



**Horn
Of Africa
Development
Initiative**

STRATEGIC PLAN

2022 2026





INSTITUTIONAL BACKGROUND AND HODI'S JOURNEY

The Horn of Africa Development Initiative (HODI) was conceived and started operations in 2003 as a Community Based Organization (CBO). It was primarily serving the community as a legal aid desk. HODI was registered as a Non-Governmental Organization (NGO) in July 2007. The decision to establish HODI was motivated by the personal commitment amongst the founders to effectively address the growing severity and frequency of conflicts and general human rights violations in Northern Kenya. Scarcity of Legal aid services further aggravated the situation. HODI's areas of concern then included:



Democracy and
Governance



Legal Aid



Regional Conflict
Transformation



Education and
Alternative
Livelihoods



Fatuma Adan, founding director of HODI, addresses a community meeting in Manyatta Jillo in 2016

PHOTO CREDIT: HODI and RAI

TIMELINE OF EVENTS

2003-2004

BIRTH

The Ministry of Social Services registered Bakalcha Barri Support Programme (BBSP) as a Community Based Organization in 2003. The organization activities were executed by the founder and six volunteers, with support of the Ford Foundation, Legal Resources Foundation Trust (LRF), Action Aid and volunteer lawyers offering pro-bono services.

2005-2006

INITIATION

Serious clashes erupted in Marsabit between the Gabra and Borana and the organization intervened by carrying out investigations in an effort to find solutions. These activities involved human rights advocacy. For instance they successfully negotiated with elders that the traditional compensation for (human) killings be the same irrespective of whether the murdered persons were male or female.

2007-2008
CONSOLIDATION

By 2005, the BBSP programme was officially registered as a Non-Governmental Organisation, the Horn of Africa Development Initiative (HODI). This registration allowed the organization to expand its thematic and geographical scope of operations. Additional programs included the 'shoot to score, not to kill' campaign and organising cross-border football tournaments with Ethiopia youth football teams (for boys and later girls). Other initiatives included a bi-monthly radio program; various peace events; training for elders and women; training of peace ambassadors; reintegration of street children; training of paralegals and civic education aimed at various segments of the community. CIDA, Cordaid, Concern World Wide and Network for Social Change all provided requisite funds to HODI. The first anniversary of the plane crash was an occasion to further peace initiatives in the region.

2009-2010
A NEW
BEGINNING

Cordaid and Concern Worldwide facilitated two organizational capacity assessments for HODI. After that, the two partners financed HODI programme activities that involved cross border peace initiatives, tracking of devolved public resources such as LATF, a 'Soldiers of Peace' documentary, various football tournaments, food vouchers and CMDRR training, participation in the peace caravan and so on. HODI later relocated to a new office, acquired its own organizational/ office infrastructure and recruited the first set of paid staff. In 2010, the organisation developed its first strategic plan.

Among key HODI partners included Cordaid, Concern Worldwide, CIDA and IGAD. HODI became a member of various networks including the Paralegals Network, Women for Peace, and Sports for Social Change. HODI also worked with various Civil Society Organizations (CSOs) as well as various government line ministries and agencies.

With support from partners, HODI facilitated implementation of activities in the following thematic areas:



Breaking the Silence through Football

Programmatic Achievement

Worked with 1,044 girls directly and 4,176 girls indirectly.

Comments/ Outcome

- HODI won Beyond Sports Award for Social Inclusion.
- No school girl drop out cases reported



HODI Saving Scheme

Programmatic Achievement

Members cumulative savings in 2015 was Kshs 7 Million (\$70,000).

Comments/ Outcome

Featured on the CITIZEN TV's [Strength of a Woman](#) documentary in November.



Shoot to Score Not to Kill

Programmatic Achievement

6,000 children participated.

Comments/ Outcome

Featured in a film [Soldier of Peace](#) in 2008.



HODI stakeholder's forum

Programmatic Achievement

Prosecution of perpetrators of abuses against children.

Comments/ Outcome

In 2015, UNICEF Northern Office adopted this policy towards improving Child Protection in Marsabit County.



Supporting school drop outs

Programmatic Achievement

500 youth.

Comments/ Outcome

Skills development in tailoring, masonry and driving.

2011-2015
SOCIETAL
TRANSFORMATION:
HODI as a Change
Agent

2011-2015
SOCIETAL
TRANSFORMATION:
HODI as a Change
Agent

Role models in leadership

The voices of women and the youth were rarely heard in discussions on community matters as they were operating from the outskirts. HODI has been leading by example in the past 16 years. Founded and led by a woman, the organisation has a youthful staff majority of them below 30 years of age. This policy has gained admiration and is an inspiration to other organisations.

Below are highlights of key achievements in thematic areas for the period 2016-2020

2016-2020
OUTCOMES



Advocacy

20 petitions submitted by communities to the county government.



Dropping the knives

33 traditional circumcisers were trained on dangers of FGM and 20 supported with business grants.



Education

568 boys and girls returned to school.



