



WPDA
WAJI PEACE AND
DEVELOPMENT AGENCY

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DEVELOPMENT AGENCY

STRATEGIC PLAN

2021-2025





MESSAGE FROM THE BOARD CHAIR

It is with great pleasure that I present this Strategic Plan for the period 2021 – 2025 for the Wajir Peace and Development Agency (WPDA). This Strategic Plan is a product of extensive discussions and consultations among various stakeholders and partners from Wajir County.

The plan borrows heavily from the National Peace Policies, Acts and processes that govern peace initiatives in Kenya. More importantly, the plan has aligned itself to the Peace and Development needs / aspirations of the communities of Wajir County. The decision to develop this Strategic Plan was from the board of the agency. The board decided to engage external consultancy services to facilitate the development of this plan. I am glad the process has been implemented as scheduled.

The document will definitely establish and adjust the organization's direction in response to the changing environment in Wajir County. WPDA will continue to cultivate a culture within the organization that enables responsible risk-taking and risk-informed decision-making, thereby fostering opportunity management, foresight and innovation rather than an approach that focuses only on avoiding harm. This strategy articulates our commitment, ambition and approach to deepen our impact on peace, security and justice. We will measure and hold ourselves to account against our objectives. By creating new partnerships and strengthening alliances with people committed to a common cause, we will build our movement for a peaceful, just and sustainable county.

Peace and security represents a significant social, economic and development challenge for the people of Wajir County. WPDA recognized we needed to be more responsive to emerging crises and conflicts by being

resilient and better able to realign or adapt to sudden changes in context. We see this strategic plan as a living document that reflects the vitality of WPDA and the dedication of our board and staff. The strategic plan comes at a critical moment for WPDA as it goes through a period of organizational renewal and transformation. We will implement the plan through several phases over the coming three years as we position WPDA to become a reputable and sustainable organization attaining its roles of brokering lasting peace and development among communities in both Kenya and Somalia in an effective, efficient and sustainable manner.

I would therefore like to thank all those who have contributed to the development of this Strategic Plan, which is a big milestone towards serving the people of Wajir County. Special thanks go to the WPDA staff for providing secretariat support and coordinate the entire process in the most cost-effective way.

Mohamed Hassan Mumin
Board Chair



MESSAGE FROM THE CEO

I am pleased to present the WPDA Strategic Plan 2021- 2025. The plan constitutes the framework that outlines the overall priorities of the organisation for the four-year period, and provides guidance for program formulation and prioritization.

Wajir Peace and Development Agency (WPDA) is an indigenous organization that was started by locals to find sustainable measures to end insecurity in Wajir County. Over the years, the organization has positioned itself as an effective peace building organization that is dependable for tackling conflicts and insecurity issues. The organization has expanded bringing on board the youth, elders, professionals, religious groups and even workers from the Government. WPDA is credited for diffusing many inter-ethnic tensions in the County and dealing with deep rooted community conflicts. The organization has also been involved in peace building in Somalia, Ethiopia and in Rift Valley (during the 2008 post-election violence). We have a large pool of trained volunteers, spread throughout the County, who are invaluable in peace building and conflict transformation. These volunteers undertake monitoring for conflict early warning, undertake rapid responses and participate in conflict resolution dialogues forums. WPDA has impeccable working relationship with the County Government and most of the peace missions are done jointly and in partnership with County authorities. The County government relies on the human resources, networks and expertise of WPDA to resolve peace issues within the County.

WPDA sets out to be an active participant in creating the conditions in which peaceful and inclusive societies can flourish. We work by brokering and facilitating changes

- largely in the behaviour of and relationships between Communities, civil society, authorities, and external actors who have power and influence, both negative and positive, in conflict-affected environments.

This strategic plan sought to identify WPDA's strategic direction and ensure that it is in constant touch with its context particularly the aspirations of its internal and external stakeholders. To achieve this, the organisation went through a rigorous strategic planning process in which various strategic analysis have been undertaken in an inclusive manner with a view to charting the future direction, ~~programatie~~programmatic/thematic and geographical focus as well as own organizational development amongst others.

We wish to sincerely and whole heartedly thank everyone who participated in the development of this strategic plan. I would like to single out PACT Kenya for the role they played. Our engagement with them has enriched the strategic plan and made it more focused, responsive, realistic and achievable than it would otherwise have been. You have our deepest appreciation. An estimated amount of Ksh 89 million shall be required for the implementation of the strategic plan. We count on the continued support of our benefactors and other development collaborators as we strive to advance peace and security in our communities.

Abdinasir Saman
CEO-WPDA

LIST OF ABBREVIATIONS

ACT	Act Change Transform
ADR	Alternative Dispute Resolution
BMC	Border Management Committees
BME	Board of Management
CIDP	County Integrated Development Plan
CIPK	Council of Imams and Preachers of Kenya
CSOs	Community Based Organizations
CVE	Countering Violent Extremism
FBO	Faith Based Organisation
FBO	Faith Based Organizations
GBV	Gender Based Violence
ICT	Information Communication Technology
ID	Identity Card
IT	Information Technology
KCB	Kenya Commercial Bank
KRA	Kenya Revenue Authority
LPI	Life and Peace Institute
M&E	Monitoring and Evaluation
NCIC	National Cohesion and Integration Commission
NGOs	Non-Governmental Organization
NHIF	National Health Insurance Fund
NIWETU	Ni Wajibu Wetu
NSCVE	National Strategy for Countering Violent Extremism
NSSF	National Social Security Fund
PCVE	Prevention and Countering Violent Extremism
PESTEL	Political, Economic, Social, Environmental and Legal
RDI	Raia Development Initiative
SDG	Sustainable Development Goals
SUPKEM	Supreme Council of Kenya
SWOT	Strength Weakness Opportunities Threats
VAT	Value Added Tax
WCAP	Wajir County Action Plan to counter violent extremism
WPDA	Wajir Peace and Development Agency
WPDC	Wajir Peace and development Committee

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EXECUTIVE SUMMARY

The development of this Strategic Plan was mandated following a Wajir Peace and Development Agency (WPDA) board resolution. The planning exercise was carried out over a period of one month which included a 2 day workshop in Wajir where various stakeholders were consulted. It involved the active participation of 15 (15) stakeholders from Wajir County. The Strategic Plan document builds on the wealth of experience WPDA has gained through the past years of its existence. It puts into consideration the country's peace policies, processes and initiatives, the county governments' development agenda and the expressed needs of the target communities. Discussions and the write-up of the Strategy were facilitated by an external independent consultant.

The document has seven (7) chapters. Chapter One provides a general overview and also discusses how this strategy aligns to National and County government peace policies, plans and development frameworks. Chapter Two presents the operational context and describes the prevailing political, social, economic, technological, environmental and legal contexts affecting peace and development in Wajir. It also analyses the strengths and weaknesses of WPDA and captures immediate priorities, opportunities and threats. Chapter Three presents the WPDA Vision, Mission, Goals and Core Values. Building on this, Chapter Four outlines key priority areas and strategic objectives that WPDA will focus on in this strategic period (2019-2022). Chapter Five presents the geographical focus of operation and the target groups for WPDA. It also presents the range of stakeholders that WPDA will need to collaborate with for the success of this strategy. In Chapter Six, the strategy shows the WPDA organisational structure and describes how the strategy will be implemented. A risk analysis and mitigation strategy is also presented in this chapter. Chapter Seven provides the intervention logic clearly indicating the goals, objectives/outcomes, activities and indicators.

In developing this strategy, various tools were used by the workshop participants to capture pertinent information and the included;

- A rapid review of what WPDA has implemented in –the past decade since its establishment. Results of this exercise helped in refining the Strategic Focus of the plan (Vision, Mission, Goal, objectives and core values).
- A Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis to capture the prevailing external contexts in which WPDA is operating. The analysed information from the exercise was used to present critical opportunity areas and existing threats that are likely to influence the WPDA

strategy.

- A SWOT analysis, focusing on the internal environment of WPDA was also done. The findings of the SWOT exercise and strategic focus were used to formulate the key priority areas, the –strategic –direction– of the programme, appropriate approaches to use in implementing the strategy and the broad programme objectives and planned outcomes.
- A stakeholder's analysis was done to critically consider crucial stakeholders that WPDA must work with to realise the strategy's objectives.

The draft document was prepared and shared with WPDA for review. Below is an illustration summarizing the WPDA Strategic Plan. (See next page)

Summary of the WPDA Strategic plan 2021-2025

Geographical focus

- The six Sub Counties of Wajir County
- Border areas around the counties of Marsabit (Moyale sub county), Isiolo (Isiolo North sub county), Garissa (Lagdera sub County), Mandera (Mandera South sub County) and Somalia's Gedo region.

Outcomes

- Communities in Wajir County and its neighbours sustainably resolving conflicts, are reconciled and living peacefully as a result of collective action.
- Improved institutions institutional governance and responsible leadership for the County government of Wajir and other public institutions in Wajir.
- A stable, learning and dynamic organisation.

