

Catholic Diocese of Kitui

Caritas Kitui

Strategic Plan

2018 - 2022

Sustenance • Innovation • Transformation

“Development cannot be limited to mere economic growth. In order to be Authentic it must be complete, Integral, that is it has to promote the good of every person and of the whole person.”

Pope Paul VII



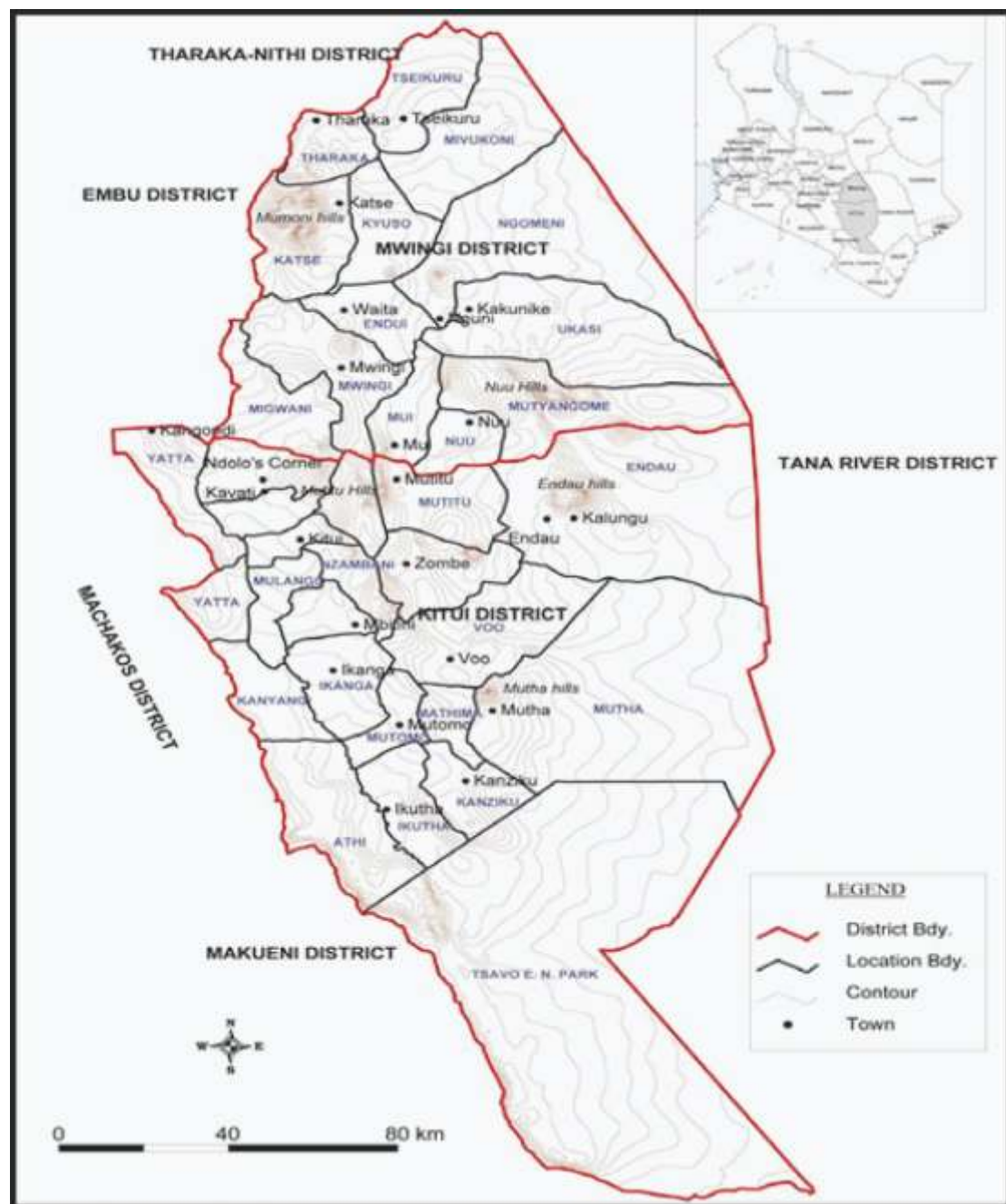
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ACRONYMS AND ABBREVIATIONS

CBO	Community based Organisation
CIDP	County Integrated Development plan
CMDRM	Community Managed Disaster Risk Management
CSO	Civil Society Organisation
DTC	Drought Tolerant Crops
FoC	Friends of Caritas
GDP	Gross Domestic Product
GNI	Gross National Income
HH	Household
IEC	Information, Education and Communication
MERL	Monitoring, Evaluation, Review and Learning
MoU	Memorandum of Understanding
MTP	Mid Term Plan
NGO	Non-Governmental Organization
SMS	Short Message Services
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats

Map of the Area of Implementation



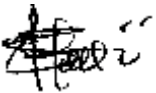
ACKNOWLEDGEMENTS

This strategic plan can be termed as the second strategy after rebranding to Caritas Kitui. The implementation of the Development Department Strategic Plan 2010-2013, among other things, resulted in the successful review of the governance structures of the Department through the appointment of a board, as well as the successful rebranding from Development Department to Caritas Kitui. The hiatus in the period between 2013 and 2017 was occasioned by internal strategic restructuring of Caritas Kitui and the strategic direction adopted in the period was drawn from the previous plan.

This Strategic Plan was developed and completed through the help of many including Caritas Board chaired by Most. Rev. Anthony Muheria the Apostolic Administrator Catholic Diocese of Kitui, Caritas Kitui Board, the clergy and the religious, Caritas Kitui staff, the lay faithful and the community,

We recognize the efforts passionately exerted by Caritas staff and the Strategic Planning committee of the Board on developing the plan and the dedication of the Caritas Board in ensuring the final production of the document came to fruition.

In the spirit of our Motto “**Sustenance, Innovation, Transformation,**” we invite you to walk with us – the board – and our esteemed partners as we deliver the Mission of Caritas Kitui.



Director
Caritas Kitui

FOREWORD

The mission of Jesus Christ to His Church continues to be realized to date. This is through the work of the various dioceses in the world, under the Bishops – the successors of the Apostles – and through that of the Universal Church under the guidance of the Holy Father. Whereas evangelization is the main work of the church, its mission goes beyond direct evangelization and the administration of Sacraments. Christ further calls us – the Church – **to an exercise of Charity that characterizes the very core of the life of the Church:** “I give you a new commandment, that you love one another, as I have loved you” (John 13:34). That exercise of Charity is directed **to all humans**, and following in the steps of her founder Jesus Christ, it forms a central part of her mission.

All the works of Charity directed to men and women, carried out to improve their welfare and meet their needs are carried out under the umbrella of the development arm of the diocese, known as “Caritas”. Pope Benedict XVI, in his encyclical letter “*Deus Caritas Est*” (God is Love), explains this role as such: “Following the example given in the parable of the Good Samaritan, Christian charity is first of all the simple response to immediate needs and specific situations: feeding the hungry, clothing the naked, caring for and healing the sick, visiting those in prison, etc. The Church’s charitable organizations, beginning with those of Caritas (at diocesan, national and international levels), ought to do everything in their power to provide the resources and above all the personnel needed for this work.” (*Deus Caritas Est* No. 31) As Caritas Kitui this is our commitment: it is a mission we are striving to be part of.

We are very glad to see the finalization of the new Strategic Plan (2018-2022) for Caritas Kitui after an intense period and process of preparation. This five year plan will guide us in our efforts to alleviate the suffering our people still go through, to contribute towards reduction of hardships and distress situations and to enhance the wellbeing of our people. It is not a choice but rather part of the mandate of the Church to do all within our possibility to work towards restoring the dignity of human beings by advocating and recognizing their inherent dignity – especially when it is trodden on. This would also explain the reason for our commitment towards a consistent effort on the Justice and Peace front.

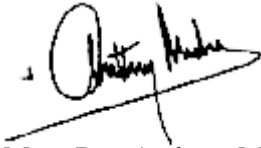
Several challenges stand before us: scarcity of water; unreliable rainfall and consequent poor harvest; recurrent famine and food insecurity; health challenges especially of infants and school-going children; general household poverty etc.

Added onto these are new challenges of great concern, that we wish to address during the implementation period of this Strategic Plan: the exploitation of coal and limestone in our region, the surging justice issues in the community; the devolved government and its role in partnership with others in addressing the same issues; the extreme effects of environmental degradation, and the growing cancer of corruption.

The Holy Father Pope Francis, passionately appeals to the entire human community to take radical steps towards the care of God’s creation and the environment. He has invited us to play our role as stewards of creations and work towards passing on to the coming generations a better environment. In this context, we must make specific efforts in the environmental conservation frontier and do all we can to reverse the destructive trend. We are called as Church to be God’s hands in caring for humans and all creation. Our task is to restore and defend the human dignity of all in dire circumstances recognizing them as daughters and sons of God.

I sincerely thank the team that has worked to develop this Strategic plan, especially the Diocese of Kitui Caritas Board. I take this opportunity to thank all the partners, who have been walking with us in this journey. This is a wonderful mission we have received, and I welcome our partners to join hands and truly seek to transform the situation of the people of Kitui for the better. For this we count on God's grace, as we try to effect this wonderful plan, with His accompaniment and for His glory.

God bless you.

A handwritten signature in black ink, appearing to read 'Anthony Muheria', with a long horizontal stroke extending to the right.