Football for social change

400 girls from 16 schools were trained on life skills and football sessions.



Vision, Mission and Core Values

Vision:

A democratic and peaceful society engaging in sustainable development.

Mission

To champion for justice and development in the Horn of Africa through advocacy and facilitating education, community cohesion, and livelihood support.

Value Proposition

Collective innovative actions in the horn of Africa to build resilient communities.

CORE VALUES

Promote inclusion and participation

HODI is open to working with people from all communities in its project areas, without regard for clan, religion or ethnicity. This gives people who want to make a difference in their community a chance to do so regardless of ethnicity, religion, political affiliation, gender and age.

Transparency and Accountability

HODI employees are expected to maintain the highest level of transparency in service delivery and financial management. Recipients of HODI resources are expected to ensure proper utilisation, prudent and transparent accounting of the resources.

Commitment to excellence in all endeavors

HODI engagement with the community is focused on delivering results. Hence anyone offering services through the organization is expected to strive to excel in all spheres.

Integrity

A person in charge of HODI resources and working towards the organization's vision is expected to maintain the highest level of integrity in terms of financial obligation and service delivery.

Fairness and Equity

HODI treats the community in the project areas and the partners with utmost respect they deserve. Services offered by HODI should be well balanced in order to ensure equitable distribution. Furthermore, everyone is expected to promote fairness in all aspects.

Environmental consciousness/stewardship

The current climate change and environmental degradation challenges necessitate immediate action on the part of the stakeholders. HODI will purposefully mainstream initiatives to address these issues and influence its constituency to adopt the principles and work ethics of a green economy. HODI is committed to helping the horn of Africa to gradually transition to “green growth” that will protect livelihoods, improve water, energy and food security, promote the sustainable use of natural resources and stimulate innovation, job creation and economic development.



HODI Theory of Change

A democratic and peaceful society engaging in sustainable development.



Football programs and infrastructure as a vehicle to advocate for peace, child rights and social change

Protection of the rights and responsibilities of children, women and vulnerable members of the community

- Use football as a tool for social change in (Peace, Water and Sanitation, Girls, Food security, positive living and prosperity).
- Communities aware of and engaging positively in pursuit of their rights

- Recruitment of peace ambassadors
- Identification of allies
- Capacity development on rights and responsibilities
- Football talent search
- Organize intercommunity football tournaments



Create an enabling environment for learning among children and adults in Marsabit and the HOA

- County and National Government involved in advancing girl child education
- Improved students performance academics and extracurricular activities

- Empowering women and Morans
- Performance improvement
- Partnerships for advancing education



HODI becomes a reputable and sustainable organization capable of attaining its mandate in an effective, efficient and sustainable manner by 2026

- Improved capacity to disseminate program and project objectives
- Well-structured service delivery system in place

- Organization capacity assessment
- Organizational system strengthening
- Review progress and performance
- Resource mobilization



Contribute to peaceful coexistence and participation in decision making amongst community in Marsabit County and the neighboring counties

Peaceful coexistence and participation in decision making amongst communities in Marsabit County and the neighboring counties

- Collaboration with the administration in peace initiatives
- Engaging elders in peace initiatives
- Formation of Women caucus for Peace in the Horn of Africa



Mitigate environmental degradation in Marsabit county and the neighboring countries in the Horn of Africa

Build household resilience to counter the effects of climate change

- Community members implementing sustainable land management practices
- Strengthened environmental institutions to champion environmental awareness in schools (including non-formal ones), and communities

- Improved crop and livestock production
- Promote savings and credit scheme
- Efficient energy utilization
- Implementation of CMDRR approach



HODI Theory of Change Narrative

The theory of change is based on the assumption that:

The Horn of Africa faces severe challenges attributable to several factors, including many years of being marginalized by the government and the traditional practices carried on from one generation to the next, such as female genital mutilation. The number of girls and boys attending school is low due to early marriages, early pregnancies, and “Moran” youth’s disinterest in education. There are limited options through which the community can find a reliable sources of income besides livestock rearing.

Environmental degradation and a recurrence of drought exacerbated by climate change has affected the community's source of livelihood. HODI, as an organization, still depends on donor funding for all its activities, which limits action in the event of donor funding isn’t forthcoming.

HODI believes that the Horn of Africa's communities will increasingly engage in initiatives that develop a climate of peace and harmony among the many ethnic groups during the next five years. HODI will strengthen the communities' ability to discourage female genital mutilation. Women will be supported to engage in income-generating activities, making them more resilient to various shocks. HODI programs will provide opportunities for girls to access high quality and affordable education. The DRR programs will enable communities to adopt and embrace sustainable environmental management practices as they become more conscious of the implications of climate change and resource competitiveness. To accomplish this, HODI will develop a harmonious connection and social enterprises to improve the organization's financial performance.



Rahma Hasan, class of 2015 tailoring student. Vocational training is part of our projects to enhance community resilience.