Key priority areas

1. Peace building and conflict management
2. Good Governance and Advocacy

Strategic approaches

- Partnership and networking strategy
- Community empowerment, engagement and inclusiveness
- Do No Harm strategy
- Research and Advocacy
- Use of media (including social media) for peace messaging



CHAPTER 1

GENERAL OVERVIEW AND
ALIGNMENT TO GOVERNMENT POLICIES
AND PLANS

Background

This Strategic plan comes at a time when Wajir Peace and Development Agency is counting two decades in existence and therefore is based on a wealth of experience of its core sector; - **“Peace building and conflict management**. It also comes at a time when devolution has been in place for almost a decade and government is closer to communities, decision making is more participatory and more funds are allocated to Counties. This dispensation is however incomplete if there is no citizen and civil society oversight to ensure that County governments are accountable. It is for this reason that WPDA has strategically chosen to fill in this gap of oversight through its second programme focus of **“Good Governance and Advocacy”**.

The Wajir Peace and Development Agency (WPDA) is a National/local civil society organization based in Wajir County. Its origin can be traced back to the Wajir Peace and Development Committee (WPDC) formed in 1995. WPDC evolved as part of the larger movement for peace and reconciliation in the then Wajir district that began in 1993 with the **Al Fatah council of elders**. The WPDC was registered as an NGO in 2003 and renamed Wajir Peace and Development Agency (WPDA). It has a wealth of experience in Peace building and conflict management. In partnership with partners like Pact Kenya, UN Women, Coffey International, Act, LPI, Niwetu-DAI and others. WPDA has not only brokered peace in Wajir County but also in the neighbouring counties of Marsabit, Isiolo, Garissa and Mandera as well as across the border in Somalias Gedo region. It is undoubtedly the first point of call for peace building and conflict management in this region.

Wajir County is considered to be in Kenya's *'arc of insecurity'* that includes the 12 Counties of West Pokot, Elgeyo-Marakwet, Baringo, Turkana, Samburu, Isiolo, Marsabit, Mandera, Wajir, Garissa, Lamu and Tana River (Ombaka, 2015, p. 11). Like the rest of these counties, Wajir County has long been neglected by the state and still lags behind in various ways despite the equalisation funds given for development by the national government. The county is among the eight (8)⁰¹ counties most affected by violent extremism. The County borders Somalia to the east, Ethiopia to the north, Mandera County to the northeast, Isiolo County to the southwest, Marsabit County to the west and Garissa County to the south. All these neighbours have security challenges that often spill over and snowball. The Wajir County Administrativemap

01. The others include; Mandera, Garissa, Tana River, Mombasa, Kilifi, Lamu and Nairobi

is shared in figure fig-01. (See next page)

The focus for this strategy is relevant given the crucial years leading into general elections scheduled for 2022. During this period, various political and emotive processes are expected to take place, the census is expected in August 2019, the demarcation of boundaries and a possible referendum. While WPDA is cognisant of the fact that security is a national government function, it will play the crucial role of **supportingsupporting** and filling the gap where needed. In addition, WPDA will ensure good governance of county resources through engaging in processes like budget allocation, public participation and identification of development priorities. WPDA will advocate and lobby for the implementation of county plans keeping the county accountable to its constituents.

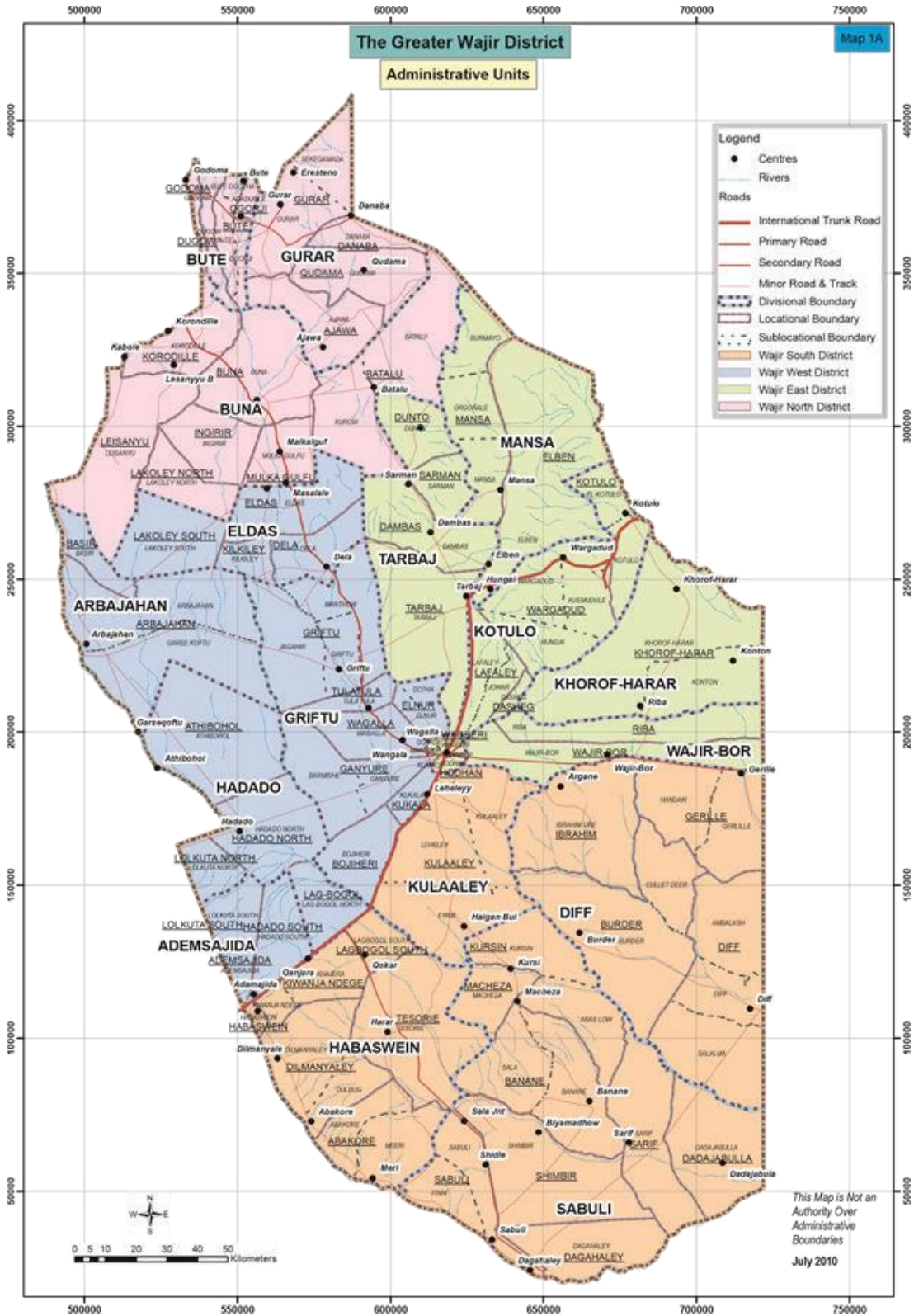
Strategy Alignment To National And Government Plans For Security And Development

This strategy recognises that it is operating in an environment where laws, guidelines and policies exist and are operationalized by various actors. WPDA will therefore align its initiatives to the various national and county government policies, guidelines and laws.

At the national level, WPDA strategic plan aligns to the Kenyan Constitution (2010) especially the provisions on Peace, security and development. The plan will contribute to Vision 2030-the Social Pillar. Vision 2030, aims at transforming the country into “a newly industrialised middle-income country that provide high quality life to all its citizens”. In addition, the strategic plan will contribute and align to the third Medium Term Plan (2018 – 2022). Vision 2030 is implemented through successive five year Medium Term Plans. Further, the plan will contribute in shaping the Government's Big Four Agenda in Manufacturing, Food Security, Health and Housing. The plan will also contribute to policies including the National Security Policy and National Strategy to Countering Violent Extremism. WPDA will work with independent commissions such as the National Cohesion and Integration Commission (NCIC) aligning to their core objectives, including promoting arbitration, reconciliation, mediation and other conflict resolution mechanisms.

At the County level, the strategic plan will align to the County Integrated Development Plan (CIDP) dubbed “A Secure, Resilient and Globally Competitive First Class County in Service Delivery for All.” WPDA recognises that the devolved system of government is the hallmark of improving governance at the local level, providing

opportunities for the minorities and the marginalized groups. The second key priority area of this strategy is Good Governance and Advocacy through which this plan will lobby and advocate for the implementation of Wajir County Integrated Development Plan (CIDP;2022-2025) which focuses on economic, physical, social, environmental and spatial planning aptly. This plan will also lobby for the implementation of the flagship activities in the Wajir County Action Plan on Countering Violent Extremism (CVE).





CHAPTER 2

THE OPERATIONAL CONTEXT IN
WAJIR AND IMPLICATIONS ON THE WPDA
STRATEGY

Analysis of External Factors

This analysis was done using the Political, Economic, Social, Environmental and Legal (PESTEL) tool. This section provides a brief scan of the external and broader political, economic, social, technological, environmental and legal space and context in which Wajir Peace and Development Agency finds itself. It analyses which and how this ~~context~~ [context](#) may inform and impact the strategic direction of the organization.

