



INTERNATIONAL AID SERVICES-KENYA  
(IAS K)

STRATEGY 2020 – 2024

*'A World where Communities, are Empowered to Live Dignified Lives'*

Before



*Community members working on the water pan at Joseph Mutogoni's farm- water pan pilot site.*

After



*A completed water pan at Joseph Mutogoni's farm*

## WHO ARE WE

**Vision:** “A World where Communities are Empowered to Live Dignified Lives”

**Mission:** “We seek to empower communities through the promotion of access to education, Sustainable livelihood, environmental stewardship and human rights”.

**Core Values:** Stewardship, Human Dignity, Integrity, Professionalism, Partnership partnerships and networks that share

### IAS K Thematic Areas:

- Integrated Water Resource Management (IWRM),
- Inclusive Education (IE),
- Resilience & Disaster Risk Reduction (DRR),
- Civil Society Development (CSD),
- Humanitarian Intervention,
- Mainstreaming Cross-cutting Issues:

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## 1.0 DEFINING OUR PATHWAY

This is IAS K's strategy for the period 2020-2024. It is inspired, informed and shaped by the voices of IAS K staff, volunteers, the poor and marginalised communities we serve. Since its inception in Kenya in the year 1994, we have worked with thousands of beneficiaries of different calibres across over six counties in Kenya. This new strategy builds upon considerable progress in the recent past and, in keeping with the deeply-held values, further transform the effectiveness and impact of already created by the work of IAS K.

Among the many important insights coming out of our consultations and reflected in the strategy is a desire to continue with the mission in the following thematic areas; Integrated Water Resource Management (IWRM), Inclusive Education (IE), Resilience and Disaster Risk Reduction (DRR), Civil Society Development (CSD), Humanitarian Intervention as well as Cross Cutting issues e.g. Gender Mainstreaming, Cancer awareness, etc. In nutshell, Water and Sanitation, education, sustainable livelihoods and human rights continue to remain highly relevant. In our endeavours, IAS K prioritise working with the marginalised communities with a particular focus on; women, school children, people facing disasters and people living with disabilities. We will strive to focus on environmental sustainability to help communities confront the effects of climate change.

**OUR MOTTO:**  
Passion For Human Dignity

**OUR VISION:**  
A World Where Communities Are Empowered to Live Dignified Lives

**OUR MISSION:**

“We seek to empower communities through the promotion of access to education, sustainable livelihood, environmental stewardship and human rights”.

### Promoting change



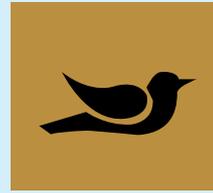
**Uphold Inclusive Education**



**Promote Better Health, Clean Water and Sanitation**



**Support Resilience and Disaster risk Reduction**



**Uphold Human Rights  
The support of Civil Society**



**Promote responsible Humanitarian Interventions**

### Values

#### Stewardship

Care of the environment and resources entrusted to us our care.

#### Human Dignity

Life is sacred therefore we commit to respect, listen and honor those we work for

#### Integrity:

We promote ethical engagement, honesty and fairness in our dealings with communities

#### Professionalism

We will deliver quality services and uphold the highest standards in our relationships

#### Integrity

We value partnerships and networks that share our vision, values and common interest for effective, efficient and quality service delivery

**AT THE CENTRE OF IAS K STRATEGY ARE THREE PILLARS EXPRESSED IN RICH STRATEGIC GOALS:**

## PILLARS

**Programme Development and Implementation**

## STRATEGIC GOALS

1. Provision of adequate, accessible clean water and sanitation facilities through protecting, restoring and managing water-related ecosystems
2. Contribute towards pupils' access, retention and transition to the next level of education especially children facing barriers to learning.
3. Improve food security and increase; income opportunities, tree coverage of targeted households and protection of riparian lands.
4. Strengthen existing CSOs to improve on their capacity to manage projects sustainably.