Implementation of this strategic plan will contribute to HODI's recognition as a critical player in promoting peace and harmony among community members in the Horn of Africa. The organization will mobilize resources to enable vulnerable households access long-term income-generating opportunities. Efforts will be made to dissuade and deter women and girls from participating in FGM, with girls and boys prioritizing education as the best long-term investment. Furthermore, communities will be assisted in implementing sustainable natural resource management techniques so that future generations will have a place to live. This will be success only when HODI prioritizes establishing sustainable resource mobilization strategies to ensure success.

Strategic Priorities

HODI shall focus on the following strategic priorities during the period of 2022-2026.

Football for Social Change and Evidence based Advocacy

School children and the youth have appreciated the experience of playing football where both boys and girls are involved. Its influence on the social fabric will be exploited to order reach out to a broader population for the transformation of the youth and community mindsets. HODI continues to be a leading organization in representing the interests of the community particularly the plight of the girl-child through advocacy. Childrens's voices need to be heard to reduce their vulnerability. Peaceful coexistence among community members is the core ingredients to sustainable development.



Penalty shootout during Horn of Africa Cup 2015

Context and Justification:

There is a need to establish a cohesive environment under which boys and girls have equal access to safe spaces for interaction and expression. Some cultural practices have been held on for years by the community.

Some of these practises have the potential to promote undesirable habits such as gender and ethnic discrimination. HODI will exploit the potential of football in changing the mindset and outdated practices in the community. HODI will leverage on its cordial relationship with the community and religious leaders, the local authorities and other stakeholders to influence decision and policy at the national and county level.

This will cause change for the betterment of the life of the communities in the horn of Africa. Considering the value of education in a child's life, HODI will contribute to greater access for the marginalized and those disadvantaged by circumstances.

Expected Outcomes/Results:

- Football, used to tame community vices under the slogan “Shoot to Score not to Kill”.
- Capacities developed for boys and girls to effectively defend their rights.
- Multi-ethnic tournaments used to enhance teamwork among community members.
- Professional football players among boys and girls recognized at the national and the global stage.
- HODI Sports Academy established as a centre of excellence for sports, innovation and as an engine of transformation.
- Use football as a tool for social change in (Peace, Water and Sanitation, Girls, Food security, positive living and prosperity).
- Communities aware of and engaging positively in pursuit of their rights while upholding their attendant responsibilities.
- Critical mass of empowered women, orphans and vulnerable children in terms of skills and socio- economic wellbeing.

- Sufficient capacity on transformative leadership, evidence-based advocacy and mutual accountability.
- County and national governments influenced in advancing the education of the girl child and other vulnerable communities in northern Kenya and the horn of Africa.
- Coalitions established with allies to support the path towards a safe and healthy environment in the region.
- Women and morans are empowered with skills to increase their participation in decision making.



Newly completed gravel pitch at Marsabit Primary School in 2018.

OBJECTIVE:

To develop and strengthen football programs and infrastructure as a vehicle to advocate for peace, child rights and social change in Marsabit and the neighboring counties in the horn of Africa.

STRATEGIES:

Promote Sports for peace

- Organize intercommunity football tournaments.
- Sensitization meetings on peaceful coexistence.

Develop football talent

- Football talent search.
- Training and mentorship.
- Develop football league and organize tournaments.
- Facilitate an award scheme for football teams and talents.

Engage the community in football as a tool for social change

- Promote football in enhancing water and sanitation access.
- Establish football as a campaign to end violence against girls.
- Promote football among Boys to create awareness of drugs and substance abuse.
- Apply football to enhance food security and nutrition.

Mobilize and develop materials, equipment and sports infrastructure

- Prepare and distribute IEC materials.
- Procure and distribute football kits.
- Develop infrastructure and stadia for football development (e.g football pitches .
- Establish HODI Sports Academy.

OBJECTIVE:

To advocate for the protection of the rights and responsibilities of children, women and vulnerable members of the community.

STRATEGIES:

Awareness on rights and responsibilities

- Capacity development on rights and responsibilities.
- Engage county and national government on matters relating to human and child rights.

Partnerships

- Identification of partners and key stakeholders for social change and sports for peace.
- Organize and participate in issuebased stakeholders forum.
- Facilitate issue based advocacy courses (FGM, child abuse, SGBV, Early pregnancy, School drop-outs).

Peace ambassadors

- Recruitment of peace ambassadors.
- Training peace ambassadors on human rights, transformative leadership and evidence based advocacy.

Quality Education for Life

HODI is creating young people who value education by ensuring higher enrollment and value education by ensuring higher enrolment, attendance and completion rates in school particularly among for girls and the vulnerable.



Graduates from Young Women Leaders Project in 2020.

Context and Justification:

HODI will leverage its cordial relationship with county and national government and other stakeholders locally and globally, to influence decisions and policies that will improve the lives of communities in the Horn of Africa. Education is a fundamental right for children and the youth. HODI will seek to contribute greater access to education opportunities for the marginalized and those disadvantaged by circumstances. For many years, HODI's catchment area has been characterized by low school enrollment and high dropout rate as a result of multiple complex issues. HODI seeks to deep dive into these causes and co-create with the communities interventions to change this trend and avail quality education for her target population.