Political analysis;

The National, Local and Regional politics of Kenya continue to play a crucial and central role in the stability of Wajir County. At the National level, Chapter Eleven of the constitution is on Devolution. The Government creates a two-tier system of government consisting of the National and County governments. This structure of governance impacts on the work of WPDA and will continue influencing its programmes in areas such as public participation, access to justice, cohesion and integration and —on the Bill of Rights. The Constitution will also influence WPDA especially in regards to the Public Benefit Act, a regulatory authority of Public Benefit organizations. “Public benefit activity” is defined in Section 2, as an activity that supports or promotes public benefit by enhancing or promoting economic, environmental, social or cultural development or protecting the environment or lobbying or advocating on issues of general public interest or the interest or well-being of the general public or a category of individuals or organizations.

At the local level, politics play a big role in the conflict and security dynamics of Wajir ~~county~~ [County](#) coined by inter-communal fighting as well as the cross-border insurgency. Conflicts with neighbouring counties⁰² and border wars with Somalia have a significant spill-over effect on the security situation of Wajir County and pose a major challenge of achieving key development objectives. While attacks from violent extremists (Al-Shabaab) have attracted significant attention, clan fighting remains the major source of violence in the county. This has a substantial impact on the humanitarian situation and is responsible for massive displacements. While Al-Shabaab remains a threat to local stability and security, the worsening insecurity in Kenya highlights that the group was able to benefit from the country's entrenched structural, ethnic and political divisions. Stirring

anxiety and fear is integral to how Al-Shabaab seeks to advance its ambitions. It is therefore imperative that WPDA has chosen to address peace building and conflict ~~mangement~~ [management](#) as a key priority area of focus in this strategic period.

At the Regional level, Wajir County borders Somalia and has very close relationship with both the regional government of Jubaland and the local administration of Gedo. The Kenya government has openly supported the emergence of a stronger Jubaland administration with an aim of realizing —a “buffer zone” to protect its North Eastern and Coastal areas which border Somalia. There is some level of free movement especially of pastoralists across the borders and this situation will remain to be so. WPDA in its interventions is cognisant of the need to keep a good and continued relationship with communities on both sides of the border as they consider themselves as one.

Economic analysis;

The county is over-dependent on livestock and livestock products especially milk and meat as a source of livelihood. This is more especially for the populations in the rural areas. Major conflicts are ~~centred~~ [centered](#) around issues of livestock especially access to water and pasture. A small population and mainly in the urban areas depend on other means of livelihoods including small scale trade in milk, food and miraa (Khat). The percentage of those in formal employment is small. There are no major industries in the county though cottage industries such as bakeries, water purification and packaging exist. Rising poverty and impacts of climate change will have a negative impact on the rural and urban population. Evidently, WPDA will encounter increased challenges in addressing resource based conflicts due to these limited livelihood options.

The county has four commercial banks namely Kenya Commercial Bank (KCB), First Community, Equity and National Bank of Kenya. The banks are mostly present in the major urban areas and mostly at the County headquarters leaving rural populations unbanked. It was also noted that none of these banks is “Sharia compliant”. This means that even the urban population where the banks are may not fully utilise the bank services. This lack of banking services in the rural areas has negative effects on trade and other economic activities in County.

02. Isiolo, Mandera and Marsabit

There is an active “illegal” influx of goods that takes place across the border with Somalia. Many contraband goods find their way into the County and onwards to other parts of the country. While access to these goods may help the local population if left unchecked, it could kill the local industry that the County is trying to build. It also denies the county government the much need revenue through tax evasion. WPDA’s strategy identifies areas for advocacy in this respect during this strategy period.

Social analysis;

Wajir County remains one of the poorest and most underdeveloped counties in the Country. It lags behind considerably in the provision of health, education and other services compared to other counties. According to Development Initiatives, 62.6% of Wajir’s population lives below the national poverty line. Its basic human development indicators underscore the point. Rural communities in the County face difficult times accessing social services. Many social services like electricity, running water, security and transport are mostly available in the County and Sub-county headquarters and some few urban centres leaving the rural areas un-serviced. WPDA will address its strategy to this context, lobbying the County government to provide the services to all communities equitably.

The social make-up of Wajir County is characterised by a homogenous ethnic population of the Somali origin with only a small minority of communities from other parts of the country. Clans remain a dominant factor of social life in Wajir and therefore any intervention must put into consideration clan dynamics. Changing times brought by devolution were identified as intermarriages, culture shock and change, use of drugs and prostitution. WPDA as an indigenous organisation pointed to these emerging vices in an otherwise conservative community as areas of concern.

WPDA recognizes gender, inequalities and cultural practices e.g. early marriages and Female Genital Mutilation (FGM) as constraining factors to the rights for women and minorities in access to basic social services such as education and health; participation in political and economic decision- making, nationally and at the household level; unequal rights for equal work; unequal protection under the law; preference for male children; higher poverty rates for female-headed households and

violence against women. The need to mainstream Gender, inequalities and cultural barriers will remain a key focus for this strategic period.

Technological analysis;

The technological analysis considered the infrastructure, mobile network coverage, internet connectivity, access and coverage of media, level of skills, knowledge and expertise available in Wajir County. The county has 28 Km of tarmacked road, one airport and seven airstrips. The total number of ~~Kilometres~~Kilometers of roads in the county both classified and unclassified roads are approximately 8,000 ~~Kilometres~~Kilometers. The County lacks key infrastructure like rail network, major bus and lorry parks. This poor road network makes connectivity difficult in the vast County. There are three mobile service providers namely Safaricom, Airtel and Orange accounting for 35% connectivity. Internet connectivity relies on the availability of mobile connectivity. However, the County and National Government offices have internet connectivity. The ~~network~~ connectivity is weak as most parts of the county are under 2G network except Wajir, Habaswein and Tarbaj which have 3G network. This coverage is limited to main settlement areas and urban dwellings. The county has two post offices at Wajir and Habaswein and a Sub-Post office at Griftu. There are two FM radio stations namely Wajir Community radio station and Wajeer FM which operates from Wajir Town.

WPDA recognises the important role mobile and internet connectivity, media (including social media) and infrastructure has in the Peace building and conflict resolution work. It will be crucial for WPDA to advocate for the provision of more of these services as it will rely on quick communication to share intelligence, monitor and respond to insecurity as well as access target areas for mitigation. An increase in mobile connectivity will ensure individuals benefits, enhance the County economy and impact on the social economic development of the County.

Environmental Analysis;

Wajir County is a featureless plain lying between 150 ~~metres~~meters and 460 ~~metres~~meters above sea level and along latitude 1°45’N and longitude 40°4’E. Its Altitude is 244 m (801 ft.). The plain rises gently from the south and east towards the north rising to 200 ~~metres~~meters at Buna and 460 ~~metres~~meters at Bute and Gurar at the foothills of Ethiopian highlands.

The county is prone to seasonal flooding during the rainy seasons which makes roads impassable affecting accessibility to vital services. It has seasonal swamps which together with drainage lines serve as grazing zones during dry season and for cultivation during the rainy seasons. The seasonal swamps are in Lagboghoh area and in the western and southern part of Habaswein area. The county is generally covered with young sedimentary rocks with loamy soils in the north bordering the Ethiopian highlands. The county has considerable deposits of Limestone and sand which are used in the local building industry⁰³.

The county receives minimal rain with extended periods of drought, often impacting negatively on livelihoods, education, nutrition, as well as water and pasture for livestock. The County experiences effects of climate change where flash floods lead to the destruction of infrastructure and kills livestock especially the small stock (goats and sheep). Climate change will have a major impact on the county and will impact on all development programmes that WPDA intends to implement. These effects are expected to get worse exposing populations which are already vulnerable. Major impacts that are expected during the strategy period include rise in poverty, displacements, declining livelihoods and a rise in conflicts due to scarcity of natural resources.

Legal Analysis; The County faces a problem of access to justice. There is only one court that serves the whole County (6 Sub Counties). It has one magistrate, one prosecutor and no advocates, making it difficult for the ordinary people to access justice. This directly impacts WPDA's work especially on conflict management. Victims of insecurity hardly get justice or recourse as the Alternative Dispute Resolution (ADR) option available is restrictive in addressing the plight of such victims. It was also evident that access to justice for the marginalized groups that includes women, children, youth and persons with disabilities is curtailed.

Analysis of WPDA's Strengths, Weaknesses, Opportunities and Threats

Strengths

WPDA draws its greatest strength from the fact

that it is an Indigenous ~~organisation, formed organisation,~~ **formed** and represented by indigenous persons from the communities of Wajir County. It has County wide acceptability, presence and goodwill from the County government and other national and county government offices. WPDA works through volunteers in the rest of the five (5) sub-counties. WPDA's popularity traverses into the neighbouring counties of Mandera, Garissa, Isiolo and Marsabit and at one time WPDA was active as far as Nakuru County in the Rift Valley. This acceptance also crosses the international borders into Somalia, especially in the Gedo Region bordering Wajir to the North Eastern. WPDA has a long history and vast expertise in Peace building and conflict management in all these areas. The organisation has its roots in this field, has founders and board members of renowned experience and has well trained and expert staff. WPDA therefore has the best capacity to contribute to peace and security efforts in the County as well as keep the county and national government in check to deliver and be accountable.

Violent extremism is well known as terrorism in our context, and has become a global emerging issue with far-reaching implications on the socio-economic status of the people. This is particularly a great concern for those living along the porous border with Somalia. The deteriorating situation in Wajir County due to terrorism has slowed development, forced schools closure, forced teachers and other professionals to flee the County and created a perception of deep insecurity. Youth radicalization and recruitment into violent extremism are some of the security problems that ~~faces~~ **face** Wajir, and WPDA would like to further deepen its work and address the menace.

