causes of the decaying state of girls' secondary education system in the region are overdue.

Addressing the issues of access and quality of education are ongoing priorities for this Strategic Plan. Many of our current and past education initiatives, such as the establishment of a community library in Siaya, active schools' participation in our outreach programs, emphasis on quality learning, and school improvement programs, have helped to improve infrastructure, community participation, enrolment and completion for girls and boys. Building on the experiences of those initiatives, we will improve our strategy and strengthen our support to education for two compelling reasons; first, it is a basic human right; second, it is crucial for the empowerment of children, young people and their communities in securing their human rights.

Development Education Strategy: This will have a crucial role in enlarging understanding of the local people on development issues and the underlying causes of poverty in the world, and how this links with the local situation. IDAP will facilitate the development of relationships between communities in

Kenya and organizations overseas through communication, and involvement of the organizations in specific development projects for exposure. IDAP has a strong base of supporters who are loyal and active. IDAP cultivates this supporter environment by engaging them in creative ways. One of the ways that IDAP does this is with new media, engaging them through our interactive active website, as well as other social media outlets such as Facebook and Twitter, linking them to events, campaign activities and educational information on pressing issues surrounding the poor and vulnerable. Another innovative way that IDAP engages its supporters is through a mobilization course that we have developed called IDAPeople. This equips communities to respond to local poverty through an interactive course and by:

- (i) Promoting knowledge sharing and learning.
- (ii) Documenting and disseminating knowledge resources, lessons learned and success stories and
- (iii) Maximizing communications and technology to enable meaningful learning and performance.



In one of the classrooms: Students take part in a class activity at one of the schools in Siaya County. Many school children take their lessons in such makeshift structures in many areas in Kenya. The poverty levels are rather high, and in some places, we talk of hardcore poverty where a family leads a worthless life and can afford practically nothing.

Setting up and supporting community Libraries

The Siaya Community Library was the first community library of its kind in Siaya County and the entire the region. This was an initiative of IDAP in collaboration with a USA-based organization known as

American Friends of Kenya (AFK Inc.). AFK is an organization that aims to promote literacy and a culture of reading among communities in Kenya. They supported this project through the donation of books and shelves. These items went towards partial support to the library. IDAP then partnered with another organization to construct a modern Library, which is the current home of the Siaya Community Library and also serves as the IDAP headquarters. The Siaya Community Library has thus far given birth to Mama Sarah Obama Community Library in Alego, Kogelo and Equator Community Library in Ugunja sub-county. The intention is to replicate this model to other sub-counties around Siaya and then to other counties in Kenya. These community libraries have three main functions, firstly, is to provide information to those individuals responsible for rural development programs through a Community Library Management Committee (CLMC). These individuals are responsible for interlinking the library to the community and also addressing social and development problems in the specific areas they originate from as well as bringing feedback. Secondly, the libraries support rural education programs, including adult literacy and rural schools and lastly, the libraries serve as centers for community education and culture.



Book donations: (Right): Mr. John Ahaya, Director at the Integrated Development Africa Programme (IDAP) presenting books to Dr. Sarah Obama (late). The books were donated by the Kenya Literature Bureau through IDAP to the Mama Sarah Obama Community Library in A lego, Kogelo. The library is an off shoot of the Siaya Community Library, which is a project of IDAP.

Getting involved in exchange programs

IDAP will provide opportunities for individuals and groups to go to other counties for a few days to participate directly in development. This program is entitled Transform, as it changes the understanding, and perceptions of the people involved and has a long-lasting impact on their lives. We will also try to support our partners by matching their needs with individuals with specific skills who can give more significant time commitment. We also seek to engage supporters with issues of vulnerability and marginalization in their own communities and get them involved in local development projects.