Most. Rev. Anthony Muheria
Bishop Archdiocese of Nyeri,
Apostolic Administrator, Catholic Diocese of Kitui

CARITAS BOARD OF DIRECTORS



Most Rev Anthony Muheria
Apostolic Administrator Catholic Diocese of Kitui



Very. Rev. Fr. Joseph Mwongela
Member



Very. Rev. Fr. John Mwandi
Member



Ms. Florence Ndeti
Caritas Director



Mr. Antony Mbandi
Member



Mr. Nicholas Mulila
Member



Dr. Naomi Mang'atu
Member



Mr. William Maema
Member



Rev. Fr. Francis Ngungu
Member



Mr. Francis M. Kamau
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Ms. Paschalia Mbutu
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Dr. Joseph Nzomoi
Member

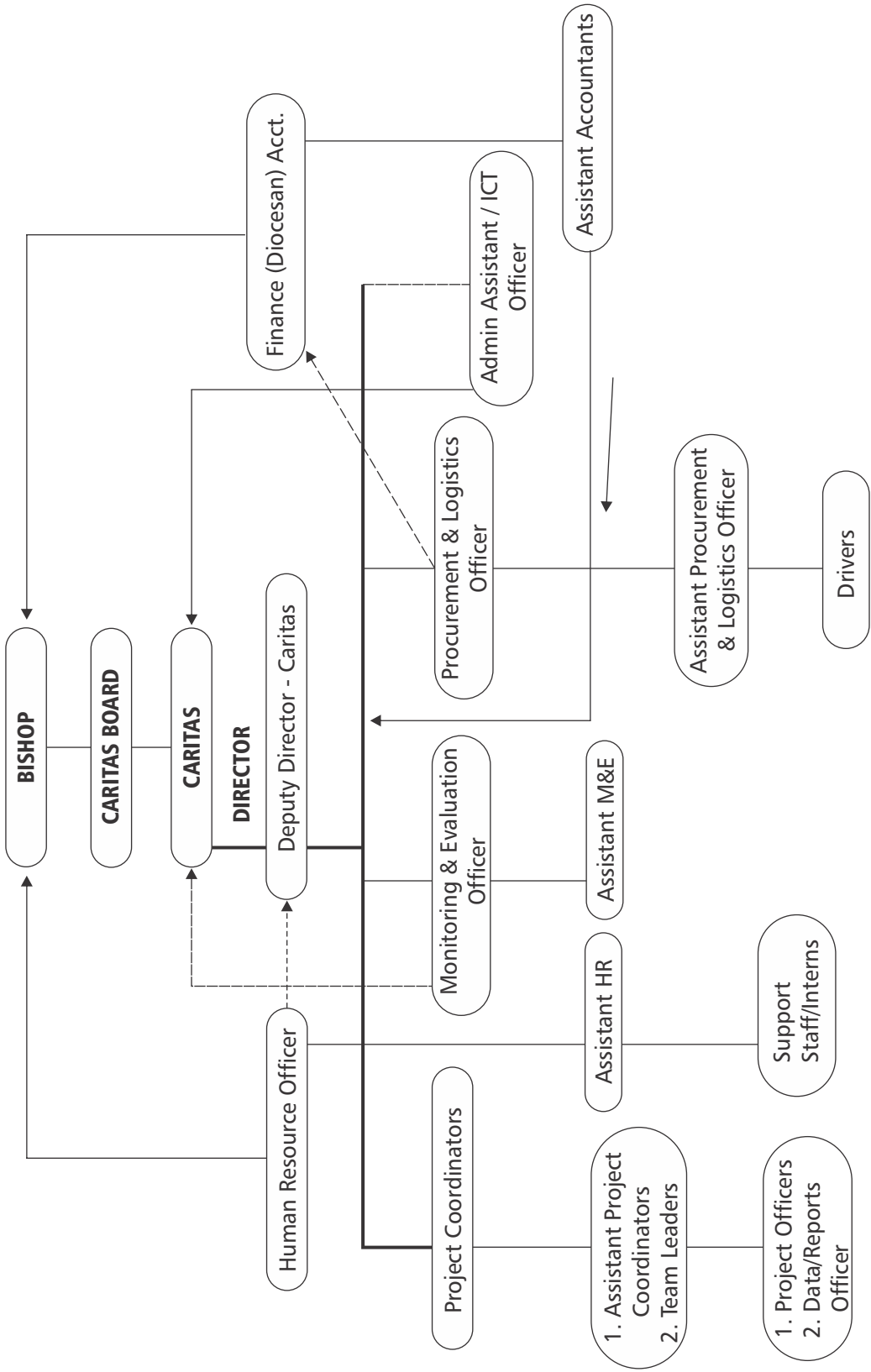


Ms. Jane Kibati
Member



Mr Kiema Mwandia
Member

THE CARITAS ORGANOGRAM

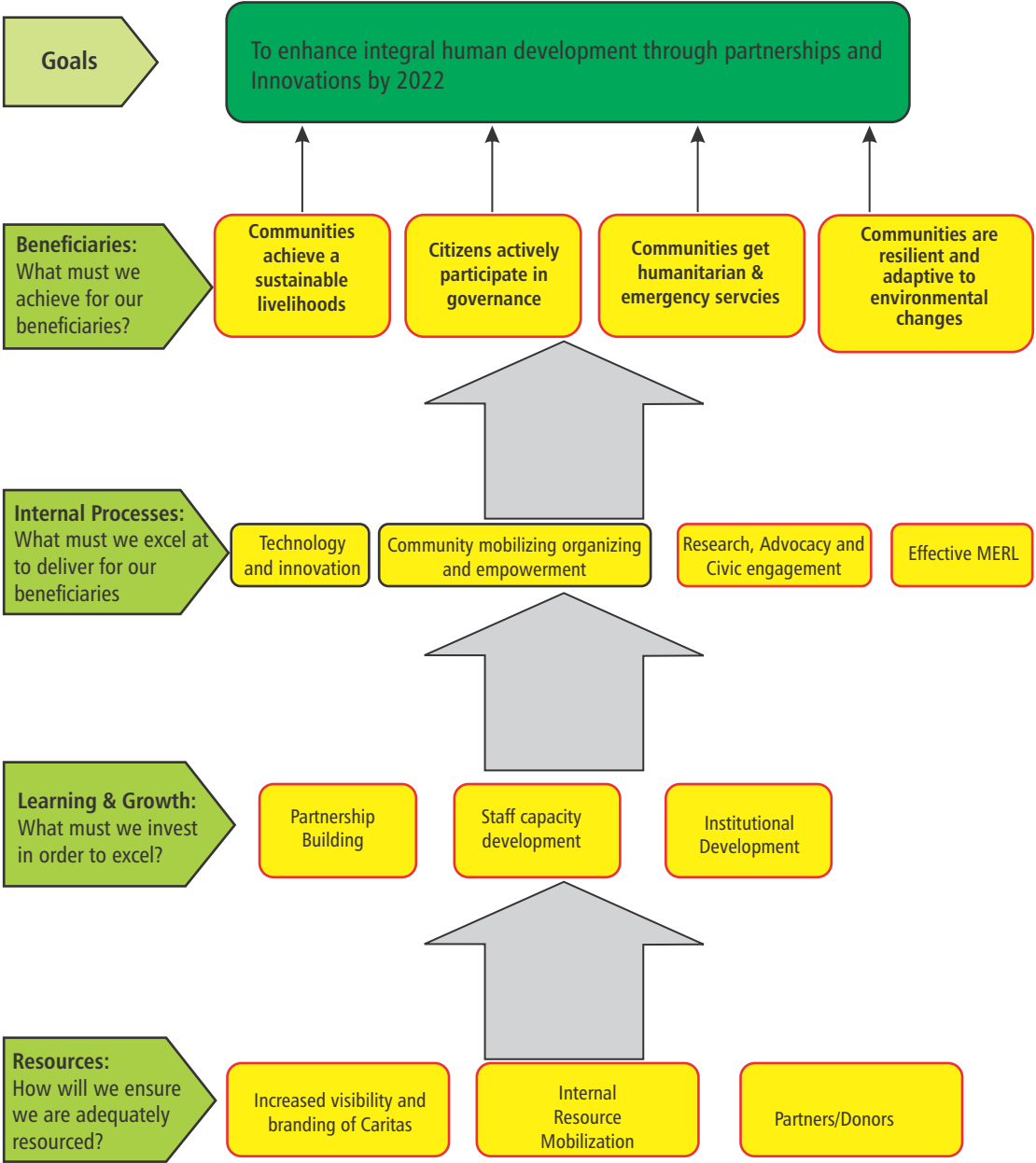


The Strategy Map

Vision: A sustainable community inspired by the Love of God

Mission: Enhance integral human development through partnership and innovations to achieve a sustainable community

Values: Charity and Empathy, Faith, Dynamism and Commitment, Equity and Respect, Team Work, Integrity, Stewardship and Accountability, Professionalism



THE STRATEGY DEVELOPMENT PROCESS

Strategic plan 2017-2021

Through a concerted effort of the staff and board in 2016, Caritas embarked on review of previous strategy and developing a five year strategic plan. It was completed and was operationalised in Mid-2017. One year after the commencement of its implementation, Caritas staff and Board realized that there were certain integral contradictions between programme objectives, interventions and outcome mappings. Therefore it was difficult to curate programmes whose results were hard to harvest and attribute. At this stage, Caritas Kitui opted to re-look at the strategy and align the issues.

