



STRATEGIC PLAN 2022-2025



ACME DEVELOPMENT ORGANIZATION



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2022-2025

JANUARY 2022

VISION, MISSION AND CORE VALUES

Vision

An Empowered and Dignified Community

Mission

ACME exists to organize community members in implementing transformational programs by Capacity Building them on initiatives supporting Community Driven Development.

Core Values

Acme Development Organization is committed to providing quality services to all and is guided by the following core values:

- **Integrity-** Transparency and Accountability.
Our staff have upstanding character traits and work ethics including sound Judgments, honesty, dependability and loyalty.
- **Social Justice and Equity**
We often engage in campaigning and advocacy to bring about a policy change by ensuring that people are treated with dignity and respect by those in positions of authority.
- **Empowerment**
- **Participation and Inclusion**
- **Environmental Sustainability**
We practice fair treatment and meaningful involvement of people regardless of race, national origin or income with respect to the development, implementation, supreme consideration for managing all human activities and enforcement of environmental laws, regulations and policies.

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ABBREVIATIONS AND ACRONYMS

ACME	Acme Development Organization
ASAL	Arid & Semi-Arid Lands
BMU	Beach Management Unit
CBO	Community Based Organization
CDRR	Community Disaster Risk Reduction
CSO	Civil Society Organization
ENR	Environmental Natural Resources
FM	Financial Management
HR	Human Resource
ICT	Information Technology
LMAs	Livestock Marketing Associations
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MERL	Monitoring Evaluation Reporting and Learning
NGOs	Non-Governmental Organizations
ODIS	Organizational Development and Institutional Strengthening
O&M	Operation & Maintenance
PC	Programmes Coordinator
PM	Programme Manager
SWOT	Strengths Weaknesses Opportunities and Threats
VMG	Vision Mission Goal

EXECUTIVE SUMMARY

This Strategic Plan outlines our organization's comprehensive approach to fostering community-driven development, with a focus on empowering pastoralist communities towards sustainable livelihoods. Anchored in our vision of "empowered and dignified living," we aim to implement transformational programs that promote peaceful coexistence, enhance socio-economic empowerment, and build resilience against climate change and disasters.

Organizational Overview

Our mission is to organize community members in implementing transformational programs by building their capacity on initiatives supporting Community-Driven Development. We are committed to promoting peaceful coexistence and the socio-economic empowerment of pastoralists towards sustainable livelihoods. Through our work, we strive to create an environment where communities are not only surviving but thriving in dignity and peace.

Strategic Priorities

The Strategic Plan identifies key result areas essential for achieving our mission:

1. **Peaceful Coexistence and Security:** Fostering harmony within communities to ensure safety and reduce conflicts.
2. **Sustainable Livelihoods Development:** Empowering individuals through economic opportunities and capacity building.
3. **Community Resilience to Disaster Risk Reduction and Climate Change Action:** Enhancing preparedness and adaptive capacities in the face of environmental challenges.
4. **Public Health, Education, Water, Sanitation and Hygiene (WASH)**

This has a focus on improving access to quality healthcare services and promoting well-being, ensuring inclusive and equitable quality education for all, providing access to clean water and promoting sanitation practices.

5. **Research, Advocacy, and Policy Influence**

We endeavour to generating knowledge through active research and the results thereon will support our work on lobby and advocacy in influencing policies for systemic change.

6. **Organizational Capacity Strengthening:**

Acme's capacity in being able to bring about the much-needed change will be built as a resilient and effective organization to deliver on its mission.

Implementation Strategy

To achieve these priorities, the Strategic Plan outlines specific objectives, activities, and timelines. Each objective is designed to be SMART (Specific, Measurable, Achievable, Relevant, Time-bound) to ensure effective implementation and monitoring. The plan emphasizes community involvement at every stage, ensuring that interventions are contextually relevant and sustainable.

Monitoring and Evaluation

A robust Monitoring and Evaluation (M&E) framework will be established to track progress, assess outcomes, and inform decision-making. Regular reviews will ensure that the strategies remain aligned with the evolving needs of the communities and the broader development landscape.

Conclusion

This Strategic Plan is a call to action for all stakeholders—community members, partners, donors, and policymakers—to collaborate towards a common goal of sustainable development and empowerment. By working together, we can transform challenges into opportunities and build a future where pastoralists are empowered and live in a dignified society.

CHAPTER 1 INTRODUCTION

1.1 Overview

This chapter introduces the organization, Acme Development Organization Development, together with its history of formation, mandate, position in the geopolitical history and in the development arena. Acme's philosophy of development is espoused through its work, target group and theory of change.

1.2 Background- A brief history of the institution

Acme Development Organization Development (Acme) is a Non-Governmental Organization founded in 2019 to contribute towards the resolution of the inherent problems affecting nomadic pastoralist communities that straddle the cross-border regions of the Karamoja cluster. Given the inter-related regional issues, the organization's focus encompasses cross-border states including Kenya, South Sudan, Uganda and Ethiopia. Acme is a membership organization with most members drawn from the wider Turkana County and some drawn from the greater rift valley region. Acme's constituency comprises pastoralist individuals and groups. The Organization aims to address the root causes of continued marginalization of the pastoralists as manifested in inadequacy of social and physical infrastructure and facilities; low levels of participation in public life of the greater Kenyan society owing to lack of empowerment, insecurity, and high illiteracy levels among others.

1.3 Mandate/functions of the organization

Acme has a mandate, as a lead development agency, to facilitate socioeconomic development in the region under its jurisdiction. It has the ability to mobilize beneficiaries including Agro-pastoralists and fisher folk, Water User Associations in governance and sustainable utilization of natural resources in the resource-scarce drought-prone Turkana County. ACME has the mandate to advocate and lobby for policy changes and dissemination for the benefit of the pastoralist communities who have been marginalized for a long time.

Mandate

ACME's mandate is to mobilize community members and resources to participate in the development process to alleviate all forms of indignity and human suffering.

Core Competencies

- Community driven approaches – ACME has developed participatory processes of engaging the community in identifying and jointly addressing their socio-economic needs.
- Leveraging strategic partnerships – ACME has formed functional partnerships with the Government of Kenya, donors and other key stakeholders to provide quality and cost-effective services.
- In-depth community reach – having engaged the community over time, ACME has gained trust, confidence and deeper understanding of the local people. Based within the community, we know them, and they know us.

Comparative Advantage

- ❖ Synergistic Relationships – ACME enjoys a rich network of like-minded partners that are responsive to community needs and aspirations. ACME is in an intimate relationship with the community given its community approaches and value systems. ACME has a cordial relationship with an array of development partners including the Government, donors and other stakeholders
- ❖ Cost effective and efficient services – ACME offers affordable services considered more effective. ACME uses mechanisms that enhance efficient use of the scarce resources that it mobilizes for the greater benefit to the community.

1.4 Global, Regional and National Challenges

In its efforts to enhance development and reduce vulnerability of communities, ACME has experienced several challenges in the implementation of projects. Despite the remarkable achievements in time, several challenges remain.

The main development challenges include:

- Weakened traditional and modern governance institutions.
- Environmental degradation.
- Loss of productive eco-systems and decline in agricultural production.
- Frequent droughts, livestock diseases and violent cross border conflicts due to competition over scarce resources (pasture and water).
- Lack of clear policy guidelines on the utilization of natural resources.
- Land ownership – trust land.
- Inadequate capacities at national and local levels for sector-wide and cross sectoral partnerships and coordination (Private Public Partnerships).

In its endeavor to enhance development in the areas of operation, ACME has been faced with several challenges and constraints. This include but are not limited to:

- Competition for funds and project areas from other CSOs
- Low financial capacity needed to spread out to other areas of Turkana County
- Managing high community expectations
- Insecurity in certain parts of the county
- Poor infrastructure - rough road and land terrains
- Challenging negative ENRM practices that relate to people's livelihoods e.g. charcoal burning and fishing of fingerlings.

Overall, Acme has seen a narrow donor base that has constrained activities. While we retained our major donors, donor diversity remains an area of concern. Moreover, the short-term single-year nature of most of the projects limits our ability to consolidate our successes and undermines our capacity to retain our talent. Inadequate system for evidence gathering undermined our ability to consistently record and document evidence of our work, to demonstrate progress on our goal and objectives. However, we feel with this strategic plan we have developed a robust monitoring and evaluation management information system that will henceforth bolster our ability to measure progress, demonstrate impact and facilitate effective knowledge management.

