ACTION AFRICA HELP INTERNATIONAL
STRATEGIC PLAN 2014 - 2018

AAH

Action Africa Help | **International**
Better health and livelihoods

Contents

Abbreviations

AAH-I	Action Africa Help International
BRIC	Brazil, Russia, India and China
CDF	Constituency Development Fund
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DRC	The Democratic Republic of Congo
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
ICT	Information and Communication Technology
NGO	Non-Governmental Organization
WASH	Water Sanitation and Hygiene

Chair's Foreword

It gives me great pleasure to introduce AAH-I's new strategic plan (2014-2018) that will set pace for our work over the next five years. Our previous strategy focused on spurring growth in our countries of operation and this recorded great success on a number of fronts including launching new projects, securing new donors and strengthening our in-country governance structures. Our new strategy intends to build on that momentum while at the same time opening up the organisation to new areas of engagement.
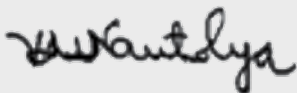
During this strategy period, we seek to consolidate our experience gained from many years of working with communities in conflict and post-conflict situations. We will also be renewing our commitment to host communities while expanding our scope to work with marginalized communities who are in great need of our interventions especially in improving access to basic essential services.

The rapidly changing governance and political arrangements in the region have created an important role for non-governmental organisations, like AAH-I to play in supporting communities to fully participate in the new spaces. AAH-I will upscale its civil society strengthening program to respond to these needs.

AAH-I prides itself in having a long history of responding to humanitarian emergencies using approaches that have involved the affected communities without comprising their dignity and that result in sustainable solutions. In the next five years, AAH-I will apply this experience in responding to emerging humanitarian needs arising from conflicts in the region. In doing this, AAH-I will pay attention to the mounting environmental concerns and pressures and will seek to mainstream the climate change agenda in its work.

We recognize that in order to achieve and deliver on these commitments, we will need to strengthen our internal capacities in resource mobilization, human resources, systems and in building strategic networks and partnerships. AAH-I will therefore develop and commit the requisite resources. In addition, we are very keen on incorporating learnt feed back into programme development in providing the evidence needed for advocacy.

The Board of AAH-I is making a strategic investment to help realise our vision of improved quality of life for livelihood-challenged communities in Africa.

Dr. Vinand Nantulya
Chairman, AAH International Board
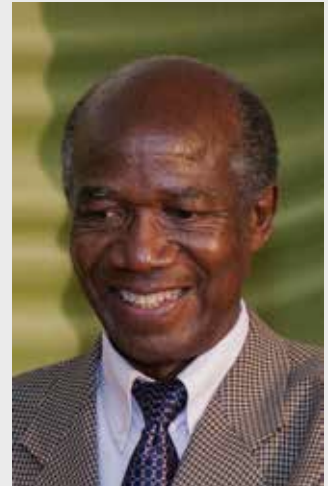
Acknowledgement

The development of a Strategic Plan is normally a highly consultative process that involves many stakeholders. The process of formulating this particular one was no different and began last September with a review of the previous Plan. We are grateful to the AAH-I staff who were involved in that initial workshop that took place in Entebbe, Uganda, in September 2012. That workshop gave rise to a working document that underwent a series of reviews with many stakeholders both internal and external.

We would like to thank our various partners who took time to review and add on to this document. We especially acknowledge our International and National Board Members who took part in two review workshops held in February 2013 in Entebbe Uganda and in May 2013 in Nairobi, Kenya. Your insights have helped a great deal in shaping the final document. We also thank Dr. Klaus Poser, the AAH Germany representative on the International Board for his extensive review and useful feedback on the draft document.

We are also indebted to Mr. Sultan Amri together with AAH-I staff, Ms. Christine Kalume for their wonderful work in facilitating the review workshops, compiling the feedback and writing up the document. Special thanks also go to the AAH-I Communications team for coordinating the editing, design, layout and publishing of the plan.

Executive Summary

AAH-I is an African-led, international non-governmental organisation, based in Nairobi, Kenya, that supports livelihood-challenged communities in East and Southern Africa to sustainably improve their well-being and standard of living. With Country Programmes in Kenya, Somalia, South Sudan, Uganda, and Zambia, AAH-I has over 20 years' experience working with communities in conflict and post-conflict situations, including refugees, internally displaced people and host communities. More recently it has expanded its activities to work with other marginalised communities including pastoralists and urban slum dwellers.