Strategy Objectives

To increase enrolment of children in schools and adult learners classes in Marsabit and HODI's areas of operation.

To improve the pupils performance in primary schools assessments (examinations extracurricular activities) in Horn of Africa region.

To establish partnership with other organizations i.e. NGOs, research institutes, development partners to champion quality education for life.

Expected Outcomes

- Diverse approaches used to advance children education in the HOA region.
- Steady enrolment of children in schools and adult learners classes.
- County and national government involved in advancing girl child education in Northern Kenya.
- Marked and continuous improvement of the pupils performance in primary schools assessments (examinations & extracurricular activities) in Marsabit County by 20%.
- Improved performance of students in academics and extracurricular activities .
- Strategic partnerships formed on the basis of complementarity and synergies and adding high value to the partners.
- Women and morans are empowered with skills to increase their participation in decision making.

OBJECTIVE:

To create an enabling environment for learning among children and adults in Marsabit and the HOA

STRATEGIES:

Performance improvement.

- Mentorship and talks on academic performance.
- Participate in extracurricular activities.

Empowering women and Morans.

- Sensitize women and Morans on girl child education.
- Exposure and experiential learning.

Partnerships for advancing education.

- Organize stakeholders meeting on education in the community.
- Support vulnerable households through sponsorship.
- Provide essential materials for better education of children in school.
- Psychosocial support to victims of early marriage and teenage pregnancies.

Organizational Development and Institutional Strengthening

HODI has been working with community groups and schools whose membership comprises persons from diverse backgrounds. The approach is expected to enhance grass root cohesion and learning.



Context and Justification:

The impact of the COVID-19 pandemic, climate change and its destabilisation of the region's food supply systems justifies the need for HODI to continue to grow to meet the demand for its services and contribute to the transformation expected in the Horn of Africa. This growth will inextricably lead to increased organizational complexity and a formalized system of procedures HODI aspires to have strong management and program staff and a robust governing board that can provide strategic direction and oversight.

HODI must continue to evolve to be successful, efficient, and results-oriented, with fundamental improvements in the quality of life in its communities (pastoralists, smallholder farmers, youth, women, and institutions) serving as a barometer of progress. It must continue to streamline its business processes and its institutional, programmatic, operational, and resource bases.

HODI aims to continue building a critical mass of leaders with outstanding abilities and mindsets to join other transformative leaders to promoting the Horn of Africa's comprehensive transformation during this strategic period.

Strategy Objectives

To become a reputable and sustainable organization capable of attaining its mandate in an effective, efficient and sustainable manner by 2026.

To enhance the capacities of staff and stakeholders to deliver the organization's mandate.

Expected Outcomes

- Optimal staff and partners capacities in delivery of strategy
- Functional and efficient organizational systems .
- HODI resource mobilization strategy developed and used for implementation the organizational strategic plans and projects.
- HODI attains sustainability (organizational, programmatic, the resource base, communities and benefits, learning organizations).
- Robust and authentic HODI brand communicated compellingly to its stakeholders, partners and HOA communities.
- Increase HODI's visibility and recognition on global platforms as a champion for justice and transforming the horn of Africa communities through its high impact partnerships with national governments, regional and global organizations.

OBJECTIVE:

To enable HODI become a reputable and sustainable organization capable of attaining its mandate in an effective, efficient and sustainable manner by 2026

STRATEGIES:

Review and implement HODI's organisational structure in line with the new strategy

- Review HODI's organizational structure.
- Recruitment of highly talented personnel backed up with an effective capacity development plan.
- Conduct appraisal and reward staff accordingly.

Develop an M&E system to review progress and performance

- Develop a robust organizational Monitoring, Evaluation & Learning System (MEA&L).
- Organize periodic meetings to review progress.
- Conduct annual follow ups on programs and project progress.

Develop and sustain a robust and authentic HODI brand and communicate it compellingly to its stakeholders, partners and HOA communities

- Document HODI program impact and emerging good practices/innovations.
- Use impact to develop and keep refining HODI brand.
- Improve and regularly update HODI website.
- Regularly share updates on HODI's high impact programmes and projects impacts with stakeholders.
- Organize media briefs and documentaries in partnership with leading local and international media houses.

Establish service delivery infrastructure

- Construction of HODI office block.
- Acquire 5 Land Cruisers, 4 minibuses and 20 motorcycles by the year 2026.
- Purchase adequate furniture, computers, printers, cameras, a 2-way radio communication equipment i.e. handsets + a base station at the HODI HQ and upgrade these before the end of their life cycle.
- Establish and equip satellite offices in Moyale, Laisamis, North Horr, Nairobi, Ethiopia and Somalia.