1.5 Role in development at national and county development

Acme as an NGO has its place in the development arena with the National and County agenda already set. The National Government agenda sets the direction for the country Government agenda. Once the Government agenda is set then the Civil Society call to duty is to ensure that all the relevant aspects of the National and County Government are embedded in the organizational development agenda to avoid any departure from the government agenda. Governments the world over take lead in addressing aspects of sustainability and meeting the needs of the citizens. The government has four distinct roles in addressing sustainability concerns. These roles are as follows:

1. Policy development
2. Regulation
3. Facilitation and
4. Internal sustainability management

Each of the policy making, regulating, facilitating, and internal sustainability managing roles of government has its own characteristics and success factors. Combined, these roles have the potential to effectively support sustainability management through setting goals, driving change, and leading by example. Acme will follow and adapt the Government Sustainability goals that have been set to meet and manage the needs of the citizens.

CHAPTER 2 SITUATIONAL ANALYSIS

2.1 Overview

This chapter presents a review of implementation of the previous strategic plan which entails key achievements, challenges faced as well as the lessons learnt. In addition, it provides an analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT); Political, Economic, Social, Technological, Environmental and Legal (PESTEL); and the stakeholder analysis.

2.2 Key Achievements

Since the start of operations in 2019, ACME has undertaken several programs that have had positive impacts on the livelihood of communities within Turkana County. The programs were directed to pro-poor initiatives and targeting mainly agro-pastoralists. Notable general achievements include:

- I. Gradual growth and transformation to a professional organization;
- II. Successful implementation of the initiatives on Cross Border Peace and Food Security, Entrepreneurship and the CBCR Activity and the Community livelihood and animal welfare projects
- III. Qualified, professional and ambitious staff with the goal of informing the community growing ACME
- IV. Policies, systems and controls in place
- V. Conducive working space
- VI. Adequate working equipment
- VII. Community and Government buy-in
- VIII. Development and sustaining of the culture of encouraging dialogue and cooperation

The organization realized a number of notable achievements through the projects implemented. These achievements have been documented and include the following:

- i. Instituted an integrated approach of modern and traditional institutions working together towards solving violent conflict attributed to the cross-border communities.
- ii. Rehabilitation of the Oropoi-Kamion Road
- iii. Expansion of Nanyia Water pan in Oropoi Location-Turkana west
- iv. Formed 20-member cross border peace committees that Contributed to Cross-Border peace committees' ability to prevent, mitigate, and respond to conflict in focus of border areas of Oropoi and Kaabong (Uganda) and Lokichoggio-Kapoeta (South Sudan) in the Karamoja cluster
- v. Four (4) peace building structures (Peace dividends projects) established co-managed and co-shared by the cross-border communities that engage in conflict hence reconciliation processes achieved while utilizing the amenities such as Nakiloro, Kalemngole health centers (Moroto District in Uganda) and Oropoi and Lokichoggio in Lokichoggio sub county (Kenya)
- vi. The capacity of a 12-member cross-border community working group was built to improve project implementation process. Among the capacity needs addressed by the project include participatory learning and action (PLA), monitoring and evaluation and conflict resolution processes.
- vii. Strengthened cross-border security through local community security initiatives and intergovernmental meetings in Kaabong (Uganda) and Turkana West (Kenya) Districts

- viii. Participated in the facilitation of the signing of Kobebe and Nakonyen resource sharing agreements by cross border communities and witnessed by the Government's representatives of Kenya and Uganda (signing of the resource sharing agreements and constitution of the resource sharing committees to monitor the implementation of the agreed 13 resolutions)
- ix. Reduced conflicts over the scarce resources evidenced by Joint grazing and watering of Livestock by the cross border communities
- x. Minimised number of cross border livestock theft and cattle rustling
- xi. Enhanced working relationship among the Government and peace actors across the borders
- xii. Increased women participation in cross border peace building initiatives- strengthened networks of women to build their confidence, motivation, and collective efforts. From zero women involved to the current **1,480 women** have been networked across the region by cross border peace programs
- xiii. Increased partnership among non-state peace actors
- xiv. Enhanced early warning information sharing among cross border communities, peace actors and government
- xv. Training of 12 trauma healing groups comprising of warriors and women
- xvi. Strengthened inter-governmental relationships
- xvii. Enhanced ownership and implementation of resource sharing agreements
- xviii. Minimized environment degradation and poaching
- xix. Instituted a cross-border chief's forum that has been and still able to stem cross border thefts and raids through early warning and early response /information sharing among cross border communities
- xx. Booming cross border trade among the borderlands communities such as livestock trade.
- xxi. Enhanced government and stakeholder support in promoting cross border trade e.g. through the chamber of commerce.
- xxii. Organized women led initiatives Over the past years the program has witnessed improvements in the relationships between many cross-border communities evidenced by the willingness of the communities having their own led dialogues to solve the arising tensions culminating into deescalating open conflicts. These have been articulated through the signing of Agreements and ownership of the same.

2.3 Lessons Learned

The organization has kept on learning more programming approaches as we begin to yield results. Frameworks of cooperation whether around resources, livelihoods diversification, justice and compensation, or inter-governmental agreements are providing mechanisms by which communities can enhance cooperation, prevent, manage and resolve conflicts and sustain relationships. The Lokiriana peace accord for the Turkana and the Matheniko communities of Kenya and Uganda, is one such example that the organization has been supporting in collaboration with the county Government leadership.

Acme has strengthened networks of women to build their confidence, motivation, and collective efforts. To date, 1,290 women have been networked across the region by the organization program. Women from Kenya, Uganda, Ethiopia and South Sudan have participated and signed the Kitale Resolutions, committing women to peace action. These resolutions have catalyzed local women to act, lead peace processes, and

lobby for representation of women in peace structure as well playing a key role in the formulation of the RSAs. And also securing leadership positions

In the general view and in analysis of the expectations of the community, there is a dire need to avail water resources along and within the dry season grazing areas which in most cases lie within the fringes of this County. These Resources once available will be of fallback advantage to them in cases where peace is elusive or where its real prospects are vague. The only option facing our people always in the face of the dry spell is cross-border migrations which turn out to be disastrous and tricky because lack of clear formalities binding to the communities and enforceable by the authorities makes losses especially for the Turkana too dear to bear and too heavy a loss to forgive and forget. The need for security access routes emerged as a priority to help in the events of tracking and following raiders swiftly.

It is also incumbent that in many aspects of the community, starting young has been quite positive and has yielded success. Our sports for peace targeting both the youth and women is such a successful initiative and many targeted beneficiaries have got into skill-based activities and have turned back from the negative cattle raiding vices for alternative forms of livelihood.

ACME has undertaken Programmes and projects in line with its mandate. Consequently, the organization has learnt several lessons that need attention for effectiveness of programme implementation. The following lessons learnt are critical:

- ✚ Consistency in project implementation is critical;
- ✚ Insistence on professionalism and integrity is crucial;
- ✚ Partnerships and networking enhances collaboration;
- ✚ Transparency and accountability are key to success in development;
- ✚ Embarking on organizational development bears fruits – quality service delivery;
- ✚ Need for enhanced resource mobilization to bridge the budgetary shortfall;
- ✚ Need for enhanced technical capacity to support service delivery;
- ✚ Involving beneficiaries enhances sustainability;
- ✚ Need for effective mechanisms for monitoring and evaluation.

ACME needs to effect strategies to address the lessons. These should include:

- Development of acceptable proposals for funding;
- Capacity building of staff and beneficiaries for efficient service delivery and uptake;
- Implementation of results based project selection and budgeting to reduce wastage in resources.

2.4 Environmental Scan

Acme appreciates that there are internal and external factors that will influence the implementation of this strategic plan. An environmental scan was conducted through three models namely Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; Political, Economic, Social, Technological and Environmental and Legal (PESTEL) analysis and Stakeholder analysis. SWOT analysis was undertaken to

identify the internal strengths and weaknesses as well as the external threats and opportunities as in the table 2-1. Further to the SWOT, PESTEL and Stakeholder analysis, a **Critical Success Factor Analysis (CSFA)** was done. The outcomes of the analysis were used in the identification of the priority key result areas, the strategic focus areas, strategic objectives and strategies.

In addition, the situational scan aimed at taking stock of the institution's functional resources, capacity and opportunities. The design and success of a new strategy for the organization depends on the strategic fit between the internal and the external conditions. A summary of the Critical Success Factor Analysis is presented in Table 1.