Promoting ICT Programs

IDAP intends to set up Electronic School Resource Centers (ESRCs) and Rural Community Tele-centres (RCTs) to provide Satellite Internet services through the use of Very Small Aperture Terminals (VSATs). Due to the fact that many areas of the county are not served by electricity power on the national grid, solar power will be used as the main source of energy to run the machines in the interim. For a long time, development practitioners, including state agencies, corporate sectors, the academia and civil society organizations, have been unable to appreciate the utility value, the empowering potential and poverty-reducing component of the emergent Information Communication and Technologies. Development and the improvement of quality of life for rural people are often limited to the access to basic education, health services, water, and sanitation and, of late, access to credit for rural women. While these are important social development benchmarks, they nonetheless form the necessary and sufficient requisites for comprehensive response for the enhancement of quality of life of the rural populations.

There is no gainsaying that information and knowledge are vital building blocks of social development, particularly in this era of knowledge-led human progress. It is therefore saddening to observe that information and communication technological development has by and large given rural communities such a wide gap that it is impossible to believe that a herdsman in Turkana (some remote place in Kenya) or a fish-mongering woman in Nyatike of Nyanza in Western Kenya do share the same planet with an Internet buff and computer nerd at Silicon Valley in USA, the popularized refrain of our world being a global village notwithstanding. Through information and communications technology, a borderless network of connection and affiliation between people is being woven globally at increasing speed, spanning the traditional information divides and increasingly bridging the 'digital divide'. Communication's lifeblood is information sharing and providing people with what they need to take effective action on both externally and internally. It is imperative that we invest in technology to further our mission, support effective action and achieve the growth and diversity we need.

Engaging in environment conservation programs

Rainwater harvesting: IDAP strives to develop new solutions to the socio-economic problems caused by lack of safe drinking water and sanitation facilities. To reduce the resistance to adopting a new method, it is imperative to use sustainable, low-cost methods with locally available skill and materials. This project aims to develop and spread the use of rainwater harvesting as a viable water source for the poor people. Rainwater harvesting is the technology where the precipitation water, which normally is wasted as runoff, is collected and stored for future use when there is no rain. The rainwater

falling on rooftops and other surfaces are collected and directed through channels to underground storage tanks. The excess water is used to recharge groundwater aquifers. Since this method involves few skills and supervision for installation, operation and maintenance, the cost and entry barriers are very low. The method is ecologically sustainable as well, since it only puts natural rainwater to better use. The second aim of the project is the construction of low-cost sanitation facilities; promote their effective usage and maintenance and, promotion of awareness about hygienic practices.

Trees and forests: Trees and forests are critical resources for people's livelihoods, environmental conservation and national economic development. In Kenya, forestry contributes about 4% of the Gross Domestic Product (GDP) and more than 80% of the population depends directly on forests for their energy needs (firewood and charcoal), materials for furniture and construction (timber and poles) as well as food and other non-timber forest products (including fruits, nuts, medicinal plants, fodder and other products). Trees and forests also provide critical ecological services including contributing directly to livelihoods and can complement other key components of poverty reduction (e.g. food production, education and primary health care). Projects aimed to contribute to addressing livelihood needs for income generation, fuel wood, timber, fruit, and fodder and other non-timber forest products while halting and reversing the forest loss and related environmental degradation in Siaya County through promoting vegetable and fruit tree growing and agroforestry systems will be rolled out by IDAP.



Mr. John Ahaya, Director, Integrated Development Africa Programme (IDAP) in Siaya poses for a photograph next to a monument that was built in honor of the United States of America President, Barack Obama when he visited the school named after him in Alego, Kogelo on Saturday, August 26, 2006. He was a Senator back then. The school has a wonderful tree planting program to conserve the environment. IDAP will replicate this program in other schools in the sub counties.

OBJECTIVE THREE:

➤ To increase IDAP's organizational and integration capacity through partnerships

To achieve its vision IDAP needs to increase its income significantly and to continue to develop its own organizational capacity and accountability. The priority areas that have been identified for further development are financial accountability, organizational accountability and development of missing policies and procedures. An external consultant will conduct an Organizational Capacity Assessment during the strategy period and develop a Capacity Strengthening Framework to guide the development of IDAP. Annual implementation plans will be derived from this and implementation monitored by the Board of Directors.