Develop and studiously implement a resource mobilization strategy for the HODI 202-2026 strategy

- Develop a resource mobilization strategy.
- Implement the resource mobilization strategy and keep adapting it to the dynamics of changing resource environments.
- Create a core team to mobilize HODI's resources including hiring a resource mobilization officer.
- Map out potential development partners for the planned programmes and projects
- Engage in social enterprise as HODI to raise resources for core functions((such as hiring out Peace Field for training, hiring out Football coaches at a fee; establishing a HODI Cafe) to raise resources for core functions.
- Establishing income generating activities for sustaining the organization's activities.

OBJECTIVE:

To enhance the capacities of staff and stakeholders to deliver of the organization's mandate.

STRATEGIES:

Develop/ strengthen functional and efficient Organizational Systems

- Conduct comprehensive system review and develop systems strengthening plan.
- Restructure /reorganize management and governance systems for growth and efficiency in line with revised mandate and mission.
- Revise and develop HODI's policies and procedures to operationalize them at the secretariat, board, and implementing partners' levels. (Governance, human resources, administration & management practices, job design, descriptions and supervision, finance, assets, communication, ICT, service delivery, gender policy, child protection policy, anti-corruption policy, attachments and intern policy, communication policy).
- Procure and install an appropriate financial management platform.
- Adopt an integrated management system for all organizational activities (dashboard).

Assess and strengthen staff and partners' capacities to deliver HODI's strategy

- Conduct comprehensive organizational capacity assessment and develop an institutional strengthening plan.
- Assess key partners' capacities and map opportunities to guide and develop a high impact partnership strategy.

HODI shall mainstream sustainability in all its HODI interventions- (Organizational, Programmatic, Resource base, communities and benefits, learning organizations)



Strengthening Community Peace Builders capacity is key to sustaining peaceful communities.

Peaceful Communities

HODI's foundation is based on promoting reconciliation and peaceful coexistence. Our peace advocacy is done through attitude, mindset change, conflict resolution and peace building. We have identified gaps in our previous strategic plan and action areas that need improvement for the greater benefit of our community.



Inclusiveness (women, youth,) and use of participatory process are key in HODI's program implementation

CONTEXT AND JUSTIFICATION:

Peace is a way of life, coexisting with others on the basis of tolerance, respect and mutual understanding. Peace requires political will, commitment, partnerships and financial support. Human rights are those fundamental standards without which people cannot live in dignity as human beings. They form the foundation of freedom, justice and peace. Inter-clan conflicts over scarce resources such as (grazing, water points and fertile lands)

have increased in size, frequency and intensity. Furthermore, longstanding tensions pitting dominant ethnic groups against minorities are exacerbated by the electoral contest for county leadership. Expectations that devolution would lead to peace has not been fully realized in Marsabit County. Conflicts are sparked by competition for scarce resources such as water and grazing land coupled with political intrigues. HODI will participate in partnerships that encourage actions that lead to peaceful resolution of conflicts and encourage actions that lead to peaceful resolution of conflicts and contribute to an environment where communities can co-exist peacefully

Strategy Objectives

Contribute to peaceful coexistence and participation in decision-making in the community in Marsabit County and the neighboring counties (with particular focus on Women, Youth and Elders).

To ensure women play an active role in conflict resolution and peace building in Horn of Africa region.

Expected Outcomes

HODI will find a niche to promote initiatives that can guarantee sustained peace and coexistence among different communities in the Horn of Africa including:

- Conflict mitigation initiatives in place .
- Peaceful co-existence and participation in decision making amongst community in Marsabit County and the neighboring counties (with a focus on Women, Youth and Elders).
- Traditional elders engaged in the peace building processes (Gadha, Yaa and Naabo).
- Women playing an active role in conflict resolution and peace building in the Horn of Africa.
- Functional Women for Peace Movements(WFPHA) in the horn of Africa region.
- Diversifications of enterprises for food security, alternative income generation activities to reduce conflict

OBJECTIVE:

Contribute to peaceful coexistence and participation of Women, Youth and Elders in decision making amongst community in Marsabit County and the neighboring.

STRATEGIES:

Engaging elders in peace initiatives

- Organize consultative forums involving Gadha, Yaa and Naabo towards peace building processes .
- Establish a conflict resolution mechanism in consultation with the elders.

Collaboration with the administration in peace initiatives

- Proactive engagement on the government led peace processes.
- Support local artists and talent that support peaceful co-existence.
- Seek and facilitate Alternative Dispute Resolution Mechanisms (ADRM).
- Develop and design IEC materials on Peaceful Coexistence.
- Set up peace clubs in schools (50).
- Build the capacity of teachers and stakeholders in the Peace Clubs.
- Initiate and organize annual peace days and peace meetings.
- Inter-community Exchange visits by youths

Formation of Women caucus for Peace in the Horn of Africa

- Identify and engage with of influential women leaders in Horn of Africa.
- Capacity development on peace.
- Cultivate a culture of women engagement in conflict resolution and peace building.
- Create a safe space for women to share experiences and learning including (exposure tours/exchange visits for mutual learning and accountability).