Table 1: Summary of the Critical Success Factor Analysis

Issues	Impact on the Strategic Direction
Existence of a legal framework on the establishment of the Acme with a clear mandate	Strategic environment for implementation of the Organizational constitutional provisions
Adequate funding support from partners and development partners	Effective delivery of community projects and programs on development
Human resource capacity	Capacity to respond to development processes
Dynamic and agile organisational structure	Capacity to adopt to highly dynamic community needs and donor environment
Strong goodwill and positive reception of the Acme programmes by all stakeholders	Attracts partnerships and establish collaboration & networks
Collaboration with Government (National and County) on development	Leveraging experiences on development needs and priorities
Community Knowledge and skills for staff	Enhanced capability and capacity to handle community needs
Disseminating information and knowledge on the community participation in development agenda	Enhanced understanding and levels of awareness on community participation and development
Development skills, trust, positive attitude, and culture	Ability to participate in the community development agenda to meet community needs
Policies and procedures for community lobby and advocacy agenda	Accessible and well-regulated participation in policy lobby and advocacy
Development agenda that is non-coordinated and excluding other actors	Coordinated monitoring of development agenda
Alignment and compliance with laws of different countries and compliance to International & Regional conventions	Established collaboration framework on the international and national development agenda
Enforcement of the rights and obligations of the public on development	Well informed citizenry on their rights, obligations and development
Working with the devolved levels of Government	Faster delivery of services and enhanced inclusivity in the devolution process

STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Table 2: Strengths Weaknesses Opportunity and Threats

STRENGTH		WEAKNESSES	
• Strong community networks • Compliance with Regulations • Working in partnership with Government • Understanding of the working environment. • Cross-border aspect		• Lack of adequate funding • Inadequate staff • Low networks on fundraising • Young Organization	
OPPORTUNITIES		THREATS	
• Developing links with the other Organizations • Localisation opportunity to empower local organizations. • Presence on the ground. • Cost/competitiveness advantages. • Skills, experience, knowledge • Qualifications, accreditation. • Allies, contacts. • Dedication, leadership and drive. • Geographical advantages (presence; other) • Comparative advantages (with regard to other actors in the same context) in systems, processes, operational efficiency, flexibility, quality standards, other areas.		• Other more established NGOs compete to implement similar activities. • Limited financial reserves. • Changes in priorities from major donors • Inadequate donor funding • Technological development requiring investment • Political trends • Shift to business orientation and consultancy by donors	

PESTEL ANALYSIS

Organizational PESTEL analysis in each of the six domains: Political, Economic, Social, Technological, Environmental and Legal.

Political

- Government policies: National and County Government, local intra/inter-community, State on Organisational operation
- Lack of resource availability
- Stakeholder needs or demands.
- Lobbying/campaigning by interest groups: local, national, international. Influences/pressures from international actors, e.g. other governments, international organizations, etc.
- Armed conflicts.
- Changes in power, influence, connectedness of key relevant actors/groups.
- Expected direction of future political change: future policy prospects; upcoming elections and possible change in government (County, Local, State, National) and its consequences; other relevant political trends.

Economic

- Economic situation: local, national, regional, global affecting Budgets.
- Economic situation of specific relevant communities or population in Turkana.
- Poor infrastructure: local, national, other.
- Financial situation of key partners or other relevant entities like donors.
- Expected direction of economic change: prevailing economic trends, trade and market cycles; expected economic interventions by governments and their consequences; other relevant economic trends.

Social

- Demographics and population trends
- Health among populations.
- Low Education levels to illiteracy.
- Lack of access to essential services.
- Public perceptions of local organizations.
- Relevant customs, traditional beliefs, attitudes towards children, adolescents, gender, etc.)
- Media views.
- Migration of communities (which also has political, economic and legal dimensions).
- Major relevant events (upcoming or already happening) and cultural trends.
- History, to the extent that it affects social attitudes and perceptions.
- Factors in social identity, e.g. religious, socio-ethnic, cultural, etc.
- Dynamics of how social change happens in the given context.
- Management style, staff attitudes, organizational culture (within a major relevant organization).
- Expected direction of social change: broad trends in change of social attitudes (e.g. towards a relevant issue); other relevant social trends.
- Credibility of information sources or communication channels (e.g. media outlets, well-known individuals, etc.) among a target population. Reach of information sources/communication channels among a target population.

Technological

- Low population groups' access to technologies.
- New technologies that could impact the context significantly, or that could be used to achieve objectives such as the use of Mpesa, Virtual meetings, reports among others.
- Technologies and related infrastructure/manufacturing / importing requirements for an initiative to succeed.
- Technology transfer, access, licensing issues, other issues related to intellectual property rights.
- Foreseeable technological trends: economic and social impact of adoption of existing technologies; rate of technological change; other technological trends.

Environmental

- Contextually relevant environmental issues: global (e.g. climate change), regional (e.g. flooding, droughts, etc.) or local (e.g. contamination of water supplies).
- Relevant environmental regulations or requirements (e.g. for assessing potential climate change impacts of specific activities, conforming to national or international environmental regimes, etc.).
- Environmental impacts of planned or ongoing activities.
- Climate, seasonality, potential impacts of weather.
- Trends or expected future developments in the environment.
- Geographical location of the Organization.

Legal

- Human rights (including but not limited to child rights and gender rights).
- Existing legislation having an impact on any relevant factors (economic, social, technological, environmental or other factors relevant to the issue), or affecting population groups relevant to the issue, or impacting the work of the organization or its partnerships.
- Pending or future legislation.
- International treaties/agreements, either existing or in preparation.
- Standards, oversight, regulation and regulatory bodies, and expected changes in these.
- Ethical issues.

2.5 Stakeholder Analysis

Stakeholders are the entities who will be significantly impacted by the actions of Acme and its respective programmes at the community level. There is a need to understand the degree to which these stakeholders will be affected and highlight any difference in the extent of the impact of programmes. In addition, Acme would meet its mandate by knowing the expectations of stakeholders concerning the programmes being implemented for the benefit of the community members. In line with this, stakeholders would be best served when they are aware of Acme's expectations of them.

The stakeholder analysis considered the category, their expectations of Acme, Acme's expectation of them, their degrees of influence and interest. Influence refers to the ability to convince other people in your sector to implement your ideas, in this case how the stakeholder's personal needs and practices can influence Acme strategy in implementing the various programmatic areas planned. Interest also refers to an organization's technologies, processes and systems which are considered by Acme to be of mutual benefit, in this case it refers to the extent of benefit of the stakeholder to Acme's work.

Table 3: Summary of results of Stakeholder analysis

NO.	STAKEHOLDER CATEGORY	STAKEHOLDER EXPECTATION	ACME EXPECTATION
1	Pastoralists Associations	Extension services Funds (LMAs) Institutional CB	Mobilization/ participation Contribution
2	Farmers	Farm inputs Capacity Building Group organization Link to extension services	Mobilization/ participation Contribution
3	Staff	Commitment to their welfare Conducive work environment Favourable terms and conditions of work Career progression Training and skills Development Fair appraisal Timely processing of payments	Implementation of Acme's mandate Providing the necessary manpower Adherence to principles of good governance and organizational values Adherence to rules, policies and regulations
4.	Animal Keepers	Guidance on participatory planning, budgeting and sustainable development Ensure successful implementation of the strategic plan for the benefit of the community	Community participation and contribution Provide proper care and attention to the animal welfare
5.	BMU's/Fisher folks	Capacity Building - fisheries Act Audio Visual production Funding Advocacy skills	Mobilization/ participation Contribution Beach/lake management
6.	CSOs/CBOs	Co-funding Collaboration Cooperative Societies Act Implementation	Coordination Service delivery
7.	NGOs	Collaboration Contribution Joint resource mobilization Networking	Dissemination of policies Coordination
8.	Government/ Line Ministries	Compliance with law Timely service delivery Involvement/ Complementarily Cost sharing	Disseminating of policies Coordination Development of by-laws Enforcement of the by-laws Open days
9.	Media	Strong partnership	Coordination Information dissemination

		Dissemination of timely and accurate information Business Pro- activeness	Compliance with the NGO ACT 1990/PBO Act 2013
10.	WUAs	Community support on by-laws application	Mobilization Training Networking
11.	Development Partners	• Policy direction on development planning and budgeting • Timely programmes and project's reports and reviews • Involvement of stakeholders in the various aspects of the national and county planning and budgeting • Synergies and partnership during implementation of policies, programs and projects • Accountability for resources availed	Referral (to other donors) Reporting Compliance
12.	Private sector	Business engagement Non duplication Collaboration Sector support	Coordination
13	Regional and international bodies i.e. IGAD, EAC, UN etc.	Collaboration Information sharing Benchmarking Accounting for funding	Collaboration Information sharing and calls for funding Benchmarking
14.	Social Partners COTU, SACCOs	Support to staff for savings Non-discrimination on staff	Services on staff savings Loan facilities
15.	NGO Board	Support in development activities in areas of operation Compliance of regulations	Policy direction

2.6 Strategic Issues

Acme has identified the following strategic issues that need to be resolved or addressed to achieve the expected impact and proposed strategic direction in service delivery to the community. The strategic issues and strategic direction are presented in Table 3.