Funding

IDAP's marketing and fundraising strategy will enable it to achieve financial growth. A Fundraising Advisory Committee will support the Chief Executive and the Marketing and Fundraising Officers in implementing this strategy. Market-research has shown that direct relationships and transparency lead to higher levels of giving. A partnership-links program will be pursued to allow associates to develop a partnership with communities overseas. IDAP's profile with these organizations will be increased by developing a network of volunteers who will engage with the communities in development education and fundraising activities. IDAP will increase funding from trusts, foundations and high-value donors by developing relationships with them and linking them with specific projects.

Organizational Governance

The responsibility for corporate governance of IDAP rests with the Board of Directors. The operational management of the organization is delegated by the Board to the Chief Executive Officer. A Code of Corporate Governance will be developed and approved during the strategic period to help guide the Board in their role and against which the functioning of the Board will be monitored. The Directors and Program Managers will be selected based on their experience and qualifications in the fields of finance, governance, NGO management and strategic planning. The Board will review the Audited Accounts, the Capacity Strengthening Framework and the Risk Analysis on an annual basis and monitor the implementation of any recommendations. All sub-committees report to the Board including the Development Advisory Committee and the Funding-generation Committee. The Committees will always be composed of at least one Board member, external advisors and the Chief Executive Officer.

Financial and Programmatic Accountability

Audited accounts will be produced by the Board for each financial year and will be developed into an annual report of the activities and finances of the organization and be made available to all supporters

and donors. The Finance Director will support the Chief Executive Officer in the financial management of the organization and developing systems and procedures in line with accounting best practice. The Development Advisory Committee supports IDAP in utilizing and allocating their financial resources effectively and accountably and ensuring that programs follow internationally recognized 'best practice'. The Grant Expenditure Process will guide the Committee in carrying out this role.

Policy Development

Through the development and acceptance of clear policies IDAP will set out how the organization intends to operate. IDAP's policies are key instruments in ensuring the maintenance and fortification of the organization's ethos. Policies support the achievement of objectives through ensuring adherence to best practice, retaining focus on core values and key strengths and providing a framework for partners and beneficiaries that clearly outline the organization's approach, standards and expectations.

Learning and Development

IDAP is committed to its own internal learning and development. This will be achieved through participation in international and national networks which focus on best practice and learning. Each staff member will have a personal development plan which will identify areas to be strengthened and training or mentoring will be provided through specialized organizations.

Summary of key aims in the Strategic Plan 2025-2030

1. To address the multi-dimensional aspects of poverty and vulnerability in the context of preventing and responding to needs of the community:

IDAP recognizes the multi-faceted nature of poverty, the interactions of its various causes and manifestations, and that chronic poverty must be addressed on multiple levels. IDAP has developed tools to assist our local partners in identifying the most vulnerable people and in assessing their vulnerabilities and capacities, as well as the structural/root causes of their marginalization. IDAP's Principles of Engagement will outline the approach taken to transforming the lives of the most vulnerable and marginalized. Disaster Risk Reduction and Climate Change Adaption are cross cutting priorities, which IDAP will take seriously.

2. To promote sustainable development processes which tackle poverty and encourage equality especially gender equality

Sustainability is best achieved by working through grassroots organizations and strengthening their capacity. This is why IDAP will work primarily through partnership, especially with the local community. Enabling vulnerable and marginalized people to participate and engage in their community allows them to direct the process and leads to a more sustainable transformation. Addressing gender inequality is a key focus on this Strategic Plan.



From Left: Mr. William Oganga, Program Manager at Integrated Development Programme (IDAP), Ms. Sarah Jaffe, Education Program Director, World Reader International in California, USA and Mr. John Ahaya, Director, IDAP pose for a photograph after inspecting some of IDAPs' projects. Our development partners are very impressed with projects we have in Siaya County.