WPDA has been actively involved in developing various peace and security guidelines e.g. the Wajir County action plan to prevent and counter violent extremism (WCAP) 2018-2023. The WCAP intends to contribute to efforts of de-radicalization, as well as Prevention and Countering Violent Extremism (PCVE) through multi-stakeholder collaborative efforts. Its development is guided by the nine pillars⁰⁴ of the ~~Nation~~ **National** Strategy for Countering Violent Extremism (NSCVE) and has three additional pillars⁰⁵ which were generated during stakeholder awareness

04. psychosocial, educational, political, security, faith-based and ideological, training and capacity building, arts and culture, legal and policy, and media and online.

05. women, access to justice, and the rule of law

03. Wajir County Integrated Development Plan (2018-2022) page 15

sessions to address 'violent extremism' issues that are particular to Wajir County.

WPDA's work in Countering Violent Extremism (CVE) makes a strong organisation in the face of this growing and worrying trend. WPDA understands the dynamics that fuel violent extremism and is better placed to counter these dynamics in collaboration with other actors.

Weaknesses

It was acknowledged that WPDA is still in the process of developing an organisational Monitoring and Evaluation (M&E) system that ~~would help~~ **would help** in realising quality programme implementation. The process has been on-going but is slowed by the absence of such staff expertise that would operationalize the system. It was noted that WPDA has limited documented institutional memory of the good work done, its successes, best practices and lessons learnt in its expert areas. This wealth of experience however exists in oral form and can be easily narrated for documentation. It was also noted that WPDA has an ageing board membership with a wealth of experience that will need to be passed on to the next generation of leaders.

Another weakness lies in the overreliance on donor funding. WPDA has limited sources for own funding and all pipeline plans for a Peace university and Peace Research centre are yet to be realised. Due to its history and close relationship with government, the identity of WPDA is at times not clear to all stakeholders. In the words of one stakeholder; "to the outsider, WPDA is an amorphous organisation, is it a government agency, a Non-Governmental Organisation (NGO) or a Community Based Organisation (CBO)".

During this strategic period, WPDA will seek to document its successes, lessons learnt and best practices in order to preserve the wealth of experience and institutional memory. The older members of the board will continue to provide their services and mentor the younger generation. WPDA also acknowledges that status of dwindling donor funding worldwide and will develop a 'fundraising strategy' that seeks to source for funds from other sources other than traditional donors. This strategy is a document that will entrench the identity and branding of WPDA to all stakeholders.

Opportunities

The greatest opportunity identified for the WPDA strategy is to exploit the National government acceptance of Alternative Dispute Resolution (ADR) mechanisms which includes community participation. There has also been a remarkable shift in the attitude of the state from the traditional war on terror to an approach that focuses on engaging and involving the communities and public on this war. The government has also been active in initiating programmes towards reducing Kenya's risks and vulnerability to violent extremists. These are ~~opportunities~~ **opportunities** that WPDA will take advantage of in designing interventions.

The existence of peace frameworks and policies and an enabling environment was also considered an opportunity to exploit. The National Peace Policy, the Constitution of Kenya (2010), the National and County plan to prevent and counter violent extremism are some of the documents that provide a framework of operation and define national values and modules for operating in the peace sector in the country. These documents assign the security function to the National Government as well as spell out opportunities for structured collaboration. The documents allow for civil society and Counties to play a role in CVE and other security-related functions.

A strong presence of law enforcement (Kenya Defence Forces, Kenya Police, Administration Police and Reservists) throughout the county to the ward and location levels is an opportunity for WPDA. These structures are mandated to respond to insecurity and therefore are crucial in addressing insecurity in a holistic manner. WPDA plans to work closely with these security forces in intelligence gathering and sharing, early warning and conflict management.

Threats

There has been a trend of dwindling development funding from traditional donors in Europe and the United States of America over the past three years. It was also noted that most donors today prefer to channel funding to the National and County government structures. The County governments, which emerged as a result of devolution and the 2010 Constitution, play an integral part in local conflict dynamics; they have decision making powers to allocate jobs, contracts and public funds and funds worth 15% of the public purse (expert

comment). This has intensified local-level political competitions and rivalries (expert comment). As devolution has vastly increased the monetary value of local politics, losers feel especially aggrieved (Scott-Villiers et al., 2014, p. 23).



CHAPTER 3

WPDA Vision, Mission and Core Values

Vision

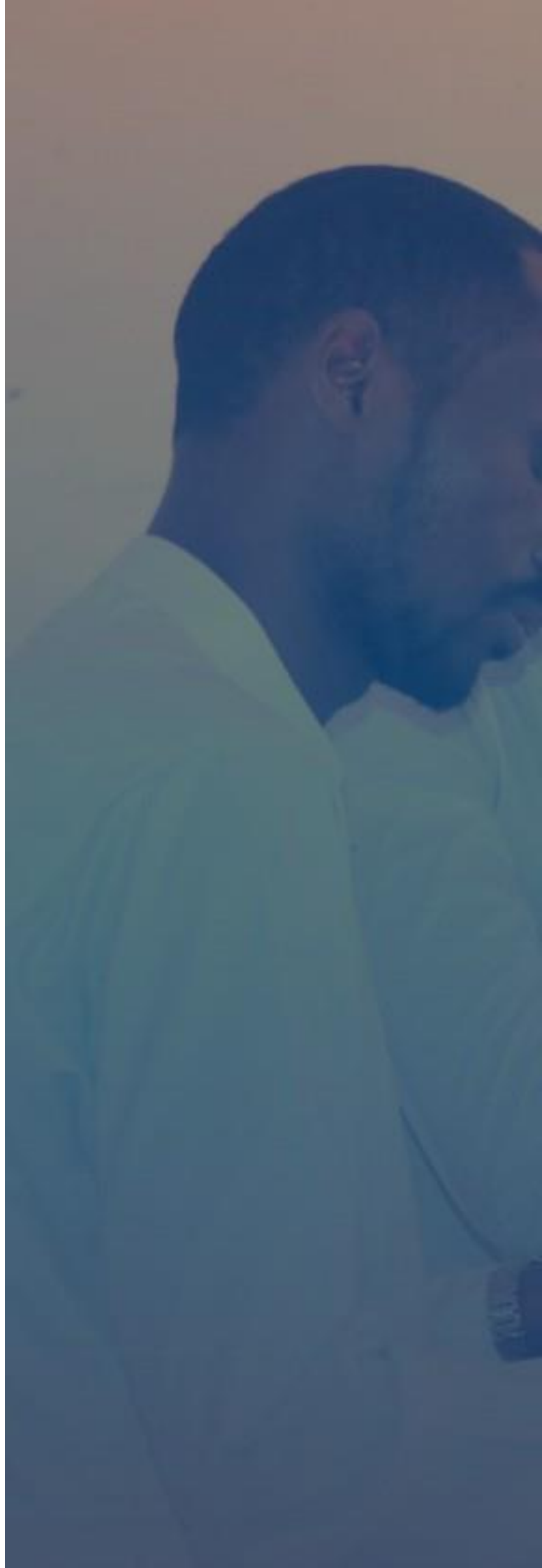
The Wajir Peace and Development Agency envisions a peaceful, progressive and self-reliant community where people live in harmony.

Mission

Our mission is to promote sustainable peace and self-reliance of Wajir people through partnership, collaboration good governance and advocacy.

Core Values

WPDA believes in the participation and inclusion of all stakeholders in the development and implementation of programs. We aspire to develop programs that are conflict sensitive, motivating and empowering to the people of Wajir.





CHAPTER 4

KEY PRIORITY AREAS AND STRATEGIC OBJECTIVES

This strategy identifies two (2) programme priority areas and an organisational strategic direction that will be addressed over its life time. These key priority areas were arrived at after an in-depth analysis of the prevailing context of Wajir, the opportunities and threats

present and an analysis of the programme Strengths and Weaknesses. An analysis of WPDA's performance on the various developmental sectors it has been working was conducted. Table 1 below presents the general views from stakeholders on WPDA's performance.

Table 1: WPDA performance review (1 being the best performance rating)

SECTOR	PERFORMANCE RATING
Peace building and conflict management	1
Livelihoods and Development	4
Social Empowerment	3
Environmental management	5
Governance and Advocacy	2

WPDA acknowledges that the County government is well placed to address livelihoods, social empowerment and environmental management and therefore will have its contribution to these sectors through advocating for "Good governance and accountability of the County government" as one of its key priority areas. WPDA also acknowledges that ultimately security is a national government prerogative and will therefore contribute to plans and processes of government breaking these down to "Community-led peace building and conflict management including peace dividends actions as its other key priority area of focus.