Table 3 Strategic Issues and strategic direction

Strategic Issue	Strategic Direction
In-adequate grazing land	Promote development of agreements on Resource sharing
In-adequate water sources	Promote development of agreements on Resource sharing
Lack of common policies across the border	Promote collaboration and compliance
Cultural hindrances	Foster trust
In adequate knowledge and information	Capacity Building
Low capacities	Capacity Building
In-adequate food	Enhance cooperation to provide for those in need
Lack of alternative sustainable livelihood	Establish alternative sustainable livelihood
Climate change hazards	Establish DRR resilience and CCA
Minimal arable land	Irrigate and reclaim land
Insecurity	Enhance a robust security system

CHAPTER 3 STRATEGIC MODEL

3.1 Introduction

This chapter gives the strategic model guiding the Acme Development Organization Development towards delivery of its mandate. It provides the Vision, Mission, core values, the Key Result Areas, Strategic objectives and strategies that will be employed to realize its goals.

3.2 Vision Statement, Mission Statement and Core Values

Vision

“An Empowered and Dignified Society”

Mission

“ACME exists to organize community members in implementing transformational programs by Capacity Building them on initiatives supporting Community Driven Development.”

Core Values

Acme Development Organization is committed to providing quality services to all and is guided by the following core values:

1. Integrity
2. Social Justice and Equity
3. Participation and Inclusion
4. Empowerment
5. Environmental Sustainability

3.3 Key Result Areas, Strategic Objectives and Strategies

Acme Development Organization Development has identified 6 (five) Key Result Areas with the corresponding strategic objectives and strategies for effective implementation of the plan. The key areas that Acme is focused on are:

Key Result Area 1: Peaceful Coexistence and Security

Key Result Area 2: Sustainable Livelihoods Development

Key Result Area 3: Natural Resources, sustainable Energy and Climate Change Action

Key Result Area 4: Research, advocacy & Policy Influence.

Key Result Area 5: Public Health, Education, Water, Sanitation and Hygiene (WASH).

Key Result Area 6: Organizational Capacity Strengthening

Table 3-1 gives a summary of the Key Result Areas, Strategic Objectives and Strategies:

Key Thematic/Priority Areas	Key Result Areas (KRAs)	Key Strategic Objectives	Key Intervention Strategies
1. Peaceful Coexistence and Security	- Peaceful coexistence among the pastoralist communities living in Turkana County and their neighbouring ethnic communities in Uganda and South Sudan (long term outcome). - Joint cross-border inter-communal conflict interventions among the pastoralist communities (intermediate outcome). - Peaceful sharing of cross-border resources (water and pasture) among the pastoralist communities (intermediate outcome). - Intensified cross-border social cohesion initiatives for preservation and promotion of cultural heritage of the pastoralist communities (intermediate outcome). - Cross-border peaceful engagement and interaction among the pastoralist communities (intermediate outcome).	To enhance joint inter-communal conflict interventions by strengthening and operationalizing local-based mechanisms for addressing cross-border community conflicts in Turkana County, West Pokot County and neighbouring ethnic communities in Uganda and South Sudan.	- Training/Capacity building of communities on: - Natural resources management (land, water & pasture). - Conflict early warning and early response (CEW&ER). - Inter-communal dialogue/problem solving. - Cross-border Conflict Early Warning & Early Response (CEW&ER): - Facilitating and supporting the integration, operationalization and coordination of local-based cross-border CEW&ER frameworks. - Cross-border Inter-Communal Dialogue: - Facilitating and supporting the strengthening and operationalization of local-based cross-border inter-communal dialogue frameworks. - Cross-border Natural Resources Management (land, pasture & water) frameworks: - Facilitating and supporting the strengthening and operationalization of Natural Resource Management frameworks. - Trauma Healing-
		To foster cross-border social cohesion through the implementation of joint peaceful activities that contributes to the preservation and promotion of cultural heritage of the pastoralist communities in Turkana County, West Pokot County and neighbouring ethnic communities in Uganda and South Sudan.	- Cross-border pastoralist cultural heritage preservation & promotion: - Supporting cross-border pastoralist cultural festivals. - Organizing and supporting cross-border pastoralist beauty contests. - Organizing and facilitating cross-border sports for peace for the

Key Thematic/Priority Areas	Key Result Areas (KRAs)	Key Strategic Objectives	Key Intervention Strategies
			youth/warriors and women.
		To promote peaceful interaction and engagement among the pastoralist children through the operationalization of peace education in schools/institutions of learning in Turkana County, West Pokot County and neighbouring ethnic communities in Uganda and South Sudan.	- Peace Education in schools: - Establish peace clubs in schools in the target areas. - Conducting of peace education trainings/workshops in schools/institutions of learning. - Organizing and facilitating intra/inter school peace activities (e.g. environmental conservation, sports for peace, peace debates, peace writing competitions etc.).
2. Sustainable Livelihoods Development	- Pastoralist communities with food security and sustainable livelihoods (long term outcome). - Enhanced cross-border food security, social and economic initiatives/projects (intermediate outcome). - Healthy and protected animals in pastoralist communities (intermediate outcome). - Local communities and other stakeholders advocating for animal welfare (intermediate outcome).	To improve cross-border community livelihoods by establishing sustainable development initiatives in Turkana County, West Pokot County and neighbouring ethnic communities in Uganda and South Sudan.	- Training/Capacity building of communities on: - Food security. - Sustainable livelihoods. - Cross-border food security, social and economic livelihoods for the pastoralist communities: - Operationalization & sustainability of Village Table Banking initiatives. - Operationalization & sustainability of cross-border Livestock Marketing frameworks. - Smart agriculture - Water projects (rehabilitation of boreholes etc.). - NRM (fodder/hay) for economic benefits. - Mining and gold
		To enhance animal welfare through establishment of operational and sustainable community-based frameworks for animal health and protection in Turkana County, West Pokot County and neighbouring	- Animal welfare and protection: - Capacity building of communities on livestock welfare & protection. - Donkey welfare & resilience. - Sensitization/Advocacy initiatives for animal welfare and protection.

Key Thematic/Priority Areas	Key Result Areas (KRAs)	Key Strategic Objectives	Key Intervention Strategies
		<i>ethnic communities in Uganda and South Sudan.</i>	
3. Natural Resources, sustainable Energy and Climate Change Action	○ Cross-border pastoralist communities resilient to risk of shocks from unprecedented disasters and effects of climate change (long term outcome). ○ Cross-border pastoralist communities embracing DRR and CCA practices & initiatives/options (intermediate outcome). ○ Collaboration among stakeholders in advocating effective collaboration in disaster and climate change management in pastoralist communities (intermediate outcome).	● To strengthen community resilience to disaster and climate change through establishment, institutionalization and operationalization of local-based adaptation frameworks in Turkana County, West Pokot County and neighbouring ethnic communities in Uganda and South Sudan.	● Training/Capacity building of communities on: - Disaster risks and climate change management. ● Advocacy for disaster and climate change management at all levels of leadership: grassroots, middle and top. ● Synergy building for disaster and climate change management.
4. Research, advocacy & Policy Influence.	○ Sustainable peace and development policies for the pastoralist and agro-pastoralist communities (long term outcome). ○ Collaboration among stakeholders in advocating for policies favourable to pastoralist and agro-pastoralist communities (intermediate outcome).	● To influence government peace and development policies and programs related to pastoralism and agro-pastoralism that benefits communities living in Turkana County, West Pokot County and neighbouring ethnic communities in Uganda and South Sudan.	● Vertical-Horizontal Approach (VHA) to Multi-stakeholder collaboration in advocacy and policy influence: - Community capacity building workshops/engagement meetings to deliberate on favourable policies and programmes for the pastoralist and agro-pastoralist communities. - Engagement/consultative meetings with CBOs, CSOs & NGOs to advocate for favourable policies and