## Sustainability and Resource Mobilization

5. Develop the capacity of IAS K to respond and address conflict, drought, floods and any other shocks and stresses and contribute towards protecting and saving lives in the targeted regions.
6. Ensure cross-cutting issues such as disability, gender mainstreaming, gender-based violence (GBVs), HIV/AIDS, FGM, protection of human rights, cancer awareness etc. are addressed throughout the project cycle.
7. Mobilize adequate resources for programmes and organizational operations
8. Identify, develop and improve relations and dialogue between IAS K, donors and strategic partners
9. Establish and implement a sustainability plan for IAS K
10. Effective oversight by the IAS K Governance Board as per the provisions of the NGO Act
11. Efficient day to day running of the organization according to the set policies and strategies
12. Attract, retain and develop a highly motivated and effective human resource for IAS K.
13. Improve on the quality of communication within and outside the organisation and to position IAS K as an organisation of repute, that can attract strategic partners and donor funding that will contribute to the growth of the organisation
14. Document and track project progress for accountability, continuous learning and improvement.

## Institutional Strengthening and Development

### 2.0 ABOUT IAS K

The organization was first registered as International Aid Sweden in 1994 under the NGO Act mainly as a support office for the projects in Sudan and Somalia. Over time, the Kenya program has been involved in implementing community projects in partnership with local community groups in Central, Rift, Eastern and North-Eastern regions of Kenya. The first project implemented by the Kenya Program was in 1996 funded by Swedish International Development Cooperation Agency (SIDA) and the Government of Kenya (Ministry of Water) to provide sustainable water for communities in Trans-Nzoia District.

IAS K continues to implement programmes in the following thematic areas; Inclusive Education (IE), Integrated Water Resource Management (IWRM), peace-building, resilience, Civil Society Development (CSD), humanitarian intervention projects, livelihoods and food security in various parts of Kenya. These projects are implemented in partnership with national and county governments, churches and church-related organizations, Non-Governmental Organizations (NGOs) Community Based Organizations (CBO), Self Help Groups and learning institutions.

### 3.0 OUR STRATEGIC DIRECTION

**Overall strategic goal 2020-2024 is a sustainable Organization transforming communities in Kenya.**

These goals will be realised through the following strategic priorities:

1. Strategic Priority One: Programme Development and Implementation
2. Strategic Priority Two: Sustainability and Resource Mobilization
3. Strategic Priority Three: Institutional Strengthening and Development

### 3.1 STRATEGIC PRIORITIES

#### 3.1.1 Strategic Priority One: Programme Development and Implementation

**Strategic Goal:** Improved quality and sustainability of programmes and expand to at least three additional counties in the next five years through better project implementation structures to create maximum impact.

Key Result Areas:

- R1: Integrated Water Resources Management, Sanitation, and Hygiene (IWRM):** Provision of adequate, accessible clean water and sanitation facilities through protecting, restoring and managing water-related ecosystems.
- R2: Inclusive Education (IE):** To contribute towards pupils' access, retention and transition to the next level of education especially children facing barriers to learning.
- R3: Resilience & Disaster Risk Reduction (DRR):** To improve food security and increase income opportunities, increase tree coverage of targeted households and protection of riparian lands.
- R4: Civil Society Development (CSD):** To strengthen existing CSOs to improve on their capacity to manage projects sustainably.
- R5: Humanitarian Intervention:** To develop the capacity of IAS K to respond and address conflict, drought, floods and any other shocks and stresses and contribute towards protecting and saving lives in the targeted regions.
- R6: Mainstreaming Cross-cutting Issues:** To ensure cross-cutting issues such as disability, gender mainstreaming, gender-based violence (GBVs), HIV/AIDS, FGM, protection of human rights, cancer awareness etc. are addressed throughout the project cycle.

#### 3.1.2 Strategic Priority Two: Sustainability and Resource Mobilization

**Strategic Goal:** Self-sufficient and sustainable IAS K by 2025.

**Key Result Areas:**

- i. **R1: Resource Mobilization:** To mobilize adequate resources for programmes and organizational operations
- ii. **R2: Partnership and networking:** To identify, develop and improve relations and dialogue between IAS K, donors and strategic partners.
- iii. **R3: Organizational Enterprise Development:** Establish and implement a sustainability plan for IAS K

**3.2.2 Strategic Priority Three: Institutional Strengthening and Development**

**Strategic Goal:** An Effective and efficiently governed and managed Organization.

**Key Result Areas:**

- i. **R1: Governance and Board Management:** To ensure active participation and effective oversight by the IAS K Governance Board as per the provisions of the NGO Act.
- ii. **R2: Senior Management Team:** To ensure efficient day to day running of the Organization according to the set policies and strategies
- iii. **R3: Human Resource Development:** To attract, retain and develop a highly motivated and effective human resource for IAS K.
- iv. **R4: Communication and Branding:** To improve on the quality of communication within and outside the organisation and to position IAS K as an organisation of repute, that can attract strategic partners and donor funding that will contribute to the growth of the organisation.
- v. **R5: Monitoring, Evaluation, Accountability and Learning (MEAL):** To document and track project progress for accountability, continuous learning and improvement.