WPDA also identified areas for organisational development

KEY PRIORITY AREAS

Peace Building and Conflict Management

Peace is a prerequisite for any form of development in any country or region. Wajir County is prone to insecurity and lack of peace characterised by increased i) terrorist attacks, ii) resource based violence, iii) ethnic and intercommunal violence, iv) high levels of sexual and gender-based violence. This situation is further aggravated by the presence of small arms, a weak security system, poverty and underdevelopment of the County. It is worth noting that Wajir is a county where the community

that it will focus on in this period. Priority will be in developing a 'Monitoring and Evaluation system' and recruiting expertise to spearhead it. WPDA will also document its vast experience in the peace and security sector for institutional memory and preservation. The plans for a Peace University and a Research institute will be revived and implemented during this strategy period. All these actions will further improve WPDA's authority in the sector and could be considered as an exit strategy. In efforts to improve its funding base, WPDA will recruit a fundraising and resource mobilisation officer, who will be tasked with developing a 'Resource mobilisation strategy' that will include non-traditional funding sources.

and stakeholders have demonstrated resilience and self-drive to ensure a secure and cohesive society. **Violent extremist** activities and terror attacks have taken centre stage accounting for most of the insecurity witnessed in the county. There have been numerous terror attacks in Wajir in the last five years making it a focus area for WPDA's peace initiatives. WPDA will therefore continue to build on gains made under this priority area through various initiatives listed here below;

- De-radicalization programs by respected and moderate clerics.
- CVE-focused awareness raising campaigns and dissemination of counter-narratives
- Youth empowerment programs linked with vocational training/loans
- Strengthen initiatives that enhance information sharing

- Traditional dispute resolution mechanisms (i.e. Maslaha—Somali customary law)
- Advocate for the appointment of local security agents
- Improve practices to reduce human rights abuses by security agents
- Establish government-community platforms for dialogue, coordination, and building trust
- Improving access to ID cards

Contributing to inclusive and effective security and justice provision

Gathering and sharing new evidence from current programmes is central to WPDA's work. Drawing on many years of experience implementing community peace and security in different contexts, over the next 3 years WPDA will:

- Create civil society partnerships and relationships with key influencers in Kenya to help raise the profile of the [peacebuilding](#) sector and the issues that WPDA works on.
- Push for the implementation of the 12 pillars in Wajir County Action Plan on CVE flagship activities.
- Identify opportunities to engage senior officials from Kenya Revenue Authority (KRA), Border Management Committees (BMCs) and the senior government officials for operationalization of border posts/customs office. WPDA through Peace 111 has invested heavily to lobby for the customs office to counter the illegal counterfeits.
- Fostering cooperative engagement between national and county officials, citizens and civil society organizations.
- Promote Community led peace initiatives (women, youth, men – Alternative Dispute Resolution model, Early warning and response.
- Continue with the capacity building of peace actors e.g. Border Management Committees (BMCs), peace committees, law enforcement etc.
- Provision of Peace dividends e.g. water sources, pasture, restocking, revolving funds, Mobilising and support youth for business start-ups and craft knowledge, machine and equipment repairs and manufacturing, IT systems and programmes, Mobile telephony value chain, Youths sports and arts.

The expertise, professionalism and commitment of WPDA staff is at the heart of its work and value for money. At a time when the institution memory of peace process

is disappearing from some elders dealing with the traditional peace building, retaining and developing our technical expertise and contextual knowledge will be a priority.

Good governance and Advocacy

Good governance defines the processes and structures that guide political and socio-economic relations. It therefore includes the government, the private sector (including institutions of higher learning) and civil society activities. The manner in which a country's institutions are governed exerts primordial influence over a society's stability, prosperity and the well-being of its citizens. All three are critical for sustaining development. While the state creates a favourable political and legal environment, the private sector generates jobs, income and wealth and the civil society contributes to political, social and economic development. The way citizens of a country view and gauge the justness and fairness in which public institutions are governed determines the long term stability of governance of these institutions. The universally accepted principles of good governance include among others: The separation of powers, (Judicial, Executive and legislative); Rule of law; Participation in decision-making; a dedicated leadership; Transparency; Efficiency and effectiveness; Equity or fairness; a long term vision; Accountability; and an enlightened population.

Advocacy in this strategy will define the action by WPDA that will aim to influence decisions within political, economic, and social systems and institutions, lobbying the County to legislate on a specific issues and service provision.

THE STATE OF PUBLIC INSTITUTIONAL GOVERNANCE IN WAJIR COUNTY

Following the unprecedented post-election violence of 2007/2008 that exposed the weaknesses in the governance of various public institutions and other systemic weaknesses, Kenya adopted a new constitution in 2010. Some highlights include; people-centered devolved governments; legal and electoral reforms; inclusion of previously under-served or marginalized groups and communities and increased leadership accountability.

The PESTEL analysis carried out during the formulation of this strategy noted that although the new constitution responds to previous governance concerns and targets the reform of various public institutions there are challenges. In Wajir County for example, it was discussed that there

are significant challenges in good governance that include poor and weak leadership, weak accountability mechanisms, transparency and accountability of financial resources, weak institutional governance. The limited presence of courts in Wajir ~~county~~County was a disturbing factor that slows down the wheels of justice thus working against conflict management efforts. Although the number of corruption cases in the County could not be established, it was considered common knowledge of the existence of such practices. This was so due to the noticeable reduced service delivery, citizen participation and the absence of accountability practices. WPDA then resolved to focus on the following good governance areas that directly impact on the delivery of this strategy for advocacy action.

- Advocacy for and lobby the county government for service provision, accountability and proper implementation of the CIDP.
- Advocate and lobby for the establishment of the County Policing Authority, passing of Peace policy and conflict management, national peace building policy.
- Advocate for and lobby the Chief justice and Attorney General's office for more courts and lawyers to the county to ensure justice and the rule of law.
- Advocate for and lobby the ministry of interior and Kenya Police service for law enforcement officers to continually embrace the concept of 'Alternative Dispute Resolution' (ADR) even in their training as the most effective in the Wajir context-, interior ministry.
- Advocate for and lobby Ministry of Trade (chamber of commerce) to open up more markets for livestock and livestock products (milk, leather, meat etc.) in the Middle East and Europe and other places in Africa. This would open up more livelihood options and reduce resource based conflicts.
- Lobby the Kenya market Trust for favourable export policies.
- Advocacy for the establishment of a NACADA presence in Wajir to help in countering the increasing use of drugs that is a leading cause for youth to engage in violent extremism activities.
- Lobby the Ministry of gender to increase structures that support GBV survivors, a form of extreme violence.
- Lobby for the implementation of the flagship activities in the Wajir County Action Plan on Countering Violent Extremism (CVE).

Organisational Priorities

Through the SWOT analysis exercise, WPDA was able to identify areas where the organisation will need to improve its capacity in order to deliver on the strategy as described below.

INSTITUTIONAL EFFECTIVENESS

In the changing external environment, WPDA will consider adaptations to its internal culture and ways of operating, to ensure an organisational fit for purpose. Some adaptations will include:

- Reviewing and adjusting staff teams so as to sustain WPDA's core mandate, its peace building expertise, retain capacity for cross-organisational engagement between programmes, streamline and strengthen structures and establish a more effective devolved structure.
- Strengthening WPDA's presence as the leading peace building organisation in the County, and consolidating engagement with both County and National governments.
- The promotion of leadership skills and behaviours across programme teams.

Institutional memory and documentation; It was noted that WPDA had little documentation of its work, programme successes, lessons learnt and best practices. This history is crucial as it demonstrates how instrumental WPDA has been in brokering peace and the relative peace that now exists in the County. It was also noted that much of this history is not documented but is often and readily delivered orally by its founders and older staff. The founders and staff are now either ageing or have moved on to other activities. It will therefore be difficult to continue keeping this history orally necessitating the need to document it. To this end, WPDA during this strategy will set aside funds to carry out strategic documentation of what has been achieved through the past years.

Fundraising and Resource mobilisation; The SWOT analysis findings indicate that WPDA has weaknesses in fundraising due to the absence of a dedicated staff and a resource mobilisation strategy. This has led to WPDA accepting any funding that comes in which at times has derailed the organisations main strategic focus. The analysis also ~~identified~~identified a threat of intermittent funding with most donors now ~~channelling~~channeling their funds through the County government. Despite this, there exists an opportunity for WPDA if it adapts a balanced mix of funding with resources for strategic investment. Over the

last five years the organization has benefited from and has continued to attract new funding and we anticipate a modest growth rate over the coming three years.

During this strategy period, WPDA will work towards increasing its resource base by first developing a 'Resource mobilisation strategy' and recruiting a fundraising and resource mobilisation staff who will be mandated to implement the strategy. Such efforts will include the use of traditional as well as modern fundraising strategies e.g. web-based fundraising, Alumni and fundraising from friends.

Monitoring and Evaluation; WPDA is cognisant of the absence of an organisational Monitoring and Evaluation system and the lack of a dedicated staff to handle this docket. This absence has impacted on WPDA's programme quality and at times makes WPDA use various M&E systems as dictated upon by various funding partners. During this strategic period, WPDA plans to not only recruit an M&E staff but also develop an organisational 'M&E system' that will be used for programming.

More focus will be given to the thematic areas chosen for this strategy when developing the organisational Monitoring and Evaluation system. Some of the indicators especially for the "Good Governance" theme are very dependent on significant change in behavior and practice of individuals in government. Such desired change no doubt takes time to achieve and is not always the easiest to measure. Therefore, WPDA will develop data collection tools and processes that will collect data on the behaviors (e.g. leadership responsibility, level of accountability of officers, corruption levels etc. to measure outcomes.