Re-looking Strategy

The relooking of the strategy 2017-2011 started in May 2018. This was done through a two day workshop on 24th and 25th May 2018. The meeting brought together the key Caritas staff and a consultant (Wambua Kawive) to guide on relooking at Caritas Strategy. The exercise focused on the following:

- a) Thematic areas versus Caritas focus areas to ensure they are well captured and all department programmatic aspirations are reflected.
- b) Strategic objectives to make them extremely clear and support each strategic objective with key strategies to be undertaken to realize the objective
- c) Strategic map to set clear linkage of Caritas work to the Pastoral strategic areas and linkage with Caritas vision and mission
- d) Risk matrix to clarify and create linkage of the same to the thematic areas
- e) The flow and congruence of the strategic plan

Since a lot of data had been collected during development of the 2017- 2021 Strategic plan, the relooking process focused on the programmatic work as detailed below which required input from Caritas staff and Board for approval. The rest of the content was deemed fit to be part of the new strategy. In view of the problems noted and areas identified by the staff, the consultant focused the discussions on following broad areas:

- i. Looking at the Vision and Mission and building consensus
- ii. Looking and building consensus on the thematic areas and program areas
- iii. Use of thematic areas and program areas to develop high level activities, targets and timelines
- iv. Re-doing the strategic Map
- v. Working on the activity description and risk matrix

Validation by Staff and Board

A meeting was organized with the staff on 24th and 25th June, 2018 to review the thematic areas, implementation matrix and monitoring and evaluation framework. The risks occasioned by and to the new strategy, the organization, staff and stakeholders were also reviewed.

Strategic Plan 2018-2022

The relooking of the strategy of necessity brought new issues to bear and especially the fact that implementation plans and targets were set anew. This made the strategy to be looked at as a new plan for implementation and hence it is referred to as the Strategic Plan 2018-2022.

Caritas Kitui Strategic

Plan 2018 - 2022

EXECUTIVE SUMMARY

This is the Caritas Kitui 2018-2022 Strategic Plan. The development of this Strategic Plan has been through a consultative process spearheaded by the board and the secretariat of Caritas Kitui. A desktop review of past Diocesan and County Government documents, reports of community initiatives and stakeholder consultations were synthesized to create this strategy. It is therefore an encapsulation of the Kitui that Caritas envisions and the strategies that the Organisation undertakes to implement so as to realize the desired goal.

The strategic plan benefits from a mixed methodology of planning – the traditional thematic method and aspects of the balanced score card method. It is organized in thirteen parts: the introduction, situational analysis, SWOT analysis, stakeholder analysis, organizational identity, thematic priorities, strategy map, objectives narrative, implementation matrix, monitoring and evaluation framework, a risk management framework, sustainability framework and a conclusion. All these parts have internal coherence and as such cross reference each other to create a logical whole.

The development of the strategy took cognizance of the fact that there is a greater Diocesan strategy and therefore it expects to contribute to the direct mandate on Charity and the bigger goal of Evangelization. In seeking to do this, it has the following components: interventions for bettering the livelihoods of the people of Kitui, interventions for mitigation on humanitarian crisis, interventions for integrating and advocating for good governance and interventions for environmental protection. It stipulates the contribution of Caritas to the society of Kitui. Caritas holds the view that these interventions will contribute to a better county for all stakeholders.

The strategy, benefiting from an organisational assessment done in 2016/7, proposes internal strengthening processes for the organisation: the board, the secretariat and operations. These touch on implementation, partnerships, resource mobilisation and outreach. By implementing this strategy caritas will become a responsive organisation adapting to technology and other resources to excel in its work.

To achieve its desired goal, Caritas Kitui targets to work with a budget of **Kes 1.5 Billion** as detailed in the implementation plan this translates to **Kes 300 Million annually**.

1. Introduction

1.1 Background Information

The Diocese of Kitui is found in the ecclesiastical region of Kenya and it is within the Nairobi metropolitan. It covers the whole Kitui County which is comprised of the following 8 Sub counties, Kitui South, Kitui East, Kitui Central Kitui Rural, Kitui West, Mwingi west, Mwingi Central and Mwingi North. It is an arid and semi-arid area of approximately 30,496.4 sq. Kms in Eastern Kenya, with a population of around 1,012,709 people according to 2009 census statistics. The Diocese has over 240,000 baptized Catholics. The Catholic Church established the Development Department under community education in 1974 which evolved to a full department in 1978. In 2013 the development department rebranded to Caritas Kitui.

In 2016 the Catholic Diocese of Kitui developed its Strategic plan 2016 -2021 as a road map to guide the Catholic Diocese work. The Strategic plan provides four strategic areas: Sacrament, Evangelization, Charity and Resource Mobilization. Through which the Vision and Mission of the Diocese will be realized. The Catholic Diocese of Kitui mandates the Caritas Department of the Catholic Church to spearhead the charity function of the church hence the link factor of Caritas works to the pastoral work of the Catholic Church.

In 2011, the then Bishop then of Diocese of Kitui appointed Caritas Management Board which oversees the management of Caritas Kitui. Since 2013 it has consistently sustained over 10 development projects implemented in different pockets of the Diocese with over 80 members of staff. Its work has been geared towards Integral Human Development which is anchored on three main themes: -Innovation, Transformation and Sustenance through integration and human rights based approaches guided broadly by the Catholic Social Teachings. This growth has called for Caritas Kitui to develop a plan to guide its operations towards realization of its Mandate as a department and to further contribute to the greater Vision and Mission of the Catholic Diocese of Kitui which, according to the Diocesan strategy are as follows:

Diocese of Kitui Vision

Christ Centered and Christ modeled community.

Diocese of Kitui Mission

To Bring about the Kingdom of Christ by facilitating a relationship between each person with God and with one another, through the ministry of evangelization and sacrament to witness to Christ and be his instrument, through Charity and service especially to the poor and needy in order to affirm the Human dignity.

1.2 Theological Underpinning for Caritas mandate

The biblical accounts of creation leave us in no doubt that God's concern in creation is focused primarily on the human being, male and female: “So God created man in his image, in the image of God he created them; male and female he created them. God blessed them, and God said to them, ‘Be fruitful and multiply, and fill the earth and subdue it; and have dominion over the fish of the sea and over the birds of the air and over every living thing that moves upon the earth’” (Genesis 1:27-28).

The Psalmist reflects on the Genesis account, without reducing the greatness and beauty of all creation, also affirms that human beings were created above the rest of creation and that all other created works were meant to serve their needs: “You have made them a little lower than God [or: than the divine beings] and crowned them with glory and honor. You have given them dominion over the works of your hands; you put all things under their feet, all sheep and oxen, and also the beasts of the field, the birds of the air, and the fish of the sea, whatever passes along the paths of the seas” (Psalm 8:5-8). This, however, does not mean that humans have the license to exploit and plunder; responsible stewardship in the use of nature is expected of all.

The work of Caritas Kitui is anchored in the divine love of God. This is well articulated in the Encyclical Letter *Deus Caritas Est* of Pope Benedict XVI, in which he teaches that, the premise of such work as carried out by the Charity arm of the church is love. Love of neighbor, grounded in the love of God, is a responsibility of each individual faithful, as it is also a responsibility for the entire ecclesial community at every level: from the local community Church to the Church universal in its entirety. The Church's deepest nature is expressed in three-fold, proclaiming the word of God (*kerygma-martyria*), celebrating the sacraments (*leitourgia*), and exercising the ministry of charity (*Diakonia*). For the Church, charity is a part of her nature, an indispensable expression of her very being (*ibid*) taking care of others reinforces God's purpose of creation that we have one Father and a “covenant” meant to safeguard right relations with God and with fellow human beings.

Development is viewed as “distributive justice” and by extension liberation in economic, social and the spiritual aspects. Real development empowers people. According to M.M. Thomas, “true development is development of people, the release of people from their enslaved conditions so that they can have the rightful dignity of participating in the process of making decisions which affect their life and labour.” Pope Paul VI in *Populorum Progressio* No. 14 teaches that “Development cannot be limited to mere economic growth. In order to be authentic, it must be complete: integral, that is, it has to promote the good of every person and of the whole person.”

2. Situational Analysis and Environmental Context

2.1 Political Environment

The enactment of the Constitution of Kenya 2010 and the onset of devolution in 2013 somewhat stabilized the country. The Constitution as enacted in 2010 provides for devolved structure of governance which further offers some hope for political and economic stability under which Caritas Kitui can thrive. Devolution in Kenya as entrenched in the Constitution by its character, object and principles, envisioned to provide opportunity for greater citizen participation in local development, involvement of citizens in making decisions that affect them and permits the government to respond quickly to local needs hence improved service delivery. That the 2013 and 2017 elections were contested at the national level did not, majorly, affect the people of Kitui County although the uncertainty nationally has led to slow delivery of services. However, the political environment in Kenya has been relatively stable.

Six years since the start of devolution, the county government has established and continues to seek to realize its devolution cardinal principal to devolve administrative, financial and political power to the local levels in order to augment the adeptness and efficacy of governance. Caritas Kitui will streamline and align its operations to fit in the county system of governance. It however, acknowledges that there are some operational issues that may be affected by operations of the national government as well as the devolution processes at the County government level. As such Caritas Kitui will observe keenly the political developments taking place and adjust accordingly.

2.2 Social Activities

The development path in Kenya is being guided by the Vision 2030 blueprint, which is built on three main pillars; economic, social and political. The Economic Pillar aims to achieve growth in the Gross Domestic Product of 10 percent from 2012. This growth is targeted to be driven by tourism, agriculture, wholesale/retail trade, manufacturing, information technology enabled services, and financial services. The Social Pillar has the objective of improving the quality of life for all Kenyans. It aims to do this by targeting human and social welfare programs, specifically: education and training, health, environment, housing and urbanization, children and social development, youth and sports.

After the 2017 elections, the Jubilee administration has laid focus on what they call the “big four” agenda. These are identified as universal healthcare, manufacturing, affordable housing and food security which are aligned to the MTP III of vision 2030. Government Ministries, Departments and agencies have already been issued with guidelines to prioritize public investments in the realization of these.

Development operations of Caritas Kitui will be guided by the national big four agenda as well as the Kitui County Integrated Development Plan (CIDP) as has been developed by the County government which envisions social economic transformation in Kitui county which identifies key policy actions as well as programs and projects that the County Government of Kitui intends to implement. Some of the social issues that affect the people of Kitui are existing conflict along the border with Tana river, retrogressive culture like female Genital Mutilation, raising cases of rape, defilement, drug and substance abuse, extra burden on women in caring for their families, growing unemployment, rapid demand for high risk extractive industry, rapid change in access and use of technology, challenge of HIV and AIDs among others are some of the issues that Caritas together with its partners will seek to address.