**4.0 THE CONSULTATIVE STRATEGY PROCOESS**

The creation of this new strategy for IAS K for 2020-2024 involved a rigorous process where a number of key stakeholders including the partners, donors, board members, the management

team, staff and beneficiaries were consulted for their perspectives on various components of the strategy. The process is briefly captured below.

#### *4.1.1 Stage 1: Review of Documents*

The consultancy team reviewed various documents of the Organization. These included; reports, historical records and books, previous strategic plan, minutes of meetings, registration deeds, among other documents.

#### *4.1.2 Stage 2: Data Collection from Stakeholders*

The consultants held interactive sessions with the OGB representatives, donor representatives, Senior Management Team (SMT), Field Coordinators, staff and project beneficiaries through one-to-one interviews, self-administered questionnaires, telephone and Skype-interviews. The interviews expounded on the fundamental issues that IAS K should focus on in the next five years.

#### *4.1.3 Stage 3: Strategic Planning Workshop*

A five-day strategic planning workshop was conducted by the consultants to facilitate involvement and elicit consensus among board representatives and staff on matters of organizational concern. The first three days focused on understanding where IAS K is coming from and where they are at. The last two days were spent on the formulation of strategies and the development of implementation and operational plans.

#### *4.1.4 Stage 4: Finalizing and Approval of the Strategic Plan*

The Strategic Plan was approved by the IAS K's OGB. The plan is essentially composed of strategic objectives, key result areas and implementation matrix, operational plans, risk management plan, budget and a monitoring and evaluation framework.

## **5.0 OUR EXTERNAL ENVIRONMENT: CHALLENGES AND OPPORTUNITIES.**

### **5.1 Opportunities**

Opportunities are elements in the external environment that IAS K can take advantage of and exploit for the benefit of the Organization. Towards this, there are several developments in the external environment that IAS K can exploit. Some of these include:

- **Existence of friendly donors and partners** - over the years, IAS K has attracted both local and international donors and partners who support their vision. Good governance and authenticity in the IAS K structures continue to attract enthusiastic benefactors.
- **Working with County Leadership** – The continued engagement with counties such as Tharaka Nithi, Tana River etc. at IAS K project sites, enhances the scale of impact and mutual support.
- **Partnerships** – IAS K has great potential in working with governmental and non-Governmental partners who share similar aspirations.
- **Increase recognition of crucial role** - International development agencies are increasingly awakening to the crucial niche occupied by faith-based Organizations like IAS K in supplementing government efforts in development. Harnessing this paradigm portends tremendous benefits for IAS K which has a sizeable level of goodwill among both local and external supporters.
- **Existence of willing grant organizations** – Several such agencies are keen to support special IAS K projects. Some of these agencies have known the IAS K over the years and developed trust and confidence from the experience of managing projects together. Impressed benefactors tend to refer IAS K projects to other potential donors.
- **Developments in technology** - Telecommunications and information technology provide a platform through which the Organization can advance some of its programmes and activities. The improvements in the telecommunications network in the region over the last few years have contributed towards improved communication between the different stations.
- **IAS Global Alliances and Interaction with professional fraternity** – IAS K belongs to an Alliance and networks with a good number of professional and technical expertise. This provides opportunities for building capacity in the Organization.

## 5.2 Threats

Threats are defined as those elements in the environment that could cause trouble for the operations of the IAS K. Many developments pose threats to the Projects and Programmes of the Organization. Some of these include the following.

- **The polarized political system** – Kenya as a country is still familiarizing itself with the new constitution of 2010. Some county governments pass legislation that may affect the work of IAS K.
- **Increased competition for donor funds** – Frequently changing donor trends and priorities are affecting support-dependent activities in a big way.
- **High poverty levels of beneficiaries** – Perpetual reliance on subsistence agriculture at regions suffering from adverse climatic conditions keeps poverty at high levels while lack of insurance schemes for social security continues to complicate the situation for people who seek services from IAS K. Besides, it becomes difficult for beneficiaries to support IAS K.
- **The inability of communities to pay for services** – Since IAS K has preferentially chosen to serve the poor and vulnerable, it becomes difficult for the poor beneficiaries to support IAS K.
- **A volatile economy and high cost of taxation** - IAS K is tax-exempt. This places a burden of high levies on the Organization. Moreover, the cost of goods and services keeps rising at unattainable rates.