Update and refine organisational policies; it was noted that WPDA has policies that are close to two decades old (prepared when it was formed). Most of these policies need to be updated to reflect the present realities. Some of the policies that will be targeted for updating include the Human Resource policy, finance and procurement policy, the organisational constitution, the Code of Conduct, the gender policies, anti-corruption and anti-fraud policies etc.

Operationalization of the Peace University and research institute under WPDA; this was identified as crucial for realisation in this strategy period. Infrastructures for the university and research institute already exist and the operationalization needs to be done.

STRATEGIC OBJECTIVES, KEY OUTCOME AREAS, THEORY OF CHANGE AND APPROACHES

STRATEGIC OBJECTIVES

Peace building and Conflict Management

Strategic Objective: To carry out constructive local action in Peace building and conflict management.

Good governance and Advocacy

Strategic Objective: To contribute to the good governance

of county government and target public institutions through advocacy, facilitating the operationalization of existing provisions, legislation and citizens participation.

that, next to the interests of the shareholders, also takes into account all the other stakeholders, such as workers, clients, suppliers, the environment, the community and future generations.

Organisational Development

Strategic Objective: To establish a financially stable organisation that enables learning, builds on its achievements, is dynamic and responsive to the changing contexts.

Key outcome areas

- Communities in Wajir County and its neighbours sustainably resolving conflicts are reconciled and living peacefully as a result of collective action.
- Improved institutions institutional governance and responsible leadership⁰⁶ for the County government of Wajir and other public institutions in Wajir.
- A stable, learning and dynamic organisation

STRATEGIC APPROACHES

Direct Implementation

WPDA has recruited competent technical staff who will implement the planned activities directly. Such activities will include conducting credible baseline surveys, mobilising for peace sessions, prevention and mitigation, Wajir County budget input and monitoring, advocacy and lobbying among other activities.

Holistic, multi-stakeholder and multi-sectoral approach

WPDA will adopt a 'holistic, multi-stakeholder and multi- sectoral approach' in implementing its agenda. It will be crucial to involve all communities in security and good governance issues to avoid any falling out or conflict. WPDA will also exploit the good relations with the Wajir County government and the County commissioners' office to foster its agenda. The holistic approach will ensure full participation of all stakeholders, enhance outreach and ensure greater impact in the realisation of WPDA's agenda.

Partnership and networking strategy

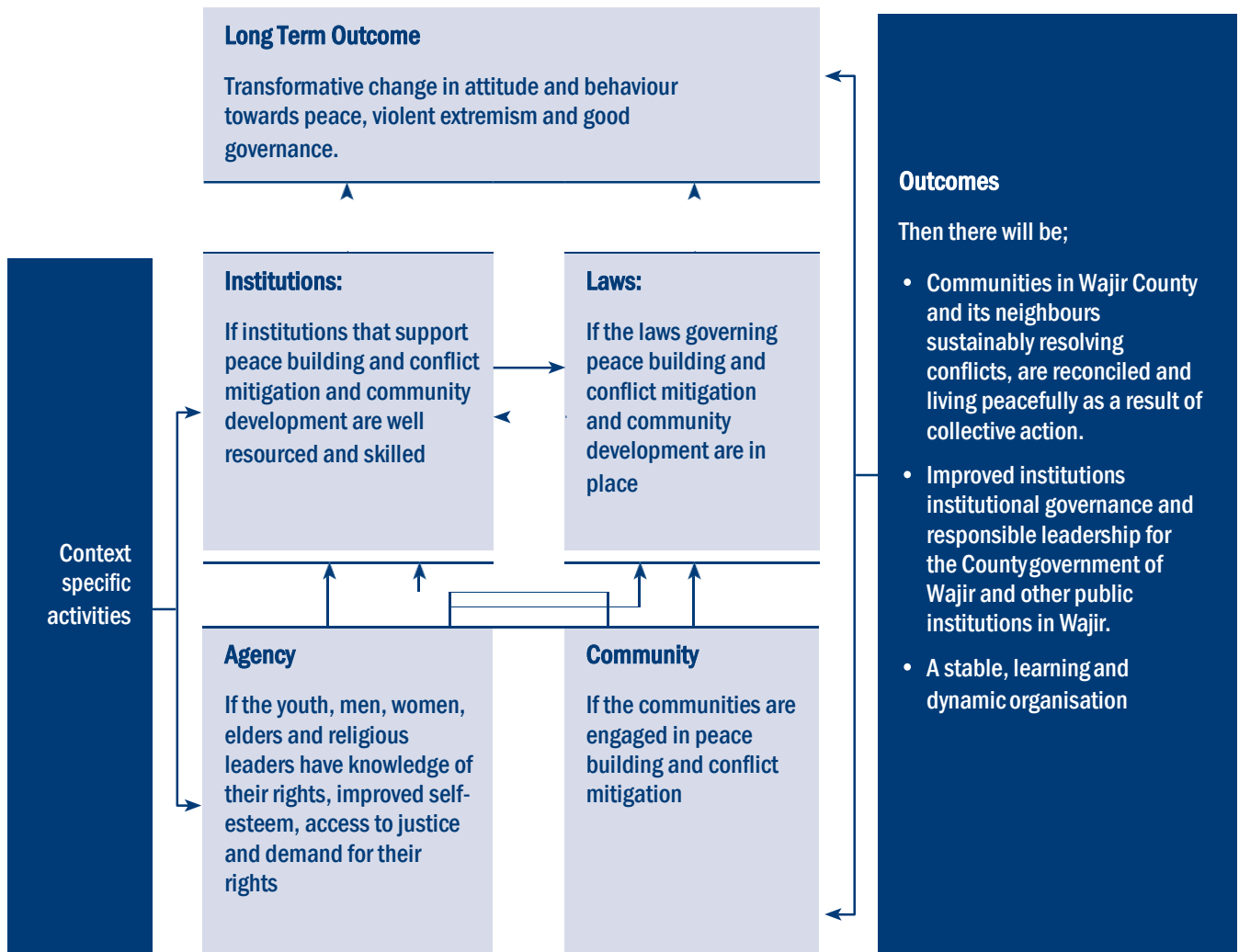
Given the vastness of the County, the limited access to

06. **Responsible leadership**; is about making business decisions

all parts of the county and the diverse actors, WPDA will adapt a 'Partnership and Networking strategy'. This will help to build synergies and complementarities while avoiding duplication of efforts for optimal use of available resources and maximisation of results and impacts. The strategy will also ensure wider geographical coverage, leveraging each other's experience and innovation for

optimum results in program delivery. Among partners to be targeted are: PACT, NIWETU-DAI, LPI, ACT, **FORUMCIV**, COFFEY-JT, County Government, **religious/religious** leaders (Imams, bishops, inter-faith), Gudomiyas and Ugasins of Somalias Gedo region, the Kenya National police service officers in Wajir, the county commander, political leadership and the border management committee (BMC).

THE THEORY OF CHANGE



Note: This section is further elaborated in Chapter 7: The Strategy logical framework.

Community empowerment, engagement and inclusiveness

This approach will anchor WPDA's agenda on sustainable institutions and demography (women, men, children and youth). Knowledge shared and decisions made by communities will be honoured for generations to come. Gender mainstreaming will be also ensured through this approach.

Do No Harm Strategy will ensure that WPDA's activities do not lead to more harm unintentionally.

The Research and Advocacy approach will ensure that WPDA's action for advocacy is well grounded in facts and evidence for maximum impact.

Use of media (including social media) will included promoting peace messaging and providing media personnel with basic security and mediation reporting and use of Alternative narratives to counter narratives promoted by violent extremist groups.



CHAPTER 5

GEOGRAPHICAL FOCUS, TARGET GROUPS AND PARTNERSHIPS

GEOGRAPHICAL FOCUS

Wajir County will be the geographical focus for WPDA's work. All the six Sub Counties of Wajir; Eldas, Tarbaj, Wajir North, Wajir West, Wajir East, and Wajir South will be targeted for context specific interventions.

In addition, the border Counties of Marsabit (Moyale Sub County), Isiolo (Isiolo North Sub County), Garissa (Lagdera Sub County) and Mandera (Mandera South Sub County).

The border area of Wajir - Upper Juba in Somalia will be of geographical importance too.

TARGET GROUPS FOR THE WPDA INITIATIVES

Primary Targets

- The Youth (girls and boys), especially out of school youth. There is a growing population of youth aged 14-25 years that is at risk of radicalisation and recruitment into violent extremist groups. Majority of these youth come from poor families, are unemployed and are frustrated due to ~~unfulfilled~~unfulfilled promises. Violence can become a lucrative enterprise for unemployed youth, which contributes to its perpetuation (Sharamo, 2014, p. 9).
- Women have always been considered to be the peace makers and have traditionally been expected to break the vicious cycles of violence. The women's role in Wajir's conflicts has been multi-faceted and includes; mediation and prevention of conflict, promotion and escalation of violence, and peacemakers. It will be foolhardy not to work with women peace organisations like 'Women for Peace', a sister organisation of WPDA.
- Religious leaders and institutions (SUPKEM, CIPK, interfaith etc.). With most residents of Wajir being of the Islamic faith, many leaders in mosques, madrassas, and dugsi will be crucial groups to work with. This notwithstanding, the Christian representation although small will be included in peace activities through the inter-faith forum.

Secondary Targets

- Relevant County and Government Line Ministries, departments and institutions for advocacy and lobbying.