AAH-I's Strategic Plan 2014–2018 outlines the framework for the organisation's programmes and activities as guided by the institution's vision, mission and core values. This Plan is a result of various analysis and reviews of the previous period taking into account the significant changes – political, environmental and social-cultural that have taken place in AAH-I's operating context.

This Plan in the next five years will focus on the following five strategic objectives:

1. Develop, promote and implement innovative entrepreneurial and sustainable livelihood programmes.
2. Design and deliver sustainable basic services in partnership with livelihood-challenged communities.
3. Facilitate humanitarian relief and recovery programmes for displaced and returnee populations to attain sustainable resettlement.
4. Strengthen the capacity of implementing partners for sustained service delivery and governance.
5. Enhance the capacity, efficiency, effectiveness and learning of AAH-I to innovatively deliver its Mission.

AAH-I will leverage on its governance and organisational structure to ensure delivery of this strategic plan. AAH-I will also develop and implement multiple strategies geared towards raising the requisite resources to enable achievement of activities set out in this Plan.

Finally, AAH-I will continually monitor both the operating environment and the implementation of the Plan to ensure it remains relevant to the dynamic operating environment.

Caroline Kisia

Dr. Caroline Kisia
Executive Director, AAH-I

1. AAH-I in Brief

About

AAH-I is an African-led, international non-governmental organisation, based in Nairobi, Kenya, that supports livelihood-challenged communities in East and Southern Africa to sustainably improve their well-being and standard of living. With Country Programmes in Kenya, Somalia, South Sudan, Uganda, and Zambia, AAH-I has over 20 years' experience working with communities in conflict and post-conflict situations, including refugees, internally displaced people and host communities. More recently it has expanded its activities to work with other marginalised communities including pastoralists and urban slum dwellers.

Vision

Improved quality of life for livelihood-challenged communities in Africa.

Mission

To support livelihood-challenged communities in Africa to sustainably improve their quality of life.

Core Values

* Compassion for livelihood-challenged communities
* Community-centred sustainable solutions
* Respect for all stakeholders
* Partnership, with shared responsibilities
* Integrity in all that we do
* Efficiency in resource utilisation
* Innovation in programming

Figure 1: Map Showing where AAH-I operates in East and Southern Africa

Thematic Areas

AAH-I works with communities, local governments and other development partners to improve:

* Basic services (health, education, water, hygiene and sanitation),
* Food and income security,
* Environmental management and responsiveness to climate change in all these settings;
* Governance, civil society strengthening and peace building.
* Humanitarian relief and recovery.
* Research to provide the evidence base for the above.

Cross-Cutting Issues

In all its programming, AAH-I aims to mainstream the following cross-cutting issues:

* HIV/AIDS
* Gender equality and equity
* Age
* Disability
* Population management and family health

2. Strategy 2014 - 2018

1. Overview

This AAH-I Strategic Plan 2014–2018 outlines the framework for the organisation's programmes and activities. It is guided by the institution's Vision and Mission and upholds its core values. AAH-I's approach over the last 20 years has been based on a belief that communities should be the drivers of their own development agenda. Over the next five years, AAH-I aims to strengthen and document this approach and the institutional systems that support it, to ensure increased efficiency and effectiveness and better results for the communities it serves.

This plan is a result of collective reflection and discussion of the achievements, vision and mission and perspectives of AAH-I's involvement during the next five years period. It contains many important and inspiring ideas for AAH-I on the way forward and measures to take.

In developing this Strategic Plan, AAH-I carried out various analysis and reviews of its previous strategic plan which covered the period 2008–2012. This 2014-2018 plan has also taken into account various significant changes that have taken place in the implementing environment.

2. Milestones

During the implementation of its previous 2008–2012 Strategic Plan, AAH-I successfully implemented a range of projects in all five countries of operation. These projects had a tangible positive impact in the lives of communities that AAH-I works with, as evidenced by the results of evaluations carried out, and the positive feedback from communities, donors, government and partners.