## 6.0 CRITICAL SUCCESS FACTORS

The following factors were considered to be very important in realising the IAS K Strategy.

- i. Ownership by the Organizational Governance Board
- ii. Ownership and support by Senior Management Team
- iii. Competent, committed and adequate technical staff.

- iv. Mobilization of adequate funding for programmes.
- v. Adoption and implementation of a clear structure that defines roles and responsibilities from the board to the management team.
- vi. Teamwork at all levels for the delivery of the planned activities and actions.
- vii. Development of new partnerships, strengthening the existing partnerships and linkages within the country and without.
- viii. Development of a resource /sustainability strategy, structures and systems for posterity.
- ix. Share the strategic plan with key stakeholders to build ownership and commitment.

## **7.1 MONITORING AND EVALUATION SYSTEMS**

### **7.1 OVERVIEW**

Monitoring and evaluation of a strategic plan enhance the quality of planning and management as this will track achievement in policies, programmes and activities of the Organization over the next five years. Monitoring of the plan will help the board and the management team to understand whether they are progressing on schedule and to ensure that the planned actions

are proceeding as planned. The evaluation will be done at midterm and the end of the five years. The key to the success of this Strategic Plan will be based on resource availability, team synergy, strategic partnerships built, clear leadership vision and stakeholder support.

## 7.2 Monitoring, Evaluation, Accountability and Learning (MEAL) Responsibilities

The SMT shall conduct an organisational assessment to determine the performance gaps inherent in project implementation, quality control, staff capacity development and ongoing cost analysis to steer the organisation to its desired direction. This will be done at various levels:

## 7.3 MEAL Methods and Tools

- a) **Quarterly Review Meetings:** There will be quarterly departmental meetings to review and update on the progress of the Strategic Plan.
- b) **Performance Management System:** A performance management system will be put in place to ensure that mechanisms are in place for managing performance against the set targets in the operational plans of each department and key staff in the initial years and the entire staff by the end the planned period.
- c) **Annual operational planning and budgeting:** The Organization will develop yearly work plans and budget to implement the strategic plan. The work plans will be developed after a review of the previous year's performance of each of the departments. The work plan will be harmonized and shared across all departments to ease the tracking of implementation. The management will review the implementation of the annual work plans quarterly. During the last quarter of the annual operational plan, the management will facilitate the annual planning which brings together all the programmes.
- d) **Annual Review:** Review of the accomplishments, understanding what was not achieved and why to adjust the Work plan for the next year and communicate to the Organization and develop the tactics for the following year.
- e) **Resource mobilization:** The work plan will be accompanied by a detailed budget. The budget will guide the Organization management team to mobilize the required resources. This may be by illustrating available resources, potentially identified funding sources and financial gaps over the year.
- f) **Feedback and Information Sharing and Learning:** The Organization will enhance information sharing at all levels. All departmental heads are encouraged to seek feedback from all stakeholders on pertinent issues of the Organization. Such feedback should be processed and lessons learnt documented and not only internally but with other key stakeholders. A newsletter will be published yearly to communicate progress, impact and any change in the Organization.
- g) **External Audits:** The board ensures timely audits (internal & external) are conducted annually as part of strengthening internal controls.



# OUR DREAMS AND ASPIRATIONS IN PICTURES

## Integrated Water Resource Management (IWRM)



*Students use a hand pump repaired by IAS K to fetch water outside Njukini Primary school In Tharaka Nithi County.*

## Inclusive Education



*Students enjoy hot meal, Nkunyini Primary school, Tharaka Nithi County funded by Linas*



*Disability Friendly Toilet at Kalkacha primary, Tana River County*

*Resilience & Disaster Risk Reduction (DRR)*



*Water Intake from Kathita river, Tharaka Nithi county*



*Demo farm in Tharaka Nithi*

*Humanitarian Intervention*



*Communities affected by flood in 2018 received non-food items in Tana River County*

*Cross-Cutting Issues*

*Before*



*After*



*Community empowerment program that ensures communities acquire lifeskills hence Poverty alleviation*