Inclusive/ participatory approach

- Organizing meetings involving youths, women and elders in decision making.
- Families and Inter-school exchange visits extended to families through sharing stories/ experiences.
- Inter-community dialogue.
- Organize peace events in schools (drama, debates).
- Formation and strengthening multiethnic group activities savings and credit scheme, environmental groups.
- Organize annual cultural days for different ethnic groups.
- Influence enhanced action by religious leaders in promoting peace.

Environmental Stewardship for Sustainable Livelihoods

The horn of Africa region falls within arid and semi-arid lands where deforestation and overstocking have contributed to degradation of the landscape making it difficult for households to access food. To reverse this trend and improve natural resources conservation efforts, HODI will support communities to enhance cohesion and build resilience to the effects of climate change. Climate change resilience can only be achieved through programmes and projects that improve community livelihoods. These initiatives are a build-up to Livelihood Support programmes that we started implementing under our previous strategy.



CONTEXT AND JUSTIFICATION:

The Horn of Africa faces environmental challenges due to natural factors and human activities. Prolonged over the years have resulted in an annual cycle of depressed crops and decimated livestock. Global climate change has impacted the environment where rainfall remains unpredictable or results in intensified and prolonged droughts. Clearing vegetation for firewood and charcoal production has reduced tree cover. Pastoralism is the main economic activity and has resulted in over stocking and overgrazing in some areas.

The situation has been compounded by climate change where prolonged dry periods have resulted in further reduction in vegetation. In contrast, higher intensity of rainfall has resulted in severe land degradation. This has contributed to members of the community having intermittent income sources. HODI will support the community in climate change mitigation. Households will be supported to have reliable income or cushioned through social protection programmes.

Strategy Objectives

To reduce the level of environmental degradation in Marsabit county and the neighbouring countries in the Horn of Africa.

To work with communities to mitigate and adapt to innovative climate change interventions.

To reduce vulnerability and enhance the asset base of female-headed households and the youth in Marsabit County and the neighboring countries in the Horn of Africa.

EXPECTED RESULTS:

- Community members implementing sustainable land management practices
- Enhanced awareness and use of renewable sources of energy.
- Strengthened environmental institutions to champion environmental awareness in schools (including non-formal ones), and communities (including community institutions/women and youth).
- Schools implementing environmental conservation activities
- Improved capacity among women and youth on environment and natural resources management. Strengthened partnership with government and environmental conservation and climate change stakeholders.
- Vulnerable households supported with monthly stipend.



OBJECTIVE:

To mitigate environmental degradation in Marsabit county and the neighboring countries in the Horn of Africa.

STRATEGIES:

Enhance the use of renewable sources of energy

- Promote the use of energy saving stoves and use of alternative energy sources.
- Capacity development on sustainable natural resources management.
- Facilitate efficient energy utilization and linkage with stakeholders.

Multi-stakeholders approach in addressing environmental issues and concerns.

- Advocating for implementation of existing environmental laws and by-laws.
- Holding regular forums for authorities to effectively create awareness and enforce relevant environment conservation measures.

Creation and strengthening of environmental institutions to champion environmental awareness in schools and communities

- Revive/formation and strengthen of the Environmental Management Committees.
- Introduction and strengthening of environmental clubs in schools and other institutions of learning (including non-formal institutions).
- Formation and strengthening environmental groups.

Implementation of CMDRR and community conservation approaches

- Conduct a risk assessment/ situational analysis to identify communities vulnerability.
- Mobilize the community to participate in CMDRR.
- Develop and implement a CMDRR strategy.
- Enhance use of indigenous knowledge in disaster risk reduction.
- Conduct special studies to identify alternative livelihood activities around Mount Marsabit to diversify and strengthen income generation activities.
- Design and implement integrated water harvesting programmes.
- Develop organizational competences in emergency response and disaster preparedness (Training of HODI staff on CMDRR concepts and mitigation interventions).
- Review of existing DRR plans to develop and implement comprehensive CMDRR Plans and contingency plans for over 106 communities.
- Exchange visits among the CMDRR Committees and learning from emerging best practices.
- Lobby and advocate for DRR and connecting the same to climate change adaptation.
- Conduct feasibility and introduce viable alternative livelihood practices for Horn of Africa such as (2000 shamba HODI/sack gardening).
- Provision and training of communities dry land farming technology to dry land farmers. (greenhouse, hydroponic, adapting Israeli dryland farming technologies).
- Engage in comprehensive nature based enterprises (bee keeping and value addition in dryland areas).

Water, Sanitation and hygiene

- Training and supporting households in rain water harvesting and storage.
- Rehabilitation of existing water sources.
- Training of community in hygiene practices.

Efficient energy utilization

- Provide business startup grants to 40 women groups (for firewood vendors/ charcoal burners).
- Train 40 women groups on entrepreneurship skills.
- Hold 2 advocacy forums for regulatory authorities to effectively enforce relevant forest protection laws.