3. To strengthen through partnership the development of local organizations and communities to enable participation in development process and decision making at local and national level

IDAP's strategy of implementation is to work with and through local communities and other partners. Good partnerships are a key to our success. These relationships are based on complementarity and recognition that each party has a distinctive role and contribution to make towards achieving common goals. We choose partners who share our values and beliefs and also demonstrate a commitment to organizational excellence, as this leads to strong and effective partnerships. Local organizations play a leading role, and IDAP recognizes the multiplicity of other development actors and the importance of working with and learning from them if we are to achieve our goal of transforming the lives of the most vulnerable and marginalized people. IDAP connects local communities at a grassroots level with partners and networks that have specific expertise and can support and strengthen their capacity. The combining of the strengths of various partners leads to effective and sustainable community transformation. IDAP is committed to collaborating with national and county governments and other civil society actors and also integrating within national development frameworks, such as Poverty Reduction Strategies.

4. To support communities and organizations to combat HIV/AIDS and reduce risk and vulnerability to this and other communicable diseases

IDAP has prioritized people affected and infected by HIV as primary beneficiaries. Its partners respond to the challenges of HIV/AIDS through a combination of service provision - supporting, developing and implementing HIV prevention, treatment, care and support initiatives, and mainstreaming HIV throughout all programs. By focusing on marginalized groups, we are able to address those who are most at-risk.

5. To support communities to improve their access to resources and services

IDAP seeks to ensure that marginalized sections of society are enabled to participate in their personal, local and national development. IDAP advocates with partner organizations to support marginalized groups in doing this. In turn, these organizations are encouraged to do this at the local level. We also encourage our partners to engage in government development processes and contribute to sector-wide programs (SWAPS) and poverty reduction strategies.

6. To encourage local groups and organizations to operate from a clear policy and programmatic basis

IDAP has defined a series of strategic priorities that will provide a framework for future work and prioritization of scarce resources. IDAP will develop guiding policies for agriculture, education, health, gender-based violence, disability, environment, water and sanitation as well as ICT. In addition, IDAP is committed to mainstreaming HIV and Gender throughout all its programs, where appropriate. In keeping with IDAP's Strategic Plan 2025-2030, we will continue to harmonize our work with the United Nations, government and civil society, policy sphere and contribute towards the Sustainable Development Goals.

7. To provide strategic funding for local CBOs to improve organizational effectiveness and viability for enhanced program impact

IDAP is seeking to enter into longer term partnerships to allow it to strategically address its objectives, to build capacity of local partner organizations and have increased program impact. Multi annual funding would enable IDAP to achieve this and also allow organizational development to improve the quality of programs delivered.

8. To develop structures and processes that support and embed mainstreaming as an organizational strategy

IDAP has a strong track record of mainstreaming priorities across the organization and with partners. The priority issues for mainstreaming during the lifetime of the current strategic plan are HIV and Gender. IDAP is currently engaging new partners to mainstream these issues. IDAP will draw on existing resources and technical support available locally to assist in this process.

9. To promote innovation and lesson-learning through research, documentation and exchange

IDAP is committed to being a learning organization and wants to assist its partners in their development. IDAP will produce publications and share with network members and stakeholders: These resources will be provided free in English to thousands of people in Kenya. All learning resources will be hosted on the website. In addition to this, support for learning will involve a mix of mentoring, exchange visits, supporting attendance at national and regional networks and platforms, investing in research and training, and resource development which IDAP has a strong track record in.

10. To support the development of programs that demonstrates outcome and impact at a strategic level

IDAP is entering into alliances and partnerships with other national and international organizations that bring together a variety of donors and implementers with a diversity of expertise. This will allow the consortium to have an impact across the region and to develop an integrated and coherent strategy.

11. To encourage each partner to improve overall programmatic coherence in relation to development related public policy issues

IDAP will develop its public policy and advocacy role over the course of this five-year plan. Its primary focus will be on agriculture, education, environment, water and sanitation as well as ICT. Other areas will include children, HIV and gender and the links between community and development.



Certificate of appreciation: Dr. Sarah Obama (late), the patron of the Safeguard Orphans and Widows Organization (SOWO), a well-regarded NGO in Kenya presenting a certificate of gratitude to Mr. John Ahaya, the Founder and Director of Integrated Development Africa Programme (IDAP) for a job well-done in Siaya County. IDAP's vision is to empower the African masses.