Economic activities

Agriculture is the main economic activity in Kenya and it is the economic backbone of Kitui County. Nationally, agriculture contributes close to 30% of GDP, 75% of employment and livelihood for rural population. According to the CIDP 2018-2022, the following agricultural statistics obtain:

- The economy of the county is mainly dependent on agriculture, which contributes to rural employment, food production and rural incomes. The level of food self-sufficiency in the county is 51%, however approximately 10 percent of the entire population is absolutely food insecure. The sector plays a major role by contributing about 87.3% of income earned by the rural population
- Kitui has the potential to be a major food producing county in Kenya if appropriate agricultural interventions coupled with irrigation-based crop production are adopted. Currently, the average acreage (hectares) under food production is 192,325 compared to a potential of 400,000 for cereal crops; 298,277 compared to a potential of 380,000 for pulses; 350 compared to a potential of 2,000 for cassava; 907 compared to a potential of 170,000 for industrial crops (sisal, cotton and sunflower); 2765 compared to a potential of 16,500 for fruits, and 1170 compared to a potential of 84,500 for vegetables, respectively.
- Kitui County topography is suitable for irrigation production system and the irrigation potential in the County is estimated to be 11,095 hectares of which a paltry 1,850 hectares is utilized. The potential for exploitable irrigation can be expanded to 500,000 hectares through development of the Tana and Athi River basins. There are 5 irrigation schemes in Yatta/Kwavonza, Tseikuru, Zombe/Mwitika, Kitui Rural and Kyangwithya West wards, and 31 irrigation clusters. The irrigation schemes are being financed by the National government, while the clusters are mainly financed by the County government. Two clusters are financed by NGOs. Irrigation clusters cover a total acreage of 101.5 acres (40.6 hectares).

- The county annual average production levels for various livestock enterprise products are as follows; 3,077 tonnes of beef, 1466.6 tonnes of goat meat (Chevon) and 70 million eggs, 4.2 million liters of milk and 960 tonnes of honey against the estimated potential annual local demand of 32,120 tonnes of meat, 100.4 million liters of milk and 171.6 million eggs. Rangeland and pastures occupy about 1,048,728 hectares, which is about 80% of the County

(Source: Draft County CIDP 2018-2022)

The County has huge economic potential especially through utilization of tourism opportunities from the surrounding game parks, potential investment in extraction of mineral deposits of coal and limestone and efficient use of available land and human resources. Caritas Kitui interventions will and continue to support the national and county government towards sustainable agriculture through increased and improved crop and livestock production.

2.3 Health

According to the CIDP 2018-2022, there are 240 functional public health facilities in the county, accounting for 6% of the country's 4, 000 public health facilities. This exceeds the national average of 85 health facilities per county by 145 (63%) facilities. However, a health facility distribution analysis conducted by the former Commission for Implementation of the Constitution (CIC) showed that the 230 health facilities were unevenly and inequitably distributed in the county. In three Sub-Counties, Kitui Central, Kitui West and Mwingi West, over 95% of the residents live within an average distance of 5 kilometers from their homes to the nearest health facility. Whereas this holds true, the CIDP further points to the fact that due to terrain and condition of the roads, it takes people in these three Sub-Counties less than 30 minutes to reach health facilities in their areas as recommended by World Health Organization (WHO). In some areas of the under-served Sub-Counties, people travel distances of between 15-25 kilometers to access existing health facilities.

Given that health services are now a devolved function of the County Governments, Caritas Kitui shall continue to partner with the county in enhancing quality health care services to residents, especially to the poorest and most vulnerable individuals and communities. Caritas Kitui notes that the County and other development partners have initiated a process leading to better management of existing health facilities and also construction, opening and operationalization of new health facilities to bridge the distance gap and ensure services are brought closer to the people.

2.4 Education

According to the CIDP 2018-2022 the County has a total of 1,518 public ECDE centers and 308 private ones. There are 1476 public primary schools and 158 private ones.

Public secondary schools are 374 and 10 others are private. There are 9 public tertiary institutions and 3 private ones. There also exist 311 centres of adult learning and 60 polytechnics. There are also 7 teacher training colleges – two of which are private.

Despite improved enrollment in learning institutions, the quality of education in Kitui remains wanting with very poor national exams results across all levels. This prompts the need for Caritas Kitui to invest, not only in school infrastructure, but also in quality education that promotes holistic learning of students

2.5 Infrastructure

Infrastructure remains a big challenge in Kitui County. The road network within the County is poor. According to the CIDP 2018-2022, The County has one Class A road passing through the County, the A3 Thika-Garissa road. The Kibwezi-Kitui-Mwingi Road is being upgraded to be completed by 2020. There are other roads proposed in the Road Sub-Sector Investment Programme (RISP) 2010-2024 including: D478-Kola to A3-Nguni; B6-Kitui to A3-Ngooni; D507-Nuu to A3-Nguni; D507-Voo to B7-Ikutha; B7-Chuluni to D507-Mwitika; and E731-Miambani to D509-Mikuyuni. The County has Class E earth road network covering about 1,172.20 Kms. Also, there are three airstrips in the County, namely, Ithookwe, Tseikuru and Mutomo airstrips. In many most parts of the County access roads are impassable during the rainy seasons. This hampers efficient transportation and marketing of farm produce. The level of access in the rural areas is negligibly low (below 1%). Electricity access and connection to the national grid is a challenge in many places with only 74 trading centers having connected and functional which is less than half of all the trading centers.

It is hoped that the County government will invest substantially in these infrastructure areas. Caritas Kitui will invest in advocacy to ensure that the government plans and budgets for infrastructure expansion and maintenance.

In terms of trade infrastructure, the CIDP 2018 -2022 stipulates that Kitui County has 200 shopping centres. The number of registered traders has more than doubled within a period of three years from 5,532 in 2014 to 13,060 in 2017. Similarly, the number of registered wholesale traders stood at 1,530 in 2017 from 142 in 2014. The number of registered jua kali artisans increased from 75 in 2014 to 420 in 2017. As at 2017 the number of jua kali sheds were 1,503. The county government therefore has a big role in sustaining the growing trade infrastructure by investing in planning and connectivity (ICT and roads)

2.6 Water resources

The drainage system of Kitui County is largely controlled by Athi and Tana River catchments. Both Athi and Tana rivers are permanent. Seasonal rivers within the

County flow in a general north, north-west direction and drain into Tana and Athi Rivers. The main ones include Rivers Nzeeu, Tiva, Mwita Syano, Tyaa, Ikoo, Kithyoko, Kauwi, Mutendea, and Thua.

The County in addition, has 33 protected and 5 unprotected springs. Water from these rivers can be utilized for irrigation, fisheries and domestic consumption. Water is also sourced from the seasonal rivers, boreholes, and earth and sand dams as well as piped water from Masinga dam.

The protection of water towers and sources is of paramount importance and hence Caritas Kitui is going to take an active position on this. Domestic water access in Kitui according to the CIDP 2018 -2022 Kitui County current water supply and demand using an average consumption of 50 liters per person in urban and 25 liters per person in rural areas stands at 32,176 cubic meters and 12,586 cubic meters respectively. The shortage in urban areas is even worse than in rural with access to piped water standing at 36.1 % urban and 41.1 % rural. Water infrastructure for availing and distribution of water to the people of Kitui is going to be a primary goal of Caritas Kitui .

2.7 Climatic conditions

Kitui County is mostly dry and hot with temperatures ranging between 14°C during the coolest months (July-August) and 34°C during the hottest months (January-March). The county receives between 500mm and 1050mm of rainfall annually, with average rainfall of 900mm a year. It has two rainy seasons; long rains from March to May while the short rains are from October to December. According to the CIDP 20118-2022, the gazetted forest cover is 16 in no and covers 37,750 hectares as at 2014. We don't have any data on what it is currently. The forest cover has increased from 3.5% to 7% and Kitui was voted the most improved county in forest cover recently. But this also means that there is alot of work that needs to be done in afforestation and conservation and which Caritas Kitui shall invest on as Guided by the Pope Encyclical (2015) – Our common Hope (*Laudato Si*)

2.8 Poverty situation

In recent years, reports on poverty levels seem to show improvement with. According to the CIP 2018-22, the level of absolute poverty is estimated at 47.5 percent compared to the national average of 36.1 percent in 2016. About 522,000 persons or 3.2 percent of the Kenyan poor live in the County. Food poverty is estimated at 39.4 percent compared to the national average of 32 percent. This means that about 47% of the population of Kenya living below poverty line - this refers to a population with an income of less than a dollar a day. Despite this, poverty index in Kitui County remains high; about 70% according to estimates of 2003 still live under the poverty line. Some areas post higher rates (Mutomo and Ikutha 74% each and Chuluni 72%).

Some of the main causes of poverty include poor or failed rainfall, erratic weather conditions, climatic changes, environmental degradation, poor infrastructure and poor resource development. There are various challenges in addressing poverty issues such as insecurity in some places, politicking on issues, unemployment and underemployment and lack of financial resources.

To address these challenges, it is necessary that Caritas Kitui undertakes aggressive resource mobilization and capacity building of local communities to not only build their resource base but also give them voice in decision making as well as meaningful participation in governance.

2.9 Energy

According to the CIDP 2018-2022, in Kitui, the main source of cooking fuel is firewood with 79.5 percent of the households using firewood compared to the national average of 54.6 percent. The use of Liquefied Petroleum Gas (LPG), Kerosene and charcoal for cooking is low in the county compared to the national average. At the county, nationally, 76.4 percent of the households use traditional stone fire as a primary cooking appliance, compared to a national average of 46.4 per cent. The main sources of energy for lighting are paraffin lantern, paraffin tin lamp, electricity connection from mains, solar energy and battery lamp. About 33.4 percent of households use paraffin lanterns compared to a national average of about 15.7 percent. Electricity connections remain below the national average. This high number of households using firewood puts a strain on the environment.