OBJECTIVE:

To enhance resilience of households to the effect of climate change

STRATEGIES:

Capacity development and skills training

- Training on development of alternative livelihood options/ entrepreneurship business and money saving skills.
- Supporting youth through vocational trainings such as tailoring, welding, plumbing, motor vehicle mechanic.
- Promotion of talent development i.e. arts and crafts.
- Mindset transformation.
- Exposure and exchange visits.
- Recruit and train community resource persons.

Improved crop and livestock production

- Train groups on sustainable land management.
- Promote production of drought resistant crop varieties.
- Support groups to establish micro-irrigation schemes.
- Establish model farms to demonstrate sustainable crop and livestock production technologies.
- Organize field days and study visits .
- Train groups on sustainable livestock management.
- Support farmers with tools and equipment to support sustainable farming techniques.

Promote savings and credit scheme

- Train groups on financial literacy.
- Mobilize and train groups on village saving and credit scheme.
- Link financial services to group enterprises.
- Link groups to financial service providers.

Enhance food security

- Conduct feasibility studies and introduce viable alternative livelihood practices for Horn Africa such (as 2000 shamba HODI/sack gardens).
- Provision and training of communities on dry land farming technology to dry land farmers (greenhouse, hydroponic, adapting Israeli dryland farming technologies).
- Engage in comprehensive nature based enterprises(bee keeping) and value addition in dryland areas



IMPLEMENTATION OF THE STRATEGY

Yearly Operational Plans

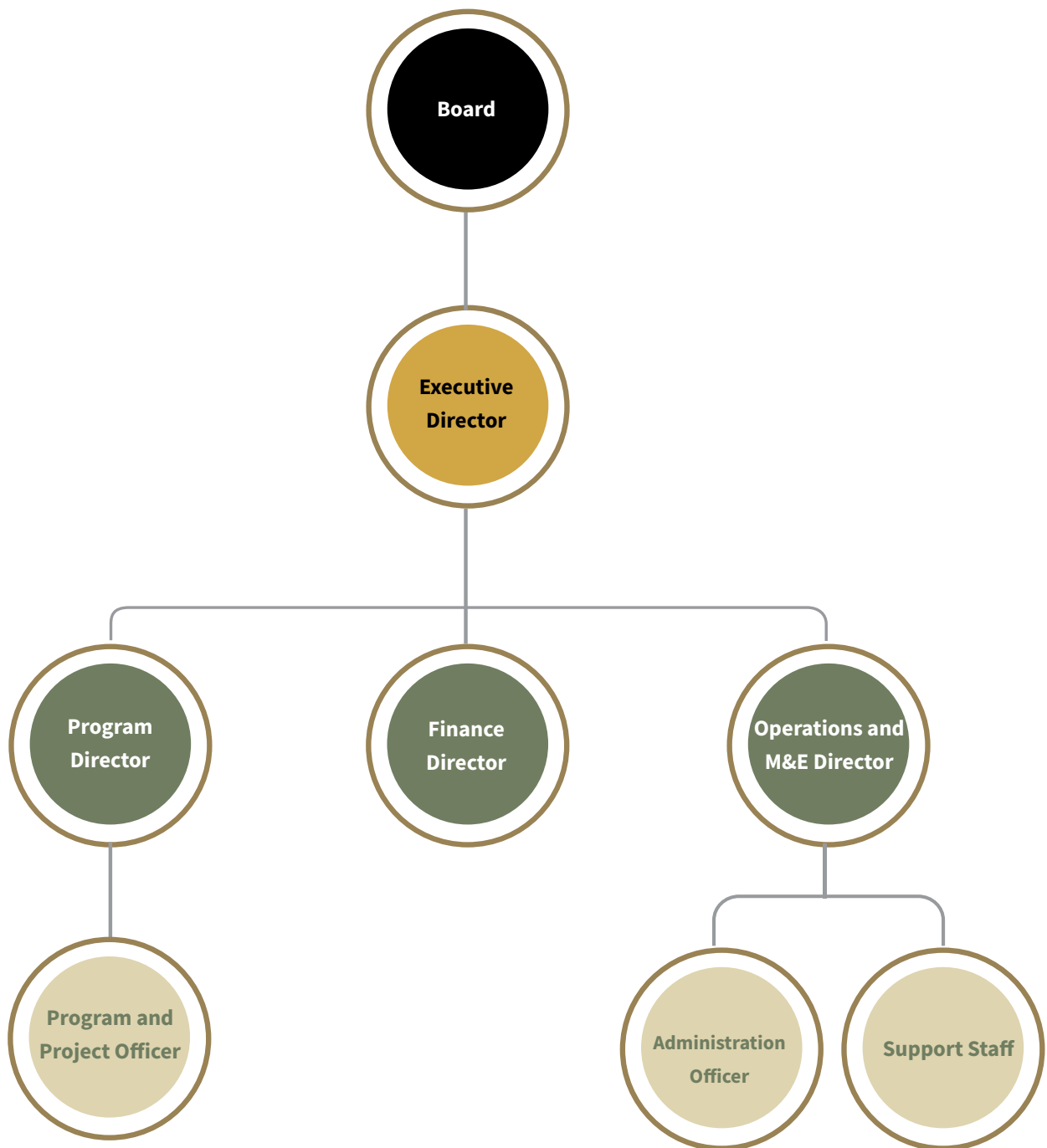
HODI will proceed with this strategic plan with an understanding that the iterative process by which it was developed must continue. HODI will set priorities through short term plans and clearly defined milestones. HODI will develop yearly operational plans and institutionalize mechanisms for feedback and review of progress.