PARTNERSHIPS

WPDA acknowledges the need to work with partners to realise greater success in line with the Sustainable Development Goal (SGD) number 17.

Stakeholder Analysis

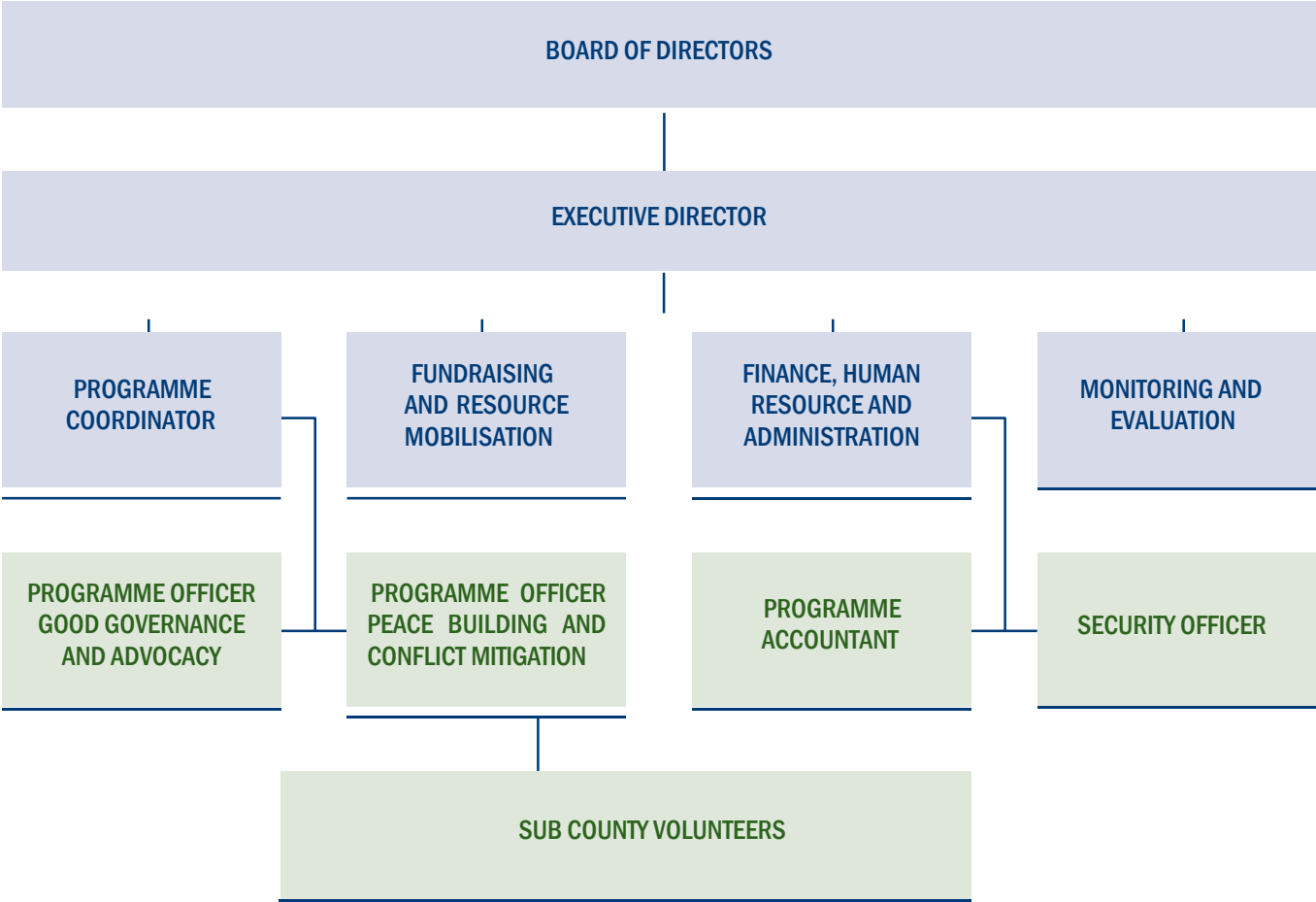
STAKEHOLDER	RELATIONSHIP	CATEGORY: INFLUENTIAL / ENABLER
Local communities and peace committees	Forums for Alternative Dispute Resolution (ADR), local knowledge of conflict triggers, early warning mechanisms, members of peace committees	Influencer
National Government (County Commissioners office)	Policy formulation, budget allocation, early warning and coordination	Enabler
Wajir County Government (relevant ministries and departments)	Decision making powers on what goes on in the county, has a county development agenda (CIDP) and allocates public funds, jobs and contracts	Enabler
Security forces and law enforcement	Intelligence gathering and sharing, prevention, response, early warning, protection and coordination	Enabler
The boundaries commission	Demarcates constituency boundariesboundaries	Enabler
Non-State actors (NGOs/CSOs, FBOs,)	Programme/Project development, innovations, funding, public awareness	Influencer
Politicians and elite	Law formulation and enactment, representation, opinion leaders	Influencer
The international community	Funding support, views Kenya as a 'pivotal state for regional stability in the Horn of Africa and Great Lakes regions	Enabler
Development and Technical Persons (donors, investors, former board members and strategic individuals)	Funding, knowledge, research	Influencers
The local administration administration of the Gedo region, Somalia	Conflict management, border patrol, intelligence gathering and sharing	Influencer



CHAPTER 6

IMPLEMENTATION OF THE STRATEGIC PLAN

WPDA STRUCTURE (Organogram)



Implementation arrangement

Implementation of this strategic plan will be done at all levels of the structure above. Table 2 below illustrates the mandates for each position in the structure.

Table 1: Implementation arrangement (2021-2025)

LEVEL	IMPLEMENTATION MANDATE
Board of Directors	<ul style="list-style-type: none"> • Provide oversight, advice and guidance, on the implementation of the Strategy • Strategic decision making for WPDA • Awareness raising of WPDA's, brand and profile at County level • Resource mobilisation and soliciting support for WPDA projects • Ensure wide stakeholders participation in WPDA's Initiatives
Executive Director	<ul style="list-style-type: none"> • Reports to the Board • Is secretary to the board • Mandated to run the day-to-day affairs of WPDA on behalf of the Board • Provide oversight, advice and guidance, on the implementation of the Strategy through the Programme Coordinator • Actualisation of Planned WPDA projects • Perform regular monitoring visits of WPDA projects and report to the Board on progress • Prepare reports for the Board
Programme Coordinator	<ul style="list-style-type: none"> • Reports to the Executive Director • Overall Program development guided by the Strategic Plan • Review reports from the M&E desk for quality and compliance • Reports to the Executive Director • Overall Program development guided by the Strategic Plan • Review reports from the M&E desk for quality and compliance • Coordinates all programme functions and staff (Programme officers) • Fundraising soliciting support for regional WPDA initiatives • Ensures wide stakeholder participation
	<ul style="list-style-type: none"> • Reports to the Executive Director • Develops and updates WPDA's fundraising strategy • Identifies funding opportunities and pursues them • Works with programme coordinator to fundraise for project activities • Fundraising and resource mobilisation for WPDA organisational action • Reviews financial reports to ensure quality and compliance

- Reports to the Executive Director
- Manages WPDA's budgets and finances
- In charge of Human Resource and Administration
- Manages the Accountant and security officers

- Reports to the Executive Director
- In charge of project Reporting and accountability
- In charge of knowledge management
- Identifies funding opportunities from project implementation gaps and shares with Programme Coordinator and Resource mobilisation

MONITORING AND EVALUATION OF THE STRATEGY

Internal reporting

The frequency of internal reporting on the progress of the strategy will be Bi-Annual. The flow of reports will start from the Programme officers of the key priority areas to the Monitoring and Evaluation unit and programme Coordinator and ultimately to the Executive Director. Reporting on the organisational priority areas will be done by the Executive director to the board.

Internal Monitoring

Regular monitoring of the WPDA projects will be done as per the organisation M&E guidelines and tools. Monitoring will focus on linking project activities back to the WPDA Strategy. Monitoring will be participatory and coordinated by the M&E unit. Such monitoring will include scheduled visits to project sites by stakeholders as well as monitoring by staff implementing WPDA projects.

This will be done through performance review, staff skills audit and a capacity building plan.

WPDA has its own office premises and will not be investing further on the same. However, there is need to purchase more communication and transportation equipment to better deliver on the Peace and conflict management component.

Strategy Reviews and Evaluations

- There will be a midterm review of the strategy scheduled for the 2nd year (2023~~0~~).
- The end of strategy review is scheduled for 2025~~2~~.

The reviews will be done against the strategies 'Theory of Change' and 'Logical Framework'.

RESOURCES (Human, Physical, fiscal)

Approximately, **KSHS 89 million** is needed to implement this Strategic plan successfully. This figure includes project activity costs, human resources, capital equipment and technical support and overhead / coordination costs.

It will be crucial to fill in ALL positions in the WPDA organogram presented above to effectively deliver on the strategy. Current staff potential should be identified and capacities built to take up more roles in new positions.