Key Thematic/Priority Areas	Key Result Areas (KRAs)	Key Strategic Objectives	Key Intervention Strategies
			programmes for the pastoralist and agro-pastoralist communities. - Engagement/consultative meetings with relevant representatives from governments to jointly assess the current peace and development policies related to pastoralism/agro-pastoralism, status of their implementation, existing gaps and development of strategies for the way forward. - Community-Led Data Collection – Train local caregivers, teachers, and health workers to track children's psychosocial development through structured observation tools. - Development actors
5. Public Health, Education, Water, Sanitation and Hygiene (WASH).	■ Strengthened community awareness, education and skills among the pastoralists, rural dwellers, agro pastoralists in Turkana County (long term outcome). ■ Environmental health, sanitation, disease surveillance, preventive and curative diseases, water-borne diseases, air-borne, tropical, contagious and non-contagious diseases. ■ Strengthening systems to improve water scarcity, water resource use and management	● To strengthen community resilience to water inadequacy, health-related hazard, community hygiene and environmental health through establishment, institutionalization and operationalization of local-based and contemporary mechanisms and frameworks in Turkana County.	● Vertical-Horizontal Approach (VHA) to Multi-stakeholder collaboration in public health, education, water, sanitation and hygiene - WASH: - Communities are sensitized on environmental health, sanitation, disease surveillance, preventive and curative diseases, water-borne diseases, air-borne, tropical, contagious and non-contagious diseases. - Community capacity building workshops/engagement meetings to deliberate on favourable policies and programmes for the pastoralist and agro-pastoral communities. - Engagement/consultative meetings with CBOs, CSOs & NGOs to advocate for favourable policies and programmes for the pastoralist and agro-pastoralist communities.

Key Thematic/Priority Areas	Key Result Areas (KRAs)	Key Strategic Objectives	Key Intervention Strategies
	- Generating evidence to inform water and environmental related programming. - Development of water projects, WASH training for the community		- Engagement/consultative meetings with relevant representatives from governments to understand the current state of play-based interventions and mental health needs in the community. - Train caregivers and community health workers (CHWs) use play-based techniques for emotional regulation. - Development actors
6. Organizational Capacity Strengthening	Effective and efficient governance of Acme's programs and operations.	To enhance effectiveness and efficiency in governance of Acme's programs and operations through institutional capacity development and strengthening.	- Reviewing and strengthening of organizational structure/organogram and its operationalization. - Strengthening of Human Resource capacity and infrastructure. - Strengthening ICT infrastructure. - Reviewing and strengthening of program development & management system (Strategic Program Management with greater focus on comprehensive & practical PCM with incorporation of RBM, CLA approaches etc.). - Developing a robust Monitoring, Evaluation, Reporting & Learning (MERL) System. - Building capacity of Acme's Directors (organizational development & management, resource mobilization & management, advocacy etc.). - Building capacity of Acme's program staff (peacebuilding, program development & management, resource mobilization, synergy building, advocacy etc.). - Rebranding of Acme.
	Strategic collaboration and networking between Acme and other relevant stakeholders at all levels of leadership;	To promote strategic partnerships and network with local communities, government, CSOs, private sector and donors for effective multi-	Reviewing institutional multi-stakeholder engagement and partnership framework and identifying areas that need further improvement (e.g. existing strategies, synergy in

Key Thematic/Priority Areas	Key Result Areas (KRAs)	Key Strategic Objectives	Key Intervention Strategies
	grassroots, middle and top levels.	stakeholder program development, delivery, communication and ownership.	programming, advocacy, information sharing etc.).
	Sustainable resources for institutional programming and operations.	To strengthen institutional resource mobilization framework for financial sustainability and continuation of program delivery and operations.	Reviewing the institutional resource mobilization framework and identifying areas that need further improvement (e.g. existing strategies, resource mobilization capacity of the staff etc.).

3.4 Theory of Change

The organizational theory of change is premised on the interventions, outputs, outcomes and impacts.

<i>Impact</i>	<i>Self-sustaining community replete with knowledge and information on PB, DRR, CCA advocacy, health and Livelihoods</i>
<i>Outcomes</i>	<i>Increased peaceful coexistence and positive peace</i> <i>Improved livelihood for community members</i> <i>Increase in the number of households who faced a disaster and were able to employ an effective disaster risk</i> <i>Increased awareness of risks and resilience to DRR and CCA</i> <i>Increased knowledge on PB, DRR, CCA, Advocacy, NRM and livelihood options</i> <i>Increased and strengthened policy and legislative advocacy</i> <i>Improve climate change mitigation and adaptation</i> <i>strengthened community health services</i> <i>improved health outcomes</i> <i>improved access to health services</i> <i>Strengthened community capacity to mitigate, manage and respond to disasters</i> <i>Prevalence of Gender Based Violence (GBV)</i> <i>Percent of children who report reduced incidences of violence, neglect abuse or exploitation</i>
<i>Outputs</i>	• <i>Number of community members mobilized</i> • <i>Number of community members reached in various projects</i> • <i>Number of dialogues initiated and completed</i> • <i>Number of community members trained</i> • <i>Number of NRM resource agreements made, shared and implemented</i> • <i>Number of Policies initiated and passed at the county assembly</i> • <i>Number of Animal welfare awareness forums undertaken</i> • <i>Number of community members aware of primary health care</i> • <i>Number of cultural fetes held</i> • <i>Number of GBV and GRM awareness meetings held</i> • <i>Number of GBV and GRM cases resolved and supported</i> • <i>Number of households who faced a disaster and were able to employ an effective disaster risk</i>
<i>Interventions</i>	• <i>Behaviour changes for farmers and pastoralists</i> • <i>Community Mobilization</i> • <i>GBV Prevention</i> • <i>Training/Capacity Building for PB, DRR, CCA, Advocacy, livelihood options</i> • <i>NRM framework for resource sharing</i> • <i>CEWER Reporting</i> • <i>Facilitating dialogues</i> • <i>Cultural heritage preservation</i> • <i>Peace Education</i> • <i>Primary health care</i> • <i>Community health services</i> • <i>Promoting preventive health through awareness creation</i> • <i>Food security and alternative livelihoods</i> • <i>ICT infrastructure for reporting</i> • <i>Cooperation with partners for advocacy</i>

<i>Multi-Stakeholder Approach</i>	• <i>Staff</i> • <i>Pastoralist associations</i> • <i>BMUs</i> • <i>Development partners NGO & CBOs</i> • <i>Farmers</i> • <i>Media</i> • <i>WUAs</i> • <i>Social Partners-COTU, SACCO's</i> • <i>Regional Bodies-AU, IGAD, EAC, UN</i> • <i>Private Sector</i> • <i>Government Dept. 's, Ministries</i>
<i>Assumptions</i>	• <i>Community partnership</i> • <i>County Government Support and partnership</i> • <i>Minimal Raids</i> • <i>Free movement across the border</i> • <i>Peaceful elections</i> • <i>Donor support</i> • <i>Staff delivery</i> • <i>Board of Directors support</i>
<i>Vulnerabilities</i>	• <i>In-adequate grazing land</i> • <i>In-adequate water sources</i> • <i>Lack of common policies across the border</i> • <i>Cultural hindrances</i> • <i>In adequate knowledge and information</i> • <i>Low capacities</i> • <i>In-adequate food</i> • <i>Lack of alternative sustainable livelihood</i> • <i>Climate change hazards</i> • <i>Minimal arable land</i> • <i>Insecurity</i>

CHAPTER 4 INSTITUTIONAL FRAMEWORK FOR PLAN IMPLEMENTATION

4.1 Overview

This chapter provides information on the resources required to implement the strategic plan. This includes Acme's human resource capacity needs, financial resource requirement and proposed organization structure, strategies for resource mobilization, as well as performance and risk management strategy.

4.2 Structure of Acme

The organisational structure will provide both institutional and functional framework for the implementation of the Strategic Plan. Acme Management will provide critical governance and leadership oversights in ensuring proper implementation of the plan. The Chief Executive Officer will provide continuous functional leadership supported by teams of both technical and administration staff of Acme.