Caritas Kitui to invest in advocacy and promotion of green energy technologies as enabler to development by working closely with Energy unit under Ministry of Environment and Natural Resources and other likeminded organizations.

4. Stakeholder Analysis

Caritas Kitui identifies with various stakeholders with varied interests and expectations. These include:

Catholic Diocese of Kitui: There is need for dialogue, collaboration, consultation, and harmonious coexistence between the church and Caritas to avoid conflict of pastoral and development services being implemented by Caritas.

Kenya Conference of Catholic Bishops (KCCB): This Include all the commissions under KCCB to enhance the realization of the church mission and Vision.

Service delivery organizations: These include NGOs, community based organizations (CBOs), civil society organizations (CSOs) and self-help groups among others. Caritas will partner with these organizations in common areas of work. Some of these organizations may require capacity building support in the form of technical assistance to build their internal systems, human resource skill base, and the creation of an enabling environment for their operations.

Government ministries and departments: Caritas Kitui will seek to establish strategic collaboration with the County government and liaison with National Government.

Development partners: Caritas Kitui shall seek to establish and strengthen its relationship with individuals and organizations, Catholic and non-Catholic partners with similar vision and interests, willing to support its developmental work. It will remain steadfast in ensuring responsible stewardship of resources obtained from development partners and maintain professional ethics in all its engagements.

Community: Members of the community forming the body of beneficiaries would be involved in all stages including planning, design, implementation, monitoring and evaluation and post implementation evaluation. The aim is to transfer skills to them and ownership of the project which is crucial for the success and sustainability of the projects.

5. Organizational Identity

Vision

A sustainable community inspired by the Love of God

Mission

Enhance integral human development through partnerships and innovations to achieve a sustainable community

Core Values:

- i. **Professionalism** - We will ensure competence, effective, efficient and reliable service.
- ii. **Stewardship and Accountability** - We will always aim to be responsible, accountable in planning and in our service delivery.
- iii. **Integrity** - We will embrace ethical and moral standards in our work.
- iv. **Team Work** - We will engage in collaborative efforts for a common purpose/goal in our work.
- v. **Equity and Respect** - We will ensure fairness and justice in the discharge of duties and responsibilities and uphold the dignity of persons in service delivery.
- vi. **Dynamism and Commitment** - We will show enthusiasm in creativity and innovativeness and serve with loyalty, zeal and dedication.
- vii. **Faith** - We will uphold our belief and social teachings of the church.
- viii. **Charity and Empathy** - We will promote acts of love in our service, and service out of love and identify with the feelings of others and show understanding of their situations.

6. Caritas Strategic Plan 2018-2022 Thematic Priorities:

Caritas Kitui shall have 5 Thematic priorities-

1. Sustainable Livelihoods

These are interventions that Caritas Kitui shall carry out in order to protect and support the means of living and survival by the local community.

2. Humanitarian and Emergency Response.

Caritas Kitui through its partners has and shall continue to offer material and logistic assistance to vulnerable people to save lives, alleviate suffering and maintain human dignity during and after disaster(s) caused by either natural or man-made hazards. Caritas will also invest in empowering communities to enhance preparedness, strengthen response and mitigate when such situations occur.

3. Governance and Advocacy

Caritas Kitui, guided by the Catholic Social Teachings, shall seek to promote good governance; accountability; human rights and access to justice; responsive exploitation and utilization of mineral resources, peace building and reconciliation in Kitui County. Caritas Kitui has been and shall continue to engage in policy processes to influence development of responsive policies by the government and also monitor their implementation. Under this thematic area the program shall seek to strengthen the voice of communities especially the most vulnerable so that they are able to articulate their needs, defend and safeguard their rights.

4. Environment and Climate Change

Caritas Kitui shall initiate program/projects that promote environmental protection; mitigation and response to climate change; and access to safe, clean and affordable energy. The thematic area shall seek to implement initiatives that influence development and implementation of natural resources policy frameworks required to create an enabling environment for the vulnerable communities. Programs shall cover a number of issues relating to the natural environment, green power, rainwater harvesting, energy conservation through promotion of energy saving cook stoves and other energy saving alternatives.

5. Resource Mobilization and Institutional Development

Caritas Kitui shall continue to undertake activities to sustain and secure new and additional financial, human and material resources to advance its mission. The activities will include grant and proposal application, annual Caritas fundraising week among others.

8. Programmatic Objective(s) Narrative

Programmatic Focus: <i>What Caritas Kitui must achieve for beneficiaries</i>	
Strategic Objective	Description
Communities achieve a sustainable livelihoods	Caritas Kitui engages in livelihoods interventions to spur social-economic wellbeing of communities. This is achieved through conducting projects targeting improved crop and livestock production as well as soil and water conservation.
Citizens Actively participate in governance	Caritas invests in capacity development of its stakeholders towards realization of transformative governance and responsive policies by advocating for access to justice, basic human rights, civic education and influencing citizens participation in governance process.
Communities get humanitarian & emergency services	Caritas Kitui participates in coordination on emergency preparedness, disaster mitigation, response and management through Community Managed Disaster Risk Reduction (CMDRR), relief services and asset creation.
Communities are resilient and adaptive to environmental changes	Caritas Kitui supports communities towards alleviating environmental degradation and enhancing adaptation to the effects to climate change through environmental policy advocacy, community engagement on soil and water conservation, tree growing, supply of Drought Tolerant Crops (DTC), use of clean energy sources, dissemination climate information and Climate Resilient Agriculture as well as promoting agro ecology.
Internal Processes: <i>What Caritas Kitui must excel at to deliver for beneficiaries</i>	
Strategic Objective	Description
Increased visibility and branding of Caritas	Caritas Kitui promotes its brand through improvement and continuous updating of website and all social media pages, development of IEC materials, asset and project branding.
Internal Resource mobilization	Caritas Kitui endeavors to diversify resources for a sustainable future of the Department. Caritas will invest in developing and implementing a resource mobilization plan that targets resources from institutional and individual partners, the church and income generating projects.
Partners/Donors	Caritas Kitui continuously seeks to build and strengthen relations with both local and international donors/partners. This is achieved through compliance with donor requirement, lobbying and regular information sharing.

9. Implementation Matrix

The implementation matrix covers the five thematic identified above, that is:

1. Sustainable Livelihoods
2. Humanitarian and Emergency
3. Governance and Advocacy
4. Energy and Climate Change
5. Resource mobilization and Institutional Development

Against each are developed specific activities, their indicators and plotted against a timeline. An indicative budget is also provided.

See attached annex 1.

10. Monitoring, Evaluation, Review and Learning Framework

Monitoring process will be conducted routinely and reported through the monthly program reports by the program team, while a joint monitoring will be done annually and a comprehensive annual report compiled. The joint monitoring will envisage team work involving various Caritas stakeholders coordinated by:

- Caritas Board
- Caritas Director
- Caritas Staff
- Caritas Key Stakeholders like Donors, Government line ministries, Private sector, community among others.

The team will also facilitate periodic reviews/evaluation in the second year and the last year.

The MERL framework

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
Livelihoods	Water	Surface Water harvesting	1. Construction of earth dams	No of Earth dams constructed.	10	Project Reports Site Visits Photos	MERL Program Team	MERL Program Team
				No of HH Reached.		Project Reports Site Visits Photos		
			2. Construction of Sand dams	No of Sand dams constructed.	20	Project Reports Site Visits Photos		
				No of HH Reached.		Project Reports Survey reports,		
			3. Construction of Farm pond	No of Farm ponds constructed	200	Project Reports Site Visits Photos		
				No of HH Reached.		Project Reports Site Visits		
			4. Establishments of roof catchment structures	No of roof catchment surface systems installed	100	Project Reports Site Visits Photos		
				No of HH Reached.		Project Reports Site Visits Photos		
			5. Construction of rock catchment	No of rock catchment constructed.	2	Project Reports Site Visits Photos		
				No of HH Reached.		Project Reports Survey reports		

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
		2. Under-ground water harvesting	1. Drilling of boreholes	No of boreholes drilled.	12	Project Reports Site Visits Photos		
				No of HH Reached.		Project Reports Survey Reports		
			2. Construction of off take wells	No of off-take wells constructed	20	Project Reports Site Visits Photos		
				No of HH Reached.		Project Reports Survey reports		
			3. Construction of shallow wells	No of shallow wells constructed		Project Reports Site Visits Photos		
				No of HH Reached.	8	Project Reports Survey reports		
		3. Water distribution	1. Water tracking in emergency response	No HH reached	10	Project Reports Survey reports		
			2. Pipeline extension from water sources	No of HH/Pupils supplied with water	6	Project Reports Survey reports		
		4. Strengthen capacity on operation and maintenance of water structures.	1. Training water management committees on WASH	No of water committees established	22	Project Reports Site Visits		
				No functional water structures		Project Reports Site Visits Photos		

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
		5. Water Treatment	1. Conduct water testing and treatment	No of water related diseases		Project Reports Survey reports Secondary data (Hospital info)		
				Reduced cases of water-related conditions	12	Project Reports Survey reports Secondary data (Hospital info)		
				2. Construction of sanitation facilities along water structures	16	Project Reports Site Visits Photos Survey reports		
				Reduced cases of water-related conditions		Project Reports Survey reports Secondary data (Hospital info)		
	Crop and livestock production	1. Diversification of crop production	1. Construction of soil and water conservation structures	No of HH benefiting	15,000	Project Reports Survey reports		
				No of water conservation structures constructed		Project Reports Site Visits Photos		
			2. Provision of certified and DT seeds	No of HH benefiting	15,000	Project Reports Survey reports		
				Tonnage of seed supplied	45 tones	Project Reports Survey reports		

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
			3. Training farmers on appropriate farming technologies (Modern farming technologies ¹)	No of HH benefiting	15,000	Project Reports Survey reports		
			5. Training farmers on post-harvest handling and management	No of HH benefiting	15,000	Project Reports Survey reports		
		2. Value addition and Marketing	1. Train communities on value addition	No of individuals practicing value addition	2,400	Project Reports Survey reports, Photos		
			2. Establishment of CBOs and Cooperatives for marketing	No of functional CBOs and Cooperatives	5	Project Reports Survey reports Secondary Data		
			3. Create market linkages for farmers	Market linkages created	5	Project Reports Survey reports Secondary Data		
				No of tonnages sold		Project Reports Survey reports		
		3. Crop policy	1. Supporting policy development on crops	No of policies developed	2	Project Reports Survey reports		
		4. Breed improvement	1. Provision of improved breeds	Increased income from improved breeds	4500	Project Reports Survey reports		
				Improved nutrition at HH level		Project Reports Survey reports		

¹Technologies include Zai pit, Conservation Agriculture, Soil and Water conservation approaches etc.