ANNEX A - STRATEGIC PLAN 2025-2030 LOGFRAME

Mission Statement: IDAP seeks to transform lives of the most vulnerable and marginalized people in the society.				
Objective 1: To strengthen local capacity of the most vulnerable and marginalized people so as to transform their lives.				
Outputs	Activity	Indicator	Assumptions	
1.Transform the lives of over 300,000 vulnerable & marginalized individuals & impact a further half a million individuals through the local community activities	1.1 Support local partners in key sectors of Malnutrition, Sexual & Gender-based Violence, HIV, and Disability	1.1.1 No. of individuals directly benefiting through IDAP supported development projects (disaggregated by category)	Capable local and international partners can be found	
	1.2 Support Emergency Responses through implementing partners as & when they arise	1.2.1 No. of individuals directly benefiting through IDAP supported emergency projects	Tragedies occur in locations with IDAP partners	
		1.2.3 No. of partners supported by IDAP		
2. Organizational development: support local partners (CBOs) to improve organizational management & program implementation	2.1 To identify 10 suitable local partners for capacity strengthening	2.1.1 Partnership agreements signed	Capable partners can be found	
	2.2 Identify capacity & areas in need of support in partners	2.2.1 Organizational audits done with each partner organization & action plan produced	Partners willing to engage in capacity development	
	2.3 Organizational support provided to partners	2.3.1 No. of organizations completing capacity strengthening program		
	2.4 Support partners & share learning on key issues such poverty, as Gender, HIV & Vulnerability	2.4.1 No. of partners demonstrating improved capacity	Partners willing to engage in capacity development	
3. Mainstreaming activities both internally & externally	3.1 Gender balance & equality of treatment achieved in staff & governance of IDAP	3.1.1 At least 30% of Board are female	Sufficient capacity to implement	
	3.2 Gender & HIV mainstreaming facilitated in IDAP	3.2.1 All staff & governance show increased understanding of Gender & HIV	Sufficient capacity to implement	
	3.3 Awareness on importance of Gender & HIV conducted with all partners	3.3.1 No. of partners deciding to mainstream HIV and/or gender	Gender & HIV seen as priorities for partner organizations	
	3.4 Gender & HIV mainstreaming facilitated among all partners	3.4.1 Proposals approved include appropriate Gender & HIV mainstreaming response		
		3.4.2 Disaggregation of beneficiary data by sex		

	3.5 Promote positive images of women & men in all literature	3.5.1 All images conform with Code of Images & Messages		
4. Accountability and Risk Management	4.1 Develop & implement IDAP Accountability Framework based on international best practice	4.1.1 Accountability Framework developed	Partners willing to engage in capacity development	
	4.2 Capacity build partner organizations in area of international best practice	4.2.1 No. of partners demonstrating improved capacity	Partners willing to engage in capacity development	
	4.3 Support partners improving financial & governance accountability	4.3.1 No. of partners demonstrating improved capacity in financial & governance accountability	Partners willing to engage in capacity development	
	4.4 Improve beneficiary participation & feedback in partner programs	4.4.1 No. of partners with participation & feedback mechanisms included in proposals	Partners willing to engage in capacity development	
	4.5 Implement & review partnership process & conduct annual risk assessment	4.5.1 No. of risks identified & addressed per year		
Objective 2: To mobilize, inspire, and equip the local communities with skills to enable them to engage in social and economic development.				
Output	Activity	Indicator	Assumption	
1. To engage over 20 CBOs in development by raising awareness through development education & community libraries	1.1 Develop a network of similar organizations committed to engaging the CBOs in development	1.1.1 One network established	Willingness of CBOs to engage with IDAP	
		1.1.2 No. of CBOs actively engaged with IDAP's work		
	1.2 Engage CBOs to understand the link between development & their role through development of quality education resources	1.2.1 No. of CBOs using development education resources		
	1.3 Influence & engage local leadership in development	1.3.1 No. of leaders actively engaged with IDAP's work	Willingness of leaders to engage with IDAP	
	1.4 Mainstream education for development issues within communities – working in collaboration with partners	1.4.1 No. of CBOs engaged in development for Integral Mission	Willingness of CBOs to engage with IDAP	
2. More than 200 people directly volunteer in Development	2.1 Engage key individuals, leaders & youth groups in short-term learning activities	2.1.1 No. of key individuals who gain knowledge from short-term learning & exchange programs	Continued demand for these programs	