Appendix 1 outlines the proposed Acme organizational structure (Organogram). The organogram illustrates key functional organs that will spearhead implementation of the strategic plan i.e.

- **Acme** - Providing strategic direction, policy guidelines and oversight role in management and operations of Acme.
- **Chief Executive Officer** - Providing day-to-day leadership, governance, management and operations of Acme as well as providing technical advice to Acme as appropriate.
- **Key Departments** directly responsible for management and operations of the core functions of Acme and execution of the Strategic Plan
- **Support Departments** - Responsible for providing administrative and operational support in Acme

4.3 Staff Establishment

Table 4 Staff Levels as per Organogram of 2022

S.no	Designation	In post	Job grade	Authorized establishment	Variance
1	Chief Executive Officer			1	
2	HR/DCEO			2	
3	Programme Manager			1	
4	Finance and Admin Manager			1	
5	MERL			1	
6	Procurement			1	
7	Logistics			1	
8	HR and Communication			1	
9	Social Media Manager			1	
10	PB&CT			1	
11	Lobby and advocacy			1	
12/13/14/15/16	Health, Social Safeguards, Livestock, Empowerment and Agriculture Officers			5	
17	Livelihood Development			1	
18	Disaster Risk Reduction and Climate Change Adaptation			1	
19	Receptionist			1	
20	Security			1	
21	Office Assistant			1	
22	Drivers			1	

4.4 Human Resource Development Strategies

To enhance capacity development and productivity of staff, Acme Development Organization Development shall pursue the following strategies:

Implement the proposed organizational structure to achieve the desired staffing levels and a clear reporting structure

Implement the Acme Development Organization Development Human Resource Policies and Procedures Manual and any other policies that are mutually agreed with the stakeholders and guided by the labour laws.

Capacity building in terms of equipment, skills set within the ICT sector and number of staff for virtual working and conducive environment for remote service delivery

4.5 Resource Mobilization Strategies

Successful implementation of this Strategic Plan will not only depend on the quality and commitment of the staff but also on prudent management of sourced funds and community cooperation in implementing agreed activities. Financing of the Strategic Plan will be through the continuous open fundraising in addition to the already committed donors of Acme. However, this will be inadequate given the dynamic economic constraints occasioned by the Covid-19 effects and the imminent electioneering period in the Country. Consequently, Acme will consider alternative strategies for resources mobilization which will include but not limited to:

- Enhancing revenue generation initiatives through diversified responses to calls for proposals
- Proposals to current and potential development partners
- Enhanced networking and collaboration with existing and potential partners
- Venturing into open consultants for and on behalf of Acme in collaboration with various experts

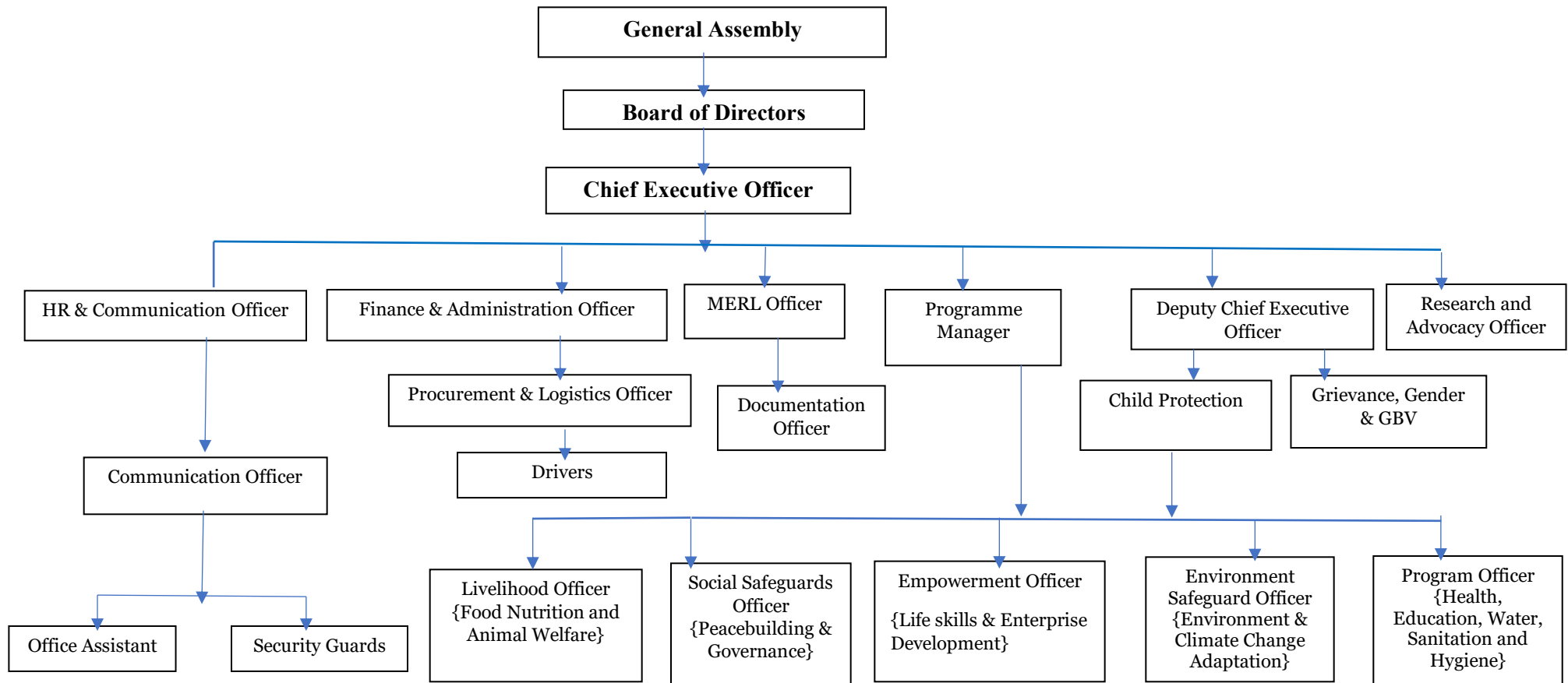
4.6 Risk Analysis and Mitigation Measures

The development and subsequent implementation of the Strategic Plan takes into consideration risks and assumptions that may influence or impact on the results and impact of the implementation plan. The risks and assumptions include but not limited to:

- That political, social and economic environment will remain favourable and enabling the implementation of the plan
- The Management will provide full leadership, commitment and support the Strategic Plan implementation through guidance, oversight and supervision.
- The partners and other stakeholders will support and be collaborative in implementation of the strategic plan
- Acme will re-position itself, exploit its comparative advantages and remain collaborative in provision of within its mandate as guided by the relevant legislation and community
- Acme will be responsive to the dynamic social, cultural and legal changes and demands in the current and future society as well as global trends.

- That Government and community operating within the cross border areas will remain steadfast in information sharing and management of the resource sharing arrangement initially agreed upon at community level.

4.7 Organizational Structure



CHAPTER 5 MONITORING, EVALUATION, REPORTING AND LEARNING

5.1 Overview

This chapter presents the monitoring, evaluation and reporting framework of the Strategic Plan. This will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. An implementation matrix with clear outcomes, outputs, output indicators and targets for the five-year duration plan is annexed to facilitate monitoring and evaluation of the Plan. The results of M&E will be used to make corrective actions, improve implementation of activities and inform future plans of Acme.