Working with existing community structures (local chiefs and clan elders) hastens stopping FGM.

ORGANIZATIONAL STRUCTURE TO DELIVER THE STRATEGY

The Organizational Structure



HODI BOARD

HODI board of directors is made up of 9 members. The board provides strategic leadership, policy development, resource mobilization and oversight.

HODI Management

The Executive Director is the head of HODI secretariat. The ED together with senior management team is tasked with implementation of HODI programs. The senior team includes Directors of Programs, Finance and Operations. The organization has support staff that help the team implement their activities. HODI also works with likeminded partners in implementing her programs.

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGY

HOD's five-year strategy will require considerable resources (information, knowledge, materials, equipment, goodwill and finance). HODI recognises that resource allocation pressures confronting many traditional donors are impacting changing international development capital flows. This is happening even as new sources of development capital from emerging economies, and the private sector are becoming scarce. Our focus will be in deepening the existing sources of resources (development partners), revamping community resource pools (financial and non-financial)

RISK ANALYSIS AND MANAGEMENT IN THE PLANNED PERIOD

HODI has analyzed the risks in the planned period and developed strategies for mitigating these. Among the key risks at low, medium and high severity levels include: Inter-clan/tribal Conflicts/clashes among the local communities, shifting mindsets from: from relief dependency to development and from clanism to a shared society, Donor dependency and the un-sustainability of donor funding, direct implementation of programs/activities by development partners; the dynamics of the county government, poor governance, a devolved system of governance presents an opportunity for significant work and at the same time poses the risk of not receiving adequate resources/funds, NGOs used to receive to supplement government effort(direct to county government).

Other risks and assumptions are:

- General elections tensions and political instability in 2022
- Tackling the consequences of terrorism and violent extremism
- Corruption and embezzlement of funds
- Rapid changes in the operating environment
- Duplication of development interventions and lack of deliberate focus of strategic use of available resources (competition among NGOs).

The strategy itemizes the following risk mitigation measures: High level of networking to tame negative impact of political interference; transformative leadership and inclusive training and follow ups; diversifying resource base (domestic, external, prudent utilization of existing resources); quarterly assessment to provide agility for plan adaptations based on emerging issues; coordinated communications and purposive use of ICTs and branding.

HODI will closely monitor external factors during implementation so that risk mitigation interventions are carried out in realistic contexts with reasonable chances of ultimate and sustainable success. In a situation where external factors beyond the control of HODI present a threat to its success,, the organisation will take measures such as scaling back or suspending its activities and re-allocating those resources and efforts to other project goals. Corresponding mitigating actions that HODI will take to reduce potential risks are also identified (see table below).

Risk	Description	Occurrence	Potential Impact	Mitigation
Ethnic Conflict	Fighting between different communities perpetuated by various factors	Very Likely	High	Engage the warring factions through a multi-stakeholder approach
Extreme Weather Conditions	Prolonged dry season	Very Likely	High	Support the vulnerable
Political Interference	Politicians engaging the target community for political reasons through HODI programs	Likely	Moderate	Avoid comingling
Inadequate funding of programs and projects	Donors change their priorities in financing	Likely	High	Diversify fund raising options
Radicalization	Youth recruited to extremist and terror groups	Seldom	Moderate	Mindset transformation of youth and involving them in livelihood activities
Infectious diseases	Outbreak od infectious diseases such as COVID-19	Likely	Moderate	Observe Ministry of Health advise and protocols

We would like to extend our sincere gratitude to all groups, individuals and organisations contributing to HODI's work. We have succeeded this far through their strong belief in our dream, volunteerism, and collaborative effort.

As we continue on our journey of Transforming and Building Sustainable Communities in the Horn of Africa, we are counting on the continued support of our development partners. We hope they will support the strategic direction we have taken to build sustainable communities in the horn of Africa region. Together, we believe we can make a difference in the lives of the numerous nomadic and pastoralist communities we work with.

We offer our profound and special appreciation to our esteemed supporters, Women Win, Common Goal, Global Giving, Fifa Foundation, Comic Relief, Global fund for Women and Coaches Across Continents for being great supporters and sharing our vision of transformation in the Horn of Africa.



Would you like to be a partner in making a difference in pastoral communities' lives? Contact us

Off Hospital Road,
P.O. Box 349-60500,
Marsabit, Kenya

Tel: +254-69-210-2077

Email: info@hodiafrica.org

Website : www.hodiafrica.org