		2.1.2 No. of leaders who go for exchange programs		
		2.1.3 No. of youth groups who join short-term leaning activities		
	2.2 Develop a strong volunteer network to raise awareness of the work of IDAP	2.2.1 No. of active volunteers who are generating income through their activities	Availability of willing & able volunteers	
3. Tackle issues focused on alleviating marginalization & at a local level	3.1 Engage the government & the media in development activities	3.1.1 No. of articles published/ broadcast on development issues	Willingness of media to engage with IDAP	
	3.2 Develop strategic partnerships with donors & other similar organizations on areas of agriculture, health, environment, water & sanitation, ICT & gender	3.2.1 Participation in working groups		
Objective 3: To increase IDAP's financial and organizational capacity through partnerships.				
Output	Activity	Indicator	Assumption	
1. To boost income generation activities	1.1 Engage fundraising & marketing personnel as well as develop an effective fundraising & marketing strategy	1.1.1 Income generated	IDAP maintains & has the capacity to improve current levels of funding	
2. Conduct Organizational Capacity to fight poverty & develop a Capacity Strengthening Framework	2.1 External consultant conducts Organizational Capacity Assessment	2.1.1 Capacity strengthening Framework (CSF) report produced	Staff in place to implement the program	
		2.1.2 Annual Review of CSF conducted, target indicators met & recommendations are implemented		
	2.2 Capacity Strengthening Framework developed with measurable outputs & indicators			
	2.3 Board of Directors reviews implementation of CSF on annual basis			
	3.1 Annual audit of IDAP accounts conducted & reviewed by Board of Directors	3.1.1 Audited report produced	Staff in place to implement systems	
	3.2 Finance systems & procedures improved	3.2.1 Auditor satisfied with systems & procedures		
	3.3 Development Advisory Committee of external	3.3.1 Grant allocation minutes filed		

	experts monitor grant allocation			
	4.1 Maintain an active Board of Directors & other subcommittees with appropriate knowledge & skills	4.1.1 All members of Board attend meeting on at least a quarterly basis	Staff in place to implement systems	
	4.2 Monitor Board function in accordance with IDAP Code of Corporate Conduct	4.2.1 Board review report by Chair & CEO annually		
	5.1 Implement poverty reduction policy & assist partners in doing the same	5.1.1 Poverty reductions policy developed and implemented	Staff in place to implement systems	
		5.1.2 Background check conducted on all persons visiting projects		
	5.2 Develop a Human Resources Policy to guide organizational decisions	5.2.1 HR policy developed & implemented		
6. Ensure strong administrative function to support organizational growth	6.1 Maintain efficient & friendly supporter response service	6.1.1 80% of supporter enquiries handled satisfactorily	Staff in place to implement systems	
	6.2 Maintain offices & equipment at appropriate levels	6.2.1 90% of staff who find office & equipment satisfactory		
	6.3 Employ sufficient qualified staff to run the organization & support them in their development	6.3.1 All positions filled by qualified staff & complete satisfactory appraisals		
7. Increase organization learning & development	7.1 Learn from others by, participating in national & international networks where appropriate	7.1.1 IDAP demonstrating improved capacity	Costs of national & international networks not prohibitively expensive	
	7.2 Develop learning plans for all staff & allocate appropriate budget			

ANNEX B – Linkage to Sustainable Development Goals

IDPA seeks to contribute towards all the Sustainable Development Goals. This strategic plan will have greatest impact on Goals 1, 2, 3, 4, 5, 6, 7 and 8.