5.2 Monitoring Implementation of Strategic Plan

Acme Development Organization (Acme) will monitor and undertake evaluation of the Strategic Plan's implementation in order to provide feedback information on progress, outputs/results realized and more importantly quality information for decision making and taking corrective actions; modifying implementation as dictated by operational environment changing conditions; as well as ensuring optimum impact of the plan implementation. To achieve this, Acme has developed a comprehensive **Monitoring, Evaluation Reporting and Learning framework**, which is aligned to the priorities and strategic objectives of the plan and accompanies this plan. The areas to monitor will include, but will not be limited to: performance, utilization of resources, mandate and performance impact, coordination, implementation of priorities and institutional capacity development. The MERL System will focus on measurement/assessment of performance indicators within each stage as illustrated below:

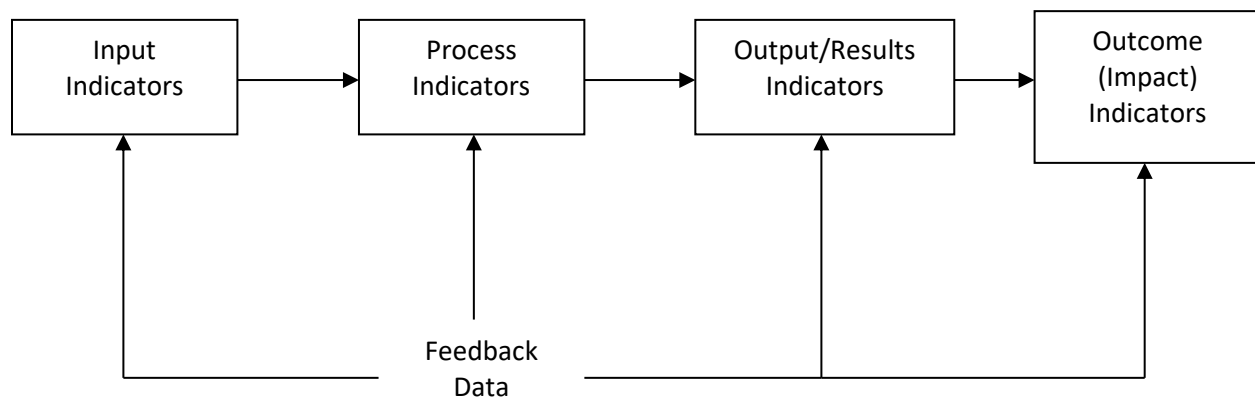


Figure 5.1 Monitoring and Evaluation Framework

The **Monitoring** process will involve regular collection and analysis of information on the progress of the strategic plan implementation. The process will include, but will not be limited to the following:

- Regularly checking whether the implementation is on course in relation to the set objectives;
- Supporting documentation of the process of implementation
- Taking corrective measures as appropriate;

- Ensuring that allocated resources are being utilized as intended, are cost-effective and there is value for money

Evaluation will focus on both internal results of Acme as well as achievements realized in implementing the activities. In addition, regular impact assessments will be conducted to establish the levels of achievements and sustainability.

The CEO, Management and Technical staff will be responsible for the implementation of the targets that fall under their jurisdiction. This will be achieved by ensuring that Acme prepares **Annual Work Plans (AWPs) and Budgets** for each year of implementation; and all individuals in management prepare **Individual Operational Plans (IOPs)**. Establishment of **Performance Management System** that includes Performance Contracting, **Performance Appraisals** and subsequent improvement efforts will form the basis for a robust M&E system. This is part of what is updated in the Human Resource manual for effectiveness and efficiency

Targets and performance indicators will form the basis for monitoring and evaluation and will be detailed out (in quantitative and qualitative terms) especially at the AWP, IOP and Staff Performance Contracts (PC) levels. Monitoring and Evaluation of plan implementation will be a continuous process and will be achieved through internal regular review meetings, surveys and assessments as well as feedback reporting for purposes of taking corrective actions, incorporating new or emerging issues and readjusting plan implementation as appropriate.

The **results** of both monitoring and evaluation will be reported regularly (monthly, quarterly and annually etc.) as will be dictated by the M&E system and the activities specific to the various departments. The reports will contain information on achievements, challenges encountered, limitations in implementation; and emerging issues as well as recommendations for interventions in order to improve performance, results/outputs and outcome or impact of plan implementation.

Acme Development Organization Development (Acme) will ensure adequate **ICT Infrastructure** and **Human Resource Capacity** for efficient and effective monitoring and evaluation of plan implementation. Similarly, coordination and integration within and between departments particularly with regard to information sharing on activities will be a critical feature in ensuring holistic implementation of the Strategic Plan within the framework of the vision, mission, priority areas and strategic objectives.

Finally, **Mid-Term** and **End-of-Term Evaluation** of plan implementation will be crucial especially the latter thus providing accurate data for the review of the five (5) year period of implementation and basis for preparation of the subsequent Strategic Plan of Acme. The mid-term evaluation will be undertaken two and a half years into the implementation of the plan preferably spearheaded by an external independent consultant in collaboration with an internal technical committee appointed by the Institute. Similarly, the end-of-term evaluation will be spearheaded by external independent expert in collaboration with the technical committee and Acme management

5.3 Mid-Term and End-Term Evaluation

Acme Development Organization Development has planned to have mid-term and end term evaluations of the implementation of its activities by an external independent consultant to ensure that the work

done is as per the implementation plans and within budget. It is expected that the external evaluation will inform our implementation track. End-term evaluation will be conducted at the end of the Strategic Plan period and the achievements, challenges, lessons learnt and recommendations will inform the next cycle of the strategic planning process

5.4 Reporting

The monitoring and Evaluation Officer will take a lead role in ensuring that all heads of departments will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The heads of departments will be expected to provide reports generated on a monthly basis and as per the respective thematic areas of implementation on monthly, quarterly bi-annual and annual basis or as outlined in the implementation matrix in the annexes. This will also form part of the performance contract that Acme will follow as part of delivery of the Strategic Plan and the realization of the Organizational plans.

6.0 ANNEXES

6.1 Implementation Matrix

Strategy	Key Activities	Expected Outputs/Results	Performance Indicators	Responsibility Centre	Key Partners	Target Date	Budget in 000s
1. Peaceful Coexistence and Security	• Clear co-ordination approach on peace-building initiatives • Peace campaigns caravans, peace days' ceremonies to celebrate peace and cultures • Capacity building of peace monitors and peace committees • Rehabilitate survivors of cattle rustling through Psycho-social and trauma healing support etc. • Lobby to ensure provisions of food and non-food items to affected households • Facilitate regular peace dialogues • Organizing dialogues to help in building inter-community trust • Awareness and campaigns in support of disarmament	• Cross border Conflict Prevented • Peaceful coexistence embraced • Safe and secure access to natural resources strengthened • Inclusive dialogue and collaboration enhanced Joint pastoral activities, workshops, awareness campaigns enhanced • Radio programmes aired Women and youth activities supported • Peacebuilding and conflict transformation (prevention, management and resolution) capacities of actors and institutions are strengthened and institutionalized	• No. of peacebuilding structures established • Number of organizations model practices, systems and structures in conflict transformation and peacebuilding by 2025 • Number of people participating in conflict prevention and peace building initiatives • Participatory community-based dialogue platforms at locality and community levels established, strengthened and made functional to address emerging resource related conflicts	Peace Building Officer	County Government National Government		30,000

<i>Strategy</i>	<i>Key Activities</i>	<i>Expected Outputs/Results</i>	<i>Performance Indicators</i>	<i>Responsibility Centre</i>	<i>Key Partners</i>	<i>Target Date</i>	<i>Budget in 000s</i>
	process in the region. - Identify, recover and return assets to the rightful owners - Combat forms of organized crime through surveillance and reporting						
2. Sustainable Livelihoods Development	- Use of appropriate technologies to improve agricultural production - Increasing water sources for agriculture and livestock - Addressing policy gaps in the livestock and agriculture sector - Grow drought resistant crops - Growing fruit trees - Pest and disease control - Linkage to market - Advocate for improved road networks - Sensitize communities to	- Improved animal health and production - Improved livelihoods diversification and technology transfer - Improved coordination of Food Security Livelihoods Cluster interventions	- Reduced conflict between the pastoralists and farmers over water resources. - Increased awareness of available livelihood options. - Increased absorption of climate smart agriculture - Modern agricultural production technologies and practices improved - Improved coordination of food security and livelihoods interventions leading to reduced gaps and duplication of activities in target	Livelihoods officer	County Government National Government		45,000

Strategy	Key Activities	Expected Outputs/Results	Performance Indicators	Responsibility Centre	Key Partners	Target Date	Budget in 000s
	access business grants • Linkages to financial institutions • Alternative livelihoods diversification • Sustainability of livelihoods projects		areas, and efficient use of the limited resources				
3. Natural Resources, sustainable Energy and Climate Change Action	• More awareness on coping strategies • Lobby the county to finance climate change actions through county devolved funds • Capacity building of staff on issue climate change • Grow adaptive trees • Growing of fodder • Lobby and or mobile resources for drilling boreholes, water pans and wells • Grow fodder to reclaim rangelands • Facilitate training on DRR and CCA • Conduct training with communities to develop multi-	• Communities supported to take-up new climate/disaster resistant income generating activities • Institutions in target areas are developed to provide comprehensive disaster risk management to vulnerable communities • People in vulnerable communities are better able to manage disaster risk reduction planning and mitigation • Vulnerable communities are more informed about disaster risk reduction and thus more prepared for unexpected disasters	• People trained in alternative climate resilient income generating activities • Communities provided assets required to facilitate climate resilient income generating activities • Groups created and successfully linked to markets within target communities • Organizations dealing with DRR incorporate credible risk reduction action plans into Annual Development Plans • Organization staff and partners trained in emergency response. • Targeted Community individuals complete	Natural Resources and Climate Change officer	County Government National Government		20,000