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements	
			2. training farmers on livestock management	No of farmers practising good livestock management	4500	Project Reports Survey reports			
				Reduced cases of disease out-breaks		Project Reports Survey reports			
		5. Pasture production and preservation	1. Provision of pasture seeds	No of HH benefiting	4500	Project Reports Survey reports, Secondary Data			
				Tonnage of pasture preserved		Project Reports Survey reports Photos			
			2. Capacity building farmers on pastures management	No of HH practicing pasture preservation	4500	Project Reports Survey reports Photos			
		6. Improved livestock welfare	1. Capacity building of farmers on animal welfare	No of farmers exhibiting improvement in knowledge, behaviours and practices	82,000	Project Reports Survey reports Photos			
			2. Improved service provision on livestock for improved on livestock management	Increased service seeking behaviours	80	Project Reports Survey reports Photos			
		Increased access to treatment and emergency response on livestock			Project Reports Survey reports Photos				

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
			3. Advocacy on protection of livestock	No policies and strategies Supported for protection of animals	2	Project Reports Survey reports Photos		
Humanitarian and emergency	1. Relief and Emergency response	Provisions of relief items to the most affected community	Assessment of the affected regions	No. of HHs identified. No. of assessment carried out	100,000 HH	Project Reports Survey reports Photos		
			Procurement of the relief items	List of items procured	9 Million Metric Tones	Project Reports Survey reports Photos		
			Distribution of the relief items	No. of items distributed No. of beneficiaries reached	100,000 HH	Project Reports Survey reports Photos		
	3. Peace and Conflict (conflict areas in Kitui County)	Peace building and Conflict resolution	Conduct conflict assessment	No. of assessments carried out.	5 assessments	Project Reports Survey reports Photos		
			Conduct community barazas in conflict prone areas in Kitui County	No. of community barazas held	45 barazas (9 per year)	Project Reports Survey reports Photos		
			Conduct meeting with leaders, key stake holders and conflict affected communities	No. of meetings held	45 meetings	Project Reports Survey reports Photos		

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
	4. Disaster and Risks	Disaster awareness and capacity building	Conduct community meeting with leaders and key stake holders	No. of community forum held	15 community forums	Project Reports Survey reports Photos	M&E Program Team	Annually
			Conduct disaster awareness & preparedness	No. of community Trainings	15 Trainings	Project Reports Survey reports Photos		
	5. Information and Technology	Information and technology	Enhance Organization branding and visibility	No. of braded materials		Project Reports Survey reports Photos		
Governance and Advocacy	Civic education and training	Advocacy and Awareness Creation	Establish community advocacy groups	No of advocacy groups established and engaging	2	Project Reports Survey reports Photos		
			Use media for awareness and advocacy	No of media awareness programs conducted	20	Project Reports Survey reports Photos		
			Support County to develop civic education curriculum	No. civic education issues incorporated in the curriculum	1	Project Reports Survey reports Photos		
				Civic Education needs incorporated		Project Reports Survey reports Photos		
			Develop and disseminate of IEC materials on identified Intervention Areas.	No of assorted IEC materials developed and disseminated	50,000	Project Reports Survey reports Photos		
	Policy engagement	Policy analysis and audit	Conduct Sensitization forums on the policies	No. of forums conducted	40	Project Reports Survey reports Photos		

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
			Conduct community needs to inform the development of the CIDP	No. of needs and submissions done.	1	Project Reports Survey reports Photos	M&E Program Team	Annually
			Develop submissions on CIDP and other related policies by the County and National Governments	No. of submissions made	10	Project Reports Survey reports Photos		
			Conduct Stakeholder engagement on key policies	No. of issues identified and addressed	20	Project Reports Survey reports Photos		
			Monitor policy implementation	No. of implementation issues identified and addressed	5	Project Reports Survey reports Photos		
	Human rights and access to justice	Human rights education	Conduct trainings on human rights.	No. human rights issues covered	30	Project Reports Survey reports Photos		
				No. of people trained		Project Reports Survey reports Photos		
			Conduct trainings on gender rights	No. of people trained	20	Project Reports Survey reports Photos		
				No of gender issues covered		Project Reports Survey reports Photos		
			Carryout Legal empowerment forums	No of forum conducted	10	Project Reports Survey reports Photos		
				No of legal issues addressed		Project Reports Survey reports Photos		

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
			Support Public Interest Litigation	No of PIL cases supported	5	Project Reports Survey reports Photos	M&E Program Team	Annually
			Conduct a review of the Complains handling tool	No of complaints received and addressed.		Project Reports Survey reports Photos		
			Mapping out the relevant stakeholders for Complains referral and redress.	No of Stakeholders mapped		Project Reports Survey reports Photos		
			Conduct Quarterly meetings with the referral stakeholders	No of Quarterly meetings held		Project Reports Survey reports Photos		
			Conduct public legal clinics	No. of legal clinics done	10	Project Reports Survey reports Photos		
			Support Court Users Committee to hold public legal clinics.	No of CU meeting held and No of issues addressed	10	Project Reports Survey reports Photos		
	Peace and conflict	Peace and Conflict Resolution	Establish and train community peace committees in select wards	No of Community Peace committees trained	5	Project Reports Survey reports Photos		
			Promote arbitration and negotiation processes	No of issues addressed	5	Project Reports Survey reports Photos		
		Lenten campaign	Conduct road shows to raise awareness on thematic Governance Issues.	No of Roadshows conducted	5	Project Reports Survey reports Photos		

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
			Use theatre to promote awareness	No of theatre activities conducted	4	Project Reports Survey reports Photos	M&E Program Team	Annually
			Develop Lenten campaign assorted IEC materials	No of campaign materials developed and disseminated	50,000	Project Reports Survey reports Photos		
	Advocacy & Lobbying	Public participation and accountability	Conduct County planning and budgeting analysis	No of submission made and issues identified	15	Project Reports Survey reports Photos		
			Conduct annual review of Kitui CIDP	No of issues identified and addressed	5	Project Reports Survey reports Photos		
			Conduct Round Table meetings to lobby for the enactment of public participation law	No of Round table meetings conducted.	1	Project Reports Survey reports Photos		
			Conduct tracking of County Development Projects	No of projects identified for tracking and issues raised	5	Project Reports Survey reports Photos		
			Conduct accountability forums/baraza	No of accountability forums held	20	Project Reports Survey reports Photos		
			Train and support community accountability teams	No of people reached and trained	20	Project Reports Survey reports Photos		
		Research and Learning	Conduct and disseminate research on Identified thematic areas.	No. of researches conducted		Project Reports Survey reports Photos		

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
				No of research disseminations for each.	2	Project Reports Survey reports Photos		
Environment and Climate Change	Environmental stewardship	Promotion of renewable energy technologies	Capacity build and promote use of renewable energy technologies among communities	Level of adoption of renewable energy technologies by communities	10000	Project Reports Survey reports Photos		
			Support County planning process on energy	No. of energy issues incorporated in the Kitui County plan	15	Project Reports Survey reports Photos		
		Advocacy on Extractives	Conduct Community awareness on extractive resources and policies	No of awareness forums conducted	20	Project Reports Survey reports Photos		
				No of communities reached		Project Reports Survey reports Photos		
			Conduct trainings on Land Rights	No of training conducted.		Project Reports Survey reports Photos		
			Train and support communities on financial planning before, during and after compensation	No of Community trained and supported.	400	Project Reports Survey reports Photos		
Resource and Institutional development	Institutional development	To conduct policy development	To conduct policy development	No. of policy developed	7 policies ¹	Organization Annual Reports Policy Documents		

²Gender policy, HIV and AIDS Workplace policy, Assets Management policy, Governance policy, Risk Management policy, Communications policy, Scheme of Service policy

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
			Conduct policy review	No. of policies reviewed	3 policies ³	Organization Annual Reports Policy Documents	M&E Program Team	Annually
			Conduct staff capacity needs assessment	No. of needs identified	5 (1 annually)	Organization Annual Reports Needs assessment reports		
			Conduct staff training on identified needs	No. of staffs trained	83 staff trained	Organization Annual Reports Photos Participants List		
			Conduct staff team building	No. of staff taken for team building	83 staff trained	Organization Annual Reports Photos Participants List		
			Provide adequate and appropriate working tools for the staffs	No. of working tools provided	400 assorted Tools and Equipment	Organization Annual Reports Photos Distribution Lists		
				No. of staffs equipped with tools	83 staff	Organization Annual Reports Photos Participants Lists		
			Conduct staff induction and orientation	No. of staffs inducted/oriented	Continuous	Participants Lists Organization Annual Reports Photos		
				No. of staff trained	One general induction per year	Participants Lists Organization Annual Reports Photos		