Linkage to Sustainable Development Goals

SDG 1 – End poverty in all forms everywhere

SDG 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture

SDG 3 – Ensure healthy lives and promote well-being for all at all ages

SDG 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

SDG 5 – Achieve gender equality and empower all women and girls

SDG 6 – Ensure availability and sustainable management of water and sanitation for all

SDG 7 – Ensure access to affordable, reliable, sustainable and modern energy for all

SDG 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

SDG 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

SDG 10 – Reduce inequality within and among countries

SDG 11 – Make cities and human settlements inclusive, safe, resilient and sustainable

SDG 12 – Ensure sustainable consumption and production patterns

SDG 13 – Take urgent action to combat climate change and its impacts

SDG 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development

SDG 15 – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

SDG 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development

ANNEX C – Risk Analysis

A Risk Analysis was conducted looking at the key risks (high impact and high likelihood) nationally, to partners and beneficiaries and to IDAP. The mitigation measures outlined here have been incorporated into the strategic plan.

National – These risks are difficult to mitigate against but have been included to recognize the challenges facing development worldwide.

Risk Description and Mitigation

Economic: The recent economic downturn has had the greatest impact on the poor and most vulnerable and will continue to reduce availability of donor funding. IDAP resources will be focused on supporting the most vulnerable, and sustainable solutions will be identified such as working through exiting community networks.

Gender: Gender inequality remains pervasive nationally. It is exacerbated by poverty and is a key factor in the persistence of poverty. Gender will be prioritized as a key issue and mainstreamed in all programs.

HIV/AIDS: HIV/AIDS remains one of the primary threats to development worldwide and has reduced life-expectancy in many countries including Kenya. HIV/AIDS will be prioritized as a key issue.

Governance: Lack of good governance and pro-poor policies in many countries has had a detrimental impact on the poor and most vulnerable. IDAP will support development of a strong local civil society which can influence and advocate for improved governance.

Climate Change: Climate change is leading to environmental degradation and an increase in natural disasters. IDAP will support partners in developing Disaster Risk Reduction responses.

Natural disasters: Natural disasters like droughts are on the increase and when they strike it is the poor and most vulnerable they impact the most. IDAP will work with partners during emergency response to help the poor. We shall make sure that the poor and most vulnerable will be prioritized within this response. We will also support partners in developing Disaster Risk Reduction responses.

Civil conflict: Conflict continues to affect many countries particularly in Africa and Kenya is not an exception. IDAP will work with partners during emergency response to help the most vulnerable groups.

Decrease in funding: The current economic climate is likely to lead to reduction in public and government donations. IDAP will develop an effective Marketing and Fundraising Strategy, as well as try diversification of donor sources, increase in fundraising profile, ensure clear communication of efficient and effective use of funds, and limit of long-term commitments to partners

Lack of engagement by communities: Competing demands and priorities for community leaders. IDAP will engage communities in development education, link understanding with development, encourage exchange visits to developing and engage senior leadership in its activities.

Increased competition in NGO sector: There is an increased number of organizations working in the field of poverty alleviation and development leading to increased competition for resources. IDAP has developed a specific and clear vision, which is mutually beneficial for partnerships with other organizations

Limited expertise: Limited expertise and capacity in program areas. Due to the size of IDAP it might have limited expertise and capacity in certain program areas; however, it will use the experience and expertise of partners to implement some of its programs.

Poor targeting of beneficiaries: These groups are difficult to identify as they are often stigmatized and marginalized within their local communities. IDAP will use partner CBOs to reduce the chances of mistaken identity. IDAP will also get involved in disaggregation of data, ensure strong beneficiary accountability procedures and increased training for partners and ensure they adhere to the Code of Conduct.

Negative attitudes and practices: Often the surrounding community can harbor negative attitudes and practices towards marginalized groups. IDAP seeks to work with local culture and affirm the good aspects, but also to challenge to transform. Some of these stem from culture and others from religious belief. IDAP will ensure that programs based on good understanding of underlying causes of issues are explored and provide support for addressing negative attitudes and practices as well as identify positive role model individuals and organizations to act as agents of change

Partners not linked with wider development community: Lack of coordination and collaboration between the community and other agencies –some with serious consequences could be a risk. IDAP will work in partnership with other agencies to ensure that efforts are not duplicated, creating ‘priority gaps’ in service. Link partners to each other, encouraging partners to join local networks and engaging other counterparts will be encouraged.