THE STRATEGY BUDGET 2021-2025

The following budget projections will finance the strategy in the said period

FUNDING INCOME (Ksh)	
Own funding	2,500,000
PACT	8,000,000
COFFEY International	15,000,000
Overhead Recoveries from projects	1,500,000
DAI, Niwetu programme	8,000,000
LPI	8,000,000
Others	46,000,000
TOTAL INCOME	89,000,000
EXPENDITURES	
Project Activities	46,000,000
Personnel costs	16,400,000
Travel and subsistence	3,000,000
Capital Expenditure and Equipment	1,300,000
Revamping the Peace university	12,000,000
Revamping the Peace Research institute	1,500,000
Knowledge Management and documentation	3,600,000
Organisational M&E framework	700,000
Organisational Resource and fundraising strategy	500,000
Overheads	4,000,000
TOTAL EXPENDITURES	89,000,000

Areas of expenditure

Statutory-Compliance	Operational Costs
NSSF-Employer Obligation	Staff salaries
VAT	Medical Insurance
NHIF	Capacity Building costs
Training Levy	Vehicle Maintenance costs (Insurance & Maintenance)
Pension and gratuity Contribution	
Housing levy	

Note: A detailed budget is provided in Annex 1



CHAPTER 7

INTERVENTION LOGIC (Log Frame – Goals, objectives, activities, indicators and outcomes)

LOGFRAME

PEACE BUILDING AND CONFLICT MANAGEMENT

STRATEGIC OBJECTIVE

To carry out constructive local action in Peace building and conflict management.

SPECIFIC OBJECTIVES

To support peace building efforts for Wajir County communities and neighbours.

To contribute to efforts in countering violent extremism.

To support efforts to improve cross border security.

OUTCOME	OUTCOME INDICATORS	BENCHMARK
Communities in Wajir County and neighbours sustainably resolving conflicts are reconciled and living peacefully as a result of collective action.	<ul style="list-style-type: none"> • % increase in the number of conflicts amicably resolved • % reduction in violent conflicts experienced and recorded • % reduction in cross border conflict 	Status of Conflict baseline to be carried out.

OUTPUTS	OUTPUT INDICATORS	MEANS OF VERIFICATION
The narrative and perceptions on war and peace is changed.	<ul style="list-style-type: none"> • Number of conflicts amicably resolved 	<ul style="list-style-type: none"> • Baseline study report
Reliance on militarism and extremism is reduced.	<ul style="list-style-type: none"> • Number of cross border conflicts experienced and recorded 	<ul style="list-style-type: none"> • Field visits & reports
Traditional and religious leaders actively resolving and mediating conflict.	<ul style="list-style-type: none"> • Number of vulnerable youth identified and supported with technical skills and viable livelihood options 	<ul style="list-style-type: none"> • Training reports

ACTIVITIES

- Facilitating dialogue meetings (community meetings, BMC cafes, etc.).
- Engaging traditional elders and religious leaders in constructive interaction with youth on the peace agenda.
- Developing and implementing peace building and conflict management agenda for girls and women.
- Developing and implementing peace building and conflict management agenda for boys and men.
- Provision of socio-economic ~~infrastructure~~ infrastructure as peace dividends to target communities (boreholes, schools, health centres etc.).
- Securing the livelihood opportunities for vulnerable youth, equipping them with technical skills, conflict resolution skills and active civic engagement.
- Capacity building of various target institutions, religious leaders and communities on peace building and conflict management approaches.
- Training on leadership, communication, conflict resolution.
- Monitoring and Evaluation.

GOOD GOVERNANCE AND ADVOCACY

STRATEGIC OBJECTIVE

To contribute to the good governance of county government and target public institutions through advocacy, facilitating the operationalization of existing provisions, legislation and citizens participation.

SPECIFIC OBJECTIVES

To build the capacities of key County Government structures and target public institutions in good governance and responsible leadership.

To mobilise citizens for active participation in good governance processes.

OUTCOME	OUTCOME INDICATORS	BENCHMARK
Improved institutions institutional governance and Responsible Leadership for the County government of Wajir and other public institutions in Wajir County	<ul style="list-style-type: none"> • % increase in responsible leadership • % in service delivery • % increase in accountability by public officers • % decrease on number of corruption cases 	Baseline on levels of good governance in target public institutions to be carried out.

OUTPUTS	OUTPUT INDICATORS	MEANS OF VERIFICATION
<p>Trainings on good governance of target government officers and other target public institutions staff conducted.</p> <p>Mobilisation of citizens for participation in good governance activities carried out.</p> <p>Citizen knowledge and awareness increased on rights and responsibilities enshrined in the Constitution and electoral processes.</p>	<ul style="list-style-type: none"> • Number of good governance trainings conducted • Number of citizens mobilised for county level governance participation • Number of corruption cases recorded in the county 	<ul style="list-style-type: none"> • Baseline study report • Field visits & reports • Training reports • Observation

ACTIVITIES

- Identification of governance issues affecting the Wajir County government and public institutions.
- Action planning and seeking viable collective Action.
- Mobilisation of citizens for County government budget input and monitoring.
- Awareness raising on concepts of democracy, accountability, rights and responsibilities.
- Mobilisation of citizens for active public participation on the County government development agenda.
- Creating local village forums for dialogue – (Community conversation model).
- Mentoring and mobilising public servants for reforms.
- Monitoring and Evaluation.

ORGANISATIONAL PRIORITIES

STRATEGIC OBJECTIVE

To establish a financially stable organisation that enables learning, builds on its achievements, is dynamic and responsive to the changing contexts.

SPECIFIC OBJECTIVES

To document the organisations achievements, successes, lessons learnt and best practices for posterity.

To develop a robust M&E system and revise organisational policies to ensure learning and dynamism.

To diversify organisational funding for sustainability.

OUTCOME	OUTCOME INDICATORS	BENCHMARK
A stable, learning and dynamic organisation.		No documentation of organisational achievements.
OUTPUTS	OUTPUT INDICATORS	MEANS OF VERIFICATION
Organisational history of achievements documented.	<ul style="list-style-type: none"> Number of documentations written / published 	<ul style="list-style-type: none"> Existing publications
A Resource mobilisation strategy in place.	<ul style="list-style-type: none"> Existence of a Resource mobilisation document 	<ul style="list-style-type: none"> Observation
M&E plan, guidelines and document in place.	<ul style="list-style-type: none"> Number of organisational policies and manuals revised 	<ul style="list-style-type: none"> Revival of the WPDA peace and research institutions
M&E and Fundraising positions filled.	<ul style="list-style-type: none"> Existence of an organisational M&E plan 	
The Peace university University and Research centre under WPDA operationalized.	<ul style="list-style-type: none"> Staff recruited 	

ACTIVITIES

- Organise for the ~~documentation~~documentation of the organisations achievement (books, pamphlets etc.).
- Recruit and fill the two positions of M&E and fundraising and resource mobilisation.
- The board to initiate the process of revising organisational manuals and policies.
- Develop an Resource mobilisation strategy.
- Develop an organisational M&E plan.

RISK ANALYSIS AND MITIGATION STRATEGIES

RISK	LEVEL(HIGH MEDIUM LOW)	MITIGATION STRATEGIES(PREVENTATIVE/ RESPONSE)
Census	Low	Mobilise communities in Wajir County for civic education on the importance of participating in the census months before the census takes place.
Boundary commission activities	High	Engage with the commission on the exercise. Mobilise communities living along the border areas for more civic education and participation. Prepare security agents to monitor conflict along border areas.
Elections and electioneering period (2021-2022)	High	Mobilise communities for civic education. Work with the political and elite class on responsible campaigns. Prepare security agents to monitor conflict in identified hot spots.
Events in neighbouring Somalia	High	Continue close working relationship with the Gedo and Jubaland administration. Extend peace dividends to border communities in Somalia. Engage the BMCs in conflict monitoring and response
Violent Extremism	High	Target more youth for initiatives Work with national and county government security agents in intelligence sharing. Mobilise communities for change of attitude towards VE.
Extreme Drought	High	Work with relevant ministries and departments for adequate preparation and response.

ANNEXES

ANNEX 1: DETAILED STRATEGIC PLAN BUDGET

KEY RIORITY AREA	BUDGET DESCRIPTION	BUDGET				
		Year 1	Year 2	Year 3	Year 4	Total Ksh
Peace Building and Conflict	Project Activities	8,000,000	8,000,000	8,000,000	6,000,000	30,000,000
	Personnel costs	2,100,000	2,100,000	2,100,000	2,100,000	8,400,000
Management	Travel and Subsistence	375,000	375,000	375,000	375,000	1,500,000
Total KPA 1						39,900,000
Good governance and Advocacy	Project Activities	6,000,000	6,000,000	6,000,000	6,000,000	16,000,000
	Personnel costs	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
	Travel & Subsistence	375,000	375,000	375,000	375,000	1,500,000
Total KPA 2						25,500,000
Organisational Priorities	Overheads	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
	Capital Expenditure and Equipment	300,000	500,000	200,000	300,000	1,300,000
	Operationalizing the Peace University	4,000,000	4,000,000	3,000,000	1,000,000	12,000,000
	Operationalizing the Research Institute	500,000	500,000	300,000	200,000	1,500,000
	Knowledge Management and documentation	1,200,000	600,000	600,000	1,200,000	3,600,000
	Organisational M&E framework	500,000	200,000	-	-	700,000
	Organisational Resource and fundraising strategy	500,000	-	-	-	500,000
Total KPA 3						23,600,000
GRAND TOTAL						89,000,000