³Financial and Procurement manual, Resource Mobilisation policy and Staff Subsistence policy

Thematic Area	Program Area	Inter-vention	Activities	Indicators	Target	Source of Information	Who to Measure	Frequency of Measurements
				No. of staff trained	One general induction per year	Organization Annual Reports Photos Participants Lists		
	Resource mobilization and fund raising	Diversification of resources	Conduct Annual Caritas day	Amount of funds collected and people participated	5 Caritas day events	Income generated Organization Annual Reports		
			Conduct Annual Fundraising Dinner	No. of people participated	5 dinners	Income generated Organization Annual Reports		
			Conduct annual potential and current partners round table	No. of partners meeting conducted	5 meeting	Organization Annual Reports Photos Participants Lists		
			Establish an income generating projects	No. of income generating projects established	5 Generating project	Income generated Organization Annual Reports		
			Launch of SP	No of SP Issues implemented	5 Thematic areas	SP document		
			Start of Friends of Caritas	No of FOC	At least 1000	Organization Annual Reports Funds contributed Database	M&E Program Team	Annually
	Visibility and Branding		Production of Various IEC Branded Materials, Website and social media management	No of IEC Materials produced and distributed		IEC Materials Organization Annual Reports		

11. Risk Management Plan

Risk ID	Thematic Area	Risk Description	Mitigation Plan (what to do to avoid the risk occurring)	Impact (what the impact will be if it occurs)	Likelihood of occurrence (high / medium / low)
1	Humanitarian Assistance	<ul style="list-style-type: none"> • Omission or inclusion error of target beneficiaries • Frequent occurrence of shocks and hazards 	<ul style="list-style-type: none"> • Participatory beneficiary selection and validation • Disaster preparedness and timely response mechanisms 	High	Medium
2	Sustainable Livelihood	<ul style="list-style-type: none"> • Natural and man-made disasters and calamities like famine, floods, infestation of pest and diseases • Unresponsive communities • Reduced funding on livelihood programme • Conflict over Natural resources (pasture and water) • Political instability in Kitui and Kenya that interferes with program implementation schedules 	<ul style="list-style-type: none"> • Proper preparedness for mitigation and response • Collaboration with relevant stakeholders • Participatory planning, implementation and use • Diversify fund raising strategies • Advocating for equitable sharing, distribution and use • Strategic planning in consideration of electioneering period 	High	Medium
3	Governance and Advocacy	<ul style="list-style-type: none"> • Uncertain government policy on CSOs • Corruption • Threats to conducive operating environment for CSOs • Change of Office Bearers in government 	<ul style="list-style-type: none"> • Close engagement with other actors in the sector. • Civic education and accountability work • Lobbying and advocacy on responsive legislative framework • Engage the office and not an individual 	High	Medium

Risk ID	Thematic Area	Risk Description	Mitigation Plan (what to do to avoid the risk occurring)	Impact (what the impact will be if it occurs)	Likelihood of occurrence (high / medium / low)
4	Environment and Climate Change	<ul style="list-style-type: none"> • Deforestation as a result of increased tree cutting for charcoal production and farming • Initiatives that pollute the environment like adoption of unclean coal mining technology, • Encroachment on riparian areas and wet lands 	<ul style="list-style-type: none"> • Diversification of income generating initiatives • Diversification of sources of energy technologies at all levels • Promotion of tree growing at household and institutional level • Policy enforcement protection of water towers in Kitui 	High	Low
5	Resource Mobilization and Institutional Development	<ul style="list-style-type: none"> • Inadequate funding due to diminishing donor funding. • Change of donor priorities to work with government other than CSOs 	<ul style="list-style-type: none"> • Review of resource mobilization strategy • Develop and start attractive innovation income generating activities. • Increase visibility of Caritas Kitui among partners and all potential donors 	High	Medium

12. Sustainability Strategy

Sustaining an organization takes time, planning and cultivation. Caritas Kitui will achieve sustainability by institutionalizing systems that will help the department to think long-term as well as to manage its day-to-day operations. The tasks must be interlinked and symbiotic. They will be led by the Board of Directors and senior management team and buttressed by all stakeholders.

Caritas will curate investment on income generating activities for continued social work by communities, community groups and the organization beyond donor funding. This will include offering of services and the acquisition and development of property whose proceeds will be ploughed into Caritas work. Care will be taken (by developing and implementing appropriate policies) to ensure that there is no conflict of interest by staff and with the church.

Building on sustainable partnerships and collaboration with the church and the county government will be key in ensuring those church formations' activities and initiatives that are started and supported by the county government carry forward the agenda of Caritas beyond the specific intervention. Caritas will ensure that for each activity undertaken with communities, training on sustainability will be an inbuilt component.

Caritas Kitui will seek to diversify its funding sources guided by the Resource Mobilization Strategy. This will include seeking to, sustain current donors, and mobilize funds from communities and non-traditional donors like individuals and the government.

13. Conclusion

The Caritas Strategy 2018-2022 is hoped to create a vibrant culture in the organization onwards achieving results for its beneficiaries. In the period of its implementation, greater collaboration with the various stakeholders will be realized. The Diocese's Pastoral strategy – from which caritas derives its mandate, will be a reference point to ensure concurrence. The Board and Staff shall operationalise this strategy for the organization and for the people of Kitui.

Implementation Plan

Thematic Area 1: Livelihoods Project

Them atic Area	Progr am Area	Interven tion	Activitie s	Indicators	Target	2018				2019			2020				2021				2022				Estimated Budget in Millions	
						Q 1	Q2	Q 3	Q4	Q1	Q2	Q3	Q 4	Q1	Q 2	Q 3	Q4	Q1	Q2	Q 3	Q 4	Q 1	Q2	Q3		Q4
Liveli hoods	Water	Surface Water harvesti ng	1. Construct ion of earth dams	No of Earth dams constructe d.	5			1			1			1			1			1			1		30	
				No of HH Reached.	500HH per structur e																					
			2. Construct ion of Sand dams	No of Sand dams constructe d.	20	2		2		2		2		2		2		2		2		2		2		14
				3. Construct ion of Farm pond	No of Farm ponds constructe d.	200	2 0		2 0		20		20		20		20		2 0		2 0		20			
			No of HH Reached.																							
			3. Establi shmen ts of roof catch ment structu res	No of roof catchment surface systems installed	100	1 0		1 0		10		10		10		10		1 0		1 0		10				10
				No of instituti ons reached.																						
			5. Construct	No of rock catchment	2					1							1									10

Them atic Area	Progr am Area	Interve ntion	Activitie s	Indicators	Target	2018				2019			2020					2021				2022				Estimated Budget in Millions
						Q 1	Q2	Q 3	Q4	Q1	Q2	Q3	Q 4	Q1	Q 2	Q 3	Q4	Q1	Q2	Q 3	Q 4	Q 1	Q2	Q3	Q4	
			ion of rock catchment	constructe d.																						
			No of HH Reached.																							
		2. Undergr ound water harvesti ng	1. Drilling of boreholes	No of boreholes drilled.	5			1			1					1			1				60			
				No of HH Reached.																						
			2. Construct ion of off take wells	No of take offs wells constructe d	20	2		2		2		2		2		2		2		2		2		4		
				No of HH Reached.	2400																					
			3. Construct ion of shallow wells	No of shallow wells constructe d	8			1		2				2					1			2		2.5		
				No of HH Reached.																						
		3.Water distribut ion	1.Water tracking in emergen cy response	No of Public facilities reached six times in a year.	25		5			5						5					5		4.5			
			2. Pipeline extension from water sources	No of Extensions done	6			1			1				1		1			1		1		6		
		4. Strength en capacity on operatio n and mainten ance of water structur es.	1. Training water managem ent committe es on WASH	No of water committee s establishe d	22	3		3		3		2		3		2		2			2		2		3.5	
				No functional water structures	30																					

Thematic Area	Program Area	Intervention	Activities	Indicators	Target	2018				2019			2020					2021				2022				Estimated Budget in Millions
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
		5. Water Treatment	1. Conduct water testing and treatment	No of water tests and treatment(s) done	30																			2.4		
			2. Construction of sanitation facilities along water structures	No of sanitation facilities constructed	16	2		1		2		1		2		1		2		2		1		2		
	Crop and livestock production	1. Diversification of crop production	1. Construction of soil and water conservation structures ¹	No of HH benefiting	20,000	4000				4000			4000				4000		4000				4.5			
			No of acre conserved																							
			2. Promotion of certified and DT seeds ²	No of HH benefiting	15,000																					
			Tonnage of seed supplied	45 tones			9				9			9						9			9	15		
			3. Training farmers on appropriate farming technologies	No of HH benefiting	15000		3000			3000				3000			3000			3000				20		

¹ Soil and Water Conservation structures measures include, terraces, Zai pits, farm ponds, Road water harvesting, Tree planting etc

² Drought Tolerant seeds include Green Grams, Sorghum etc

Thematic Area	Program Area	Intervention	Activities	Indicators	Target	2018				2019			2020					2021				2022				Estimated Budget in Millions
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
			4. Training farmers on post-harvest handling and management	No of HH benefiting	15000		3000					3000					3000		3000				3000			20
	2. Value addition and Marketing (Green gram and Passion Fruits)	1. support communities on value addition (training and establish Processing plant)	No of individuals practicing value addition	2400						600						600			6000				6000			500
			2. Establishment of CBOs and Cooperatives for marketing	No of functional CBOs and Cooperatives	5					1				1				1			1			1		1
		3. Create market linkages for farmers	Market linkages created	5						1				1				1			1					1.5
			No of tonnes sold																							
	3. Crop policy	1. Supporting policy development and implementation on crops	No of policies supported	2							1										1					0.5
	4. Livestock Production	1. Promotion of improved breeds	Increased income from improved breeds	4500		900				900						900				900			900			135