Misappropriation of resources: Corruption and misappropriation of resources are endemic in many countries and the development sector is not immune from this. IDAP will develop an accountability framework and criteria for partnership, annual audits, financial and narrative reports, as well as regular evaluations.

Limited partner capacity or ineffective use of resources: Often partners lack the capacity or expertise to use resources effectively and provide the greatest benefit. IDAP will conduct organizational audit of all partners, develop capacity building, financial and narrative reports, regular evaluations program for partners, and provide opportunities for learning and development.

ANNEX D – Complementary roles of partners

Linking IDAP to communities – IDAP raises awareness and understanding within the local community with regards to development. IDAP also facilitates the development of relationships between communities through communication, exchange visits and involvement of IDAP projects in the counties.

Funding – IDAP acts as a fundraising and grant-making agency. Funding is raised through foundations, individuals, companies and government.

Accountability – IDAP ensures accountability of funds spent according to plan and as efficiently and effectively as possible.

Capacity-building – IDAP seeks to support its partners to grow and develop their organizational capacity.

Best practice and knowledge sharing – IDAP documents best practice and lessons learned by partners and shares them with other partners. It also supports partners in developing their expertise.

Local faith-based NGOs & networks – IDAP partners with indigenous faith-based NGOs and networks. When faith-based NGOs and networks are linked to the local community at a grassroots level it leads to effective and sustainable community transformation.

Specialism and expertise – Larger organizations often offer an area of specialism and expertise which local communities do not have.

Experience – Faith-based NGOs and networks have developed experience in the area of development over the years and are able to support local communities in their endeavors.

Linkages & credibility with wider development community – Locally-based NGOs are usually linked into the wider development community and are able to act as a link to local communities ensuring that they participate.

Local community – The IDAP is delivering truly sustainable development at the heart of the world's poorest communities and in some regions it is the only organization able to do so. The value of working with and through the local communities is that it is that these are grass-roots network which lead to trust, access, community ownership and sustainability, and are cost effective and can be replicated; it also ensures accountability and ability to scale up.

Trust – IDAP's involvement in the community means there is widespread public confidence in this organization.

Access – As a grass-roots organization, the IDAP is able to identify and bridge the gap between even the poorest, most marginalized groups and broader development efforts.

Community ownership and sustainability – Local responses come from within the community and so reflect community values and priorities. They are more likely to be owned by local people and

therefore to be more sustainable. The IDAP can also tap into a network of volunteers which can lead to a sustainable response even with the cessation of external funding.

Cost Effectiveness – IDAP’s responses offer a high return on relatively small investments. The organization relies heavily on highly motivated volunteers. Local projects are usually dependent on local resources, which are usually meager. Yet their impact is often disproportionately large.

Replicability – IDAP’s network is bound to provide a unique opportunity to replicate simple but effective projects because of its links with many local communities. Envisioning and training – rather than huge investments – are what it will take to see projects mushrooming across the network.

Accountability – While some sectors of the community still have to prove their financial accountability, many larger local-based organizations are proving themselves capable of strong governance and financial accountability.

Willingness to scale up – Surveys of local responses find that local communities want to do more to meet local needs and just need external support to do so.

National/International partnerships and alliances – IDAP will enter into national and international partnerships and alliances where it is deemed that these will assist in achieving its vision.

Achieving strategic goals – IDAP partners with other organizations and enters into alliance to enable it to achieve its strategic goals. By working together, it is possible to maximize the potential of limited resources.

Capacity-building – IDAP will enter into partnerships which allow it to grow and develop its organizational capacity.

Best practice and knowledge sharing – IDAP will engage in partnerships that will make it grow and develop best practice as well as learn from others.

Policy Development – IDAP and its partners will work within good government development policies and seek to influence policy development where it can be improved.