<i>Strategy</i>	<i>Key Activities</i>	<i>Expected Outputs/Results</i>	<i>Performance Indicators</i>	<i>Responsibility Centre</i>	<i>Key Partners</i>	<i>Target Date</i>	<i>Budget in 000s</i>
	hazard contingency plans - MHCPs - Facilitate communities to implement MHCP plans - Need to have local extension officers to share early warning information - Fruit trees - Conduct public meetings to share the importance of DRR and CCA in addressing environmental degradation - Support research into developing multi-hazard assessment tools mindful of the crosscutting issues of mobility, gender equality, health and security. - Develop policy coherence at the local and national levels by mainstreaming DRR and CCA into migration management	- Improved environmental restoration and protection - Multi-hazard contingency plans developed, and mitigation interventions supported - Indigenous trees and fodder planted to improve soil cover and reduced further effects of soil erosion	DRR training programmes (disaggregated by gender with target of 2/3 gender rule) - Households in target areas supported by small-scale low-cost adaptation initiatives and preparedness measures - Existing multi-hazard early warning system operationalized - People reached through local level media and advocacy campaigns organized by the organization - Number of people reached or have access to DRR and CCA related publications - increased access to quality and environmentally friendly alternative income sources to support livelihoods -				

<i>Strategy</i>	<i>Key Activities</i>	<i>Expected Outputs/Results</i>	<i>Performance Indicators</i>	<i>Responsibility Centre</i>	<i>Key Partners</i>	<i>Target Date</i>	<i>Budget in 000s</i>
	policies and practice Minimize forced displacement by consistently investing resources in DRR and CCA to increase the resilience of affected communities while developing partnerships with other humanitarian organizations to provide adequate resources to meet the growing challenge of climate change.						
4. Research, advocacy & Policy Influence.	- Research on community safety and security - Appropriate technologies in agriculture - Alternate forms of livelihood - Climate change action, adaptation, resilience and mainstreaming	- Content specific data collected and shared with relevant agencies - Recommendations, interventions and initiatives implemented and supported	Reports shared	Lobby and advocacy project officer	County Government National Government		20,000
5. Public Health, Education, Water, Sanitation and Hygiene (WASH).	- More awareness on public health education - Awareness creation and sensitization on	- Public health education created - Water resource management skills provided	- Mosquito nets distributed - Activity reports - Solid wastes disposal sites established	WASH officer	County Government National Government NGOs/CSOs		

<i>Strategy</i>	<i>Key Activities</i>	<i>Expected Outputs/Results</i>	<i>Performance Indicators</i>	<i>Responsibility Centre</i>	<i>Key Partners</i>	<i>Target Date</i>	<i>Budget in 000s</i>
	water resource related diseases • Community sensitization to public health programming • Training in disease surveillance, healthy bodies, health seeking culture initiatives • Training in nutrition and diet in the communities • Support malaria and other tropical disease campaigns in the community • Conduct environmental cleaning camps and clinics in the community • Support supply and distribution of mosquito nets to breastfeeding and lactating mothers, under-fives and elderly • Support outreach health programs in the rural villages within Turkana West sub county. • Support and implement	• Health seeking behaviour improved • Nutrition and diet skills impacted • Malaria and other tropical diseases awareness created • Mosquito nets distributed • Environmental cleaning campaigns conducted • Solid waste management skills improved • Outreach programs on anti-natal and post-natal health services conducted					

<i>Strategy</i>	<i>Key Activities</i>	<i>Expected Outputs/Results</i>	<i>Performance Indicators</i>	<i>Responsibility Centre</i>	<i>Key Partners</i>	<i>Target Date</i>	<i>Budget in 000s</i>
	initiatives relating to solid waste management. Partnerships with other humanitarian organizations implement adequate intervention and mobile resources to meet the growing health hazard in the rural villages.						
6. Organizational Capacity Strengthening.	- To enhance resource mobilizations. - Fundraising - Capacity building for staff - Proper coordination - Capacity building on resource mobilization - Capacity building on financial risks - Capacity building on MEAL - Exchange programme and benchmarking by Acme board to other established NGO boards - Sustainability strategies based on our context	Improved institutional and technical capacities of the Government and communities in early warning, preparedness, mitigation and response	Improved institutional and technical capacities of the Government and communities in early warning, preparedness, mitigation and response.	Chief Executive Officer	Donor Consultancy firms County National government		

<i>Strategy</i>	<i>Key Activities</i>	<i>Expected Outputs/Results</i>	<i>Performance Indicators</i>	<i>Responsibility Centre</i>	<i>Key Partners</i>	<i>Target Date</i>	<i>Budget in 000s</i>
	- Forming sub-committees board members to attend some project activities - Board remuneration proposal of 8,000ksh per sitting						

6.2 Monitoring and Evaluation Framework

Key Result Area	Outcome indicators	Output Indicator-Process	Baseline	Targets		Responsible Dept./Section/ Unit
				Mid-Term Period Target (2023/24)	End of Plan Period Target (2024/25)	
KRA 1: Peaceful coexistence among the pastoralist communities living in Turkana County, West Pokot County and their neighbouring ethnic communities in Uganda and South Sudan (<i>long term outcome</i>). - Joint cross-border inter-communal conflict interventions among the pastoralist communities (<i>intermediate outcome</i>). - Peaceful sharing of cross-border resources (water and pasture) among the pastoralist communities (<i>intermediate outcome</i>). - Intensified cross-border social cohesion initiatives for preservation and promotion of cultural heritage of the pastoralist communities (<i>intermediate outcome</i>). - Cross-border peaceful	Increased Peaceful coexistence and positive peace-Kenya/Uganda	Number of violent raids	50	40	25	

engagement and interaction among the pastoralist communities (<i>intermediate outcome</i>).						
Key Result 2. Sustainable Livelihoods Development - Pastoralist communities with food security and sustainable livelihoods (long term outcome). - Enhanced cross-border food security, social and economic initiatives/projects (intermediate outcome). - Healthy and protected animals in pastoralist communities (intermediate outcome). - Local communities and other stakeholders advocate animal welfare (intermediate outcome).						
		Number of deaths in the raids				
		Relations with neighbours				
		Number of stolen animals				

outcome).						
Key Result 3. Natural Resources, sustainable Energy and Climate Change Action • Cross-border pastoralist communities resilient to risk of shocks from unprecedented disasters and effects of climate change (<i>long term outcome</i>). • Cross-border pastoralist communities embracing DRR and CCA practices & initiatives/options (<i>intermediate outcome</i>). • Collaboration among stakeholders in advocating effective collaboration in disaster and climate change management in pastoralist communities (<i>intermediate outcome</i>).						
	Increased cross border movement	Level of movement/interaction between community members in the cross border region				
	Level of distrust among community members					
Key Result 4. Research, advocacy & Policy Influence. • Sustainable peace and development policies for the pastoralist and agro-pastoralist communities (<i>long term outcome</i>).						

• Collaboration among stakeholders in advocating for policies favourable to pastoralist and agro-pastoralist communities (<i>intermediate outcome</i>).						
Key Result 5.						
Public Health, Education, Water, Sanitation and Hygiene (WASH).						
▪ Strengthened community awareness, education and skills among the pastoralists, rural dwellers, agro pastoralists in Turkana County (long term outcome). Awareness on the free primary and secondary education for the pastoralist community ▪ Primary health care which supports strengthening community health services, improving access to health services, promoting preventive care, and improving health outcomes. ▪ Strengthening systems to improve water availability, water resource use and management ▪ Generating evidence to inform water and environmental related						

programming. Development of water projects, WASH training for the community						
Key Result area 6 Organizational Capacity - Effective and efficient governance of Acme's programs and operations. - Strengthening strategic collaboration and networking between Acme and other relevant stakeholders at all levels of leadership; grassroots, middle and top levels. - Sustainable resources for institutional programming and operations.						