Thematic Area	Program Area	Intervention	Activities	Indicators	Target	2018				2019			2020					2021				2022				Estimated Budget in Millions
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
			2. Training farmers on Animal Husbandry	No of farmers practising good livestock management	4500	900				900					900					900						10
	5. Pasture production and preservation	1. Promotion of pasture establishment, management and preservation	No of HH Tonnage of pasture preserved benefiting	4500	900					900					900					900						12
	6. Improved livestock welfare	1. Capacity building of farmers on animal welfare	No of farmers exhibiting improvement in knowledge, behaviours and practices	82,000						16400					16400					16400						50
		2. Improved service provision on livestock for improved livestock management	Increased service seeking behaviours	80						80				80					80							10

Thematic Area	Program Area	Intervention	Activities	Indicators	Target	2018				2019			2020					2021				2022				Estimated Budget in Millions
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
				Increased access to treatment and emergency response on livestock																						
			3. Advocacy on protection of livestock	No policies and strategies Supported for protection of animals	2						1												1			0.3
Total Budget																										976.5 Million for 5 yrs

Thematic Area 2: Humanitarian and Emergency

Thematic Area	Program area	Intervention	Activities	Indicators	Target	2018				2019				2020				2021				2022				Budget In Millions
						Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q3	Q 4	Q 1	Q 2	Q 3	Q 4	
Humanitarian and emergency	1.Relief and Emergency response	Provisions of relief items to the most affected community	Assessment of the affected regions	No. of HHs identified.	100,000 HH																				125	
				Time taken to respond on emergency	Immediately																					
				No. of assessment carried out																						
			Procurement of the relief items	List of items procured	9 Million Metric Tonnes																					
			Distribution of the relief items	No. of items distributed No. of beneficiaries reached	100,000 HH																					
	3. Peace and Conflict (conflict areas in Kitui County)	Peace building and Conflict resolution	Conduct conflict assessment	No. of assessments carried out.	5 assessments																				25	
			Conduct community barazas in conflict prone areas in Kitui County	No. of community barazas held	45 barazas(9 per year)																					
			Conduct meeting with leaders, key stake holders and conflict affected communities	No. of meetings held	45 meetings																					
	4. Disaster and Risks	Disaster awareness and capacity building	Conduct community meeting with leaders and key stake holders	No. of community forum held	15 community forums																				25	
			Conduct disaster awareness & preparedness	No. of community Trainings	15 community Trainings																					
Total Budget																								175 Million for 5 yrs		

Thematic Area	Program Area	Interventions/strategies	Activities	Indicators	Targets	Year 1				Year 2				Year 3				Year 4				Year 5				Budget in Millions
						Q 1	Q 2	Q 3	Q 4	Q1	Q 2	Q 3	Q 4	Q1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
	Human rights and access to justice	Human rights education	Conduct trainings on human rights.	No of Human rights abuses reported and supported	30																					100
				No. of people trained																						
			Conduct trainings on gender rights	No. of people trained	20																					
				No of gender issues covered																						
			Carryout Legal empowerment forums	No of forum conducted	10																					
				No of legal issues addressed																						
			Support Public Interest Litigation	No of PIL cases supported	5																					
			Conduct a review of the Complaints handling tool	No of complaints received and supported.																						
			Mapping out the relevant stakeholders for Complaints referral and redress	No of Stakeholders mapped																						
			Conduct Quarterly meetings with the referral stakeholders	No of Quarterly meetings held	20																					
			Conduct public legal clinics	No. of legal clinics done	10																					
			Support Court Users Committee to hold public legal clinics.	No of CUC meeting held and No of issues supported	10																					
	Peace and conflict	Peace and Conflict Resolution	Establish and train community peace committees in select wards	No of Community Peace committees trained	5																					10
			Promote arbitration and negotiation processes	No of issues addressed	5																					
			Formation and capacity building of peace clubs in learning institutions	No of peace clubs formed, trained and supported	5																					

Thematic Area 3: Governance and Advocacy

Thematic Area	Program Area	Interventions/strategies	Activities	Indicators	Targets	Year 1				Year 2				Year 3				Year 4				Year 5				Budget in Millions
						Q 1	Q 2	Q 3	Q 4	Q1	Q 2	Q 3	Q 4	Q1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Governance and Advocacy	Civic education and training	Advocacy and Awareness Creation	Establish community advocacy groups	No of advocacy groups established and active	24																					30
			Use media for awareness and advocacy	No of media awareness programs conducted	20																					
			Support County to develop civic education curriculum	No. civic education issues incorporated in the curriculum	1																					
				Civic education needs incorporated																						
			Develop and disseminate of IEC materials on identified Intervention Areas.	No of assorted IEC materials developed and disseminated	50,000																					
	Policy engagement	Policy analysis and audit	Conduct Sensitization forums on the policies	No. of forums conducted	40																					15
			Conduct community needs assessment to inform the development of the CIDP	No. of needs assessment and submissions done.	1																					
			Develop submissions on CIDP and other related policies by the County and National Governments.	No. of submissions made	10																					
			Conduct Stakeholder engagement on key policies	No. of issues identified and addressed	20																					
			Monitor policy implementation	No. of implementation issues identified and addressed	5																					

Thematic Area	Program Area	Interventions/strategies	Activities	Indicators	Targets	Year 1				Year 2				Year 3				Year 4				Year 5				Budget in Millions
						Q 1	Q 2	Q 3	Q 4	Q1	Q 2	Q 3	Q 4	Q1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		Lenten campaign	Conduct road shows to raise awareness on thematic Governance Issues.	No of Roadshows conducted	4																					
			Use theatre to promote awareness	No of theatre activities conducted	4																					
			Develop Lenten campaign assorted IEC materials	No of campaign materials developed and disseminated	50,000																					
	Advocacy & Lobbying	Public participation and accountability	Conduct County planning and budgeting analysis	No of submission made and issues identified	15																			15		
			Conduct annual review of Kitui CIDP	No of issues identified and addressed	5																					
			Conduct Round Table meetings to lobby for the enactment of public participation law	No of Round table meetings conducted.	20																					
			Conduct tracking of County Development Projects	No of projects identified for tracking and issues raised (two sectors for 2 years)	10																					
			Conduct accountability forums/baraza	No of accountability forums held	20																					
			Train and support community accountability teams	No of people reached and trained	20																					
		Research and Learning	Conduct and disseminate research on Identified thematic areas.	No. of researches conducted																				20		
				No of research disseminations for each.	2																					
	Total Budget																									190 Million for 5 years

Thematic Area 4: Environment and Climate Change

Thematic Area	Program Area	Intervention	Activities	Indicators	Targets	2018				2019				2020				2021				2022				Budget in Millions
						Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q4	Q 1	Q 2	Q 3	Q 4	
Environment and Climate Change	Environmental stewardship	Promotion of renewable energy technologies	Capacity build and promote use of renewable energy technologies among communities	No. of HH adopting renewable energy technologies	25,000																		150			
			Support County planning process on energy	No. of energy issues incorporated in the Kitui County plan	15																					
			Tree growing to increase the forest cover	No of trees grown No of groups supported in tree growing	150,000																					
		Advocacy on Extractives	Conduct Community awareness on extractive resources and policies	No of awareness forums conducted	20																					
				No of communities reached																						
			Conduct trainings on Land Rights	No of training conducted.																						
		Train and support communities on financial planning before, during and after compensation.	No of people trained on financial planning	500																			25			
			No of Community trained and supported.	400																						
			No of compensated people supported.																							
Total Budget																						175 Million for 5 yrs				

Thematic Area 5: Resource and Institutional development

Thematic Area	Programme area	Intervention	Activities	Indicators	Targets	2018				2019				2020				2021				2022				Budget In millions
						Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Resource and Institutional development	Institutional development	Institutional Policy and staff development	To conduct policy development	No. of policy developed	• Gender, HIV and AIDs work Place policy																					15
					• Asset management policy																					
					• Corporate Governance policy																					
					• Risk Management policy																					
					• Communication Policy																					
					• Scheme of service																					
					• Disaster preparedness and response																					

Thematic Area	Programme area	Intervention	Activities	Indicators	Targets	2018				2019				2020				2021				2022				Budget In millions
						Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
			Conduct policy review	No. of policies reviewed	• Finance and procurement manual.																					
					• Resource Mobilization policy,																					
					• staff subsistence policy,																					
			Conduct staff capacity needs assessment	No. of needs identified	5(1 annually)																					
			Conduct staff training on identified needs	No. of staffs trained	83 staffs trained																					
			Conduct staff team building	No. of staff taken for team building	83 staffs trained																					
			Provide adequate and appropriate working tools for the staffs	No. of working tools provided	400 assorted Tools and Equipment																					
				No. of staffs equipped with tools	83 Staff																					
			Conduct staff induction and orientation	No. of staffs inducted/orient ed	Continuous																					

Thematic Area	Programme area	Intervention	Activities	Indicators	Targets	2018				2019				2020				2021				2022				Budget In millions
						Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
				No. of staff trained	One general induction per year																					
	Resource mobilization and fund raising	Diversification of resources	Conduct Annual Caritas day	Amount of funds collected and people participated	5 Caritas day events																					5
			Conduct Annual Fundraising Dinner	No. of people participated	5 dinners																					
			Conduct annual potential and current partners round table	No. of partners meeting conducted	5 meetings																					
			Establish an income generating projects	No. of income generating projects established	5 Income Generating project																					
			Launch of SP	No of SP Issues implemented	5 Thematic areas																					
			Start of Friends of Caritas (FOC) Platform	No of FOC	At least 1000																					
			Production of Various IEC Branded Materials, Website and social media management	No of IEC Materials produced and distributed																						
		5.Information and Technology	Information and technology	Enhance Organization branding and visibility	No. of branded materials																					
Total Budget																										26 Million for 5 yrs