3. Operating Environment

This plan recognises that AAH-I operates in a complex political, environmental and socio-cultural environment that affects its operations directly and indirectly. For instance, South Sudan's independence in 2011 and Kenya's new 2010 constitution and the transition to devolved government has opened new opportunities. The strengthening of the East African Community and the rise of East Africa as an emerging market and the associated increase in investment, including from the BRIC countries (Brazil, Russia, India and China) were considered to be useful strategic inputs in AAH-I's 2014-2018 plan. On the job creation front, the Strategic Planning process recognized that the rise in use of Information and Communication Technologies (ICTs) in East Africa (particularly Kenya) as a global IT "hot spot" can be harnessed to alleviate the increasing challenges of youth unemployment and urbanization. As the AAH-I areas of operation continue to be afflicted by cases of insecurity, conflict and climate change, the planning process put in place various interventions to address these challenges.

3. Strategic Direction

3.1 AAH-I's Vision and Mission

AAH-I exists to achieve a clearly articulated Vision and Mission.

Vision

Improved quality of life for livelihood-challenged communities in Africa.

Mission

To support livelihood-challenged communities in Africa to sustainably improve their quality of life.

3.2 Strategic Objectives and Strategies to actualize them

The 2014-2018 Strategic Plan has focused to achieve the Vision and Mission by undertaking to implement five Strategic Objectives namely:

Strategic objective 1:

To develop, promote and implement innovative entrepreneurial and sustainable livelihood programmes.

Strategic objective 2:

To design and deliver sustainable basic services in partnership with livelihood-challenged communities.

Strategic objective 3:

To facilitate humanitarian relief and recovery programmes for displaced and returnee populations to attain sustainable solutions.
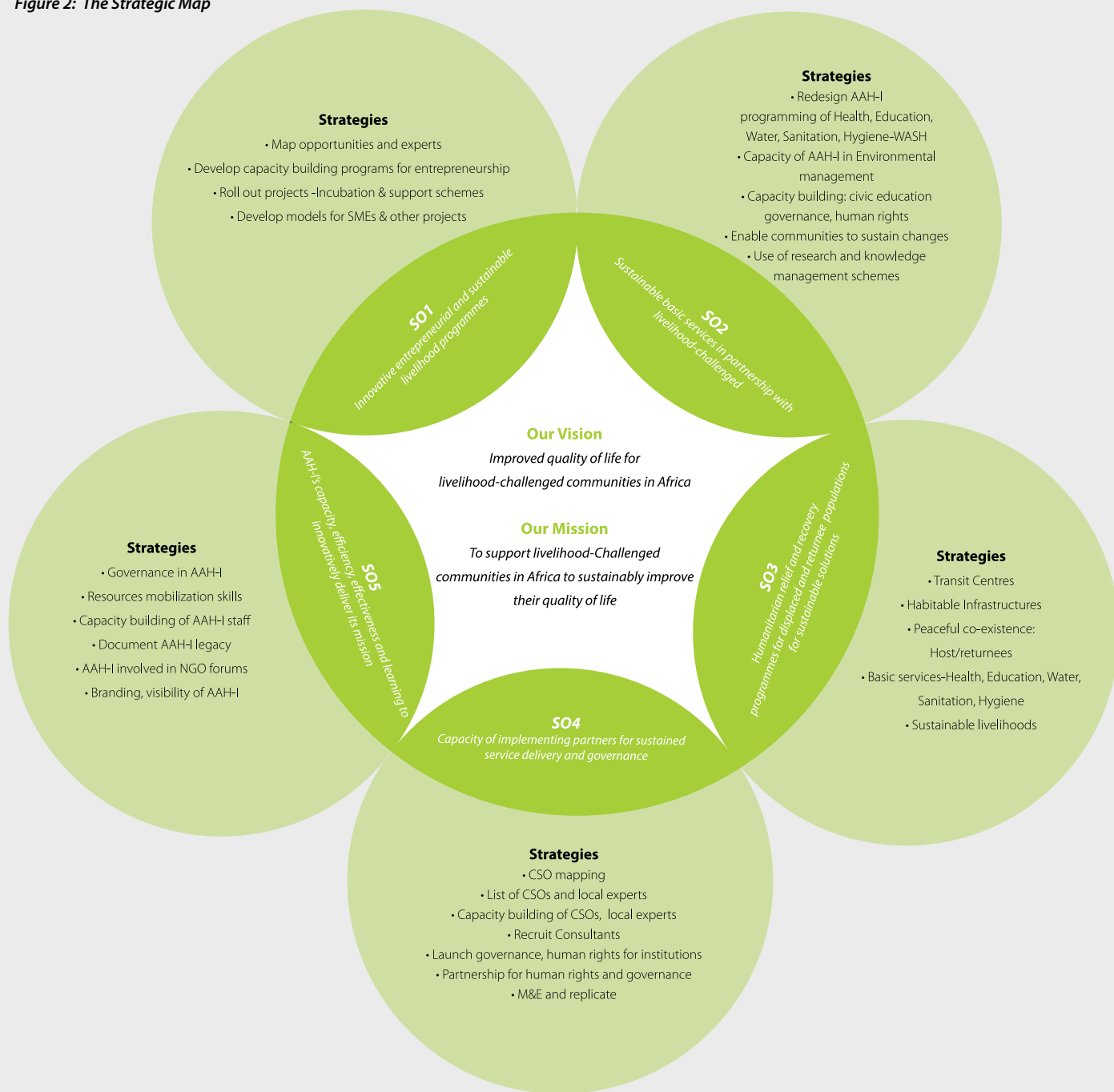
Strategic objective 4:

To strengthen the capacity of implementing partners for sustained service delivery and governance.

Strategic objective 5:

To enhance the capacity, efficiency, effectiveness and learning of AAH-I to innovatively deliver its Mission.

Figure 2: The Strategic Map

Strategies
- Map opportunities and experts
- Develop capacity building programs for entrepreneurship
- Roll out projects –Incubation & support schemes
- Develop models for SMEs & other projects

Strategies
- Redesign AAH-I programming of Health, Education, Water, Sanitation, Hygiene–WASH
- Capacity of AAH-I in Environmental management
- Capacity building: civic education governance, human rights
- Enable communities to sustain changes
- Use of research and knowledge management schemes

Strategies
- Governance in AAH-I
- Resources mobilization skills
- Capacity building of AAH-I staff
- Document AAH-I legacy
- AAH-I involved in NGO forums
- Branding, visibility of AAH-I

Strategies
- Transit Centres
- Habitable Infrastructures
- Peaceful co-existence: Host/returnees
- Basic services–Health, Education, Water, Sanitation, Hygiene
- Sustainable livelihoods

Strategies
- CSO mapping
- List of CSOs and local experts
- Capacity building of CSOs, local experts
- Recruit Consultants
- Launch governance, human rights for institutions
- Partnership for human rights and governance
- M&E and replicate

SO1 Innovative entrepreneurial and sustainable livelihood programmes

SO2 Sustainable basic services in partnership with livelihood-challenged

SO3 Humanitarian relief and recovery programmes for displaced and returnee populations for sustainable solutions

SO4 Capacity of implementing partners for sustained service delivery and governance

SO5 AAH-I's capacity, efficiency, effectiveness and learning to innovatively deliver its mission

Our Vision
Improved quality of life for livelihood-challenged communities in Africa

Our Mission
To support livelihood-Challenged communities in Africa to sustainably improve their quality of life

The 2014-2018 Strategic Plan has focused to achieve the Vision and Mission by undertaking to implement the following five strategic objectives:

3.2.1 Strategic objective 1: To develop, promote and implement innovative entrepreneurial and sustainable livelihood programmes.

In this strategic objective, AAH-I aims to provide interventions that will involve communities to originate and implement innovative entrepreneurial and sustainable livelihood programmes. Such initiatives will subsequently address unemployment among the increasing number of people living below the poverty line, the deepening of disparities in income and continued growth of urban slums – all of which require a planned and participatory approach. AAH-I aims to address the recurring challenges of increasing urbanization, proliferation of slums, increasing and high poverty levels and youth unemployment. AAH-I will rely on and target various government funds that are already available in Kenya, Uganda, and South Sudan. By building entrepreneurship skills of youth, women, people with disabilities, among others, AAH-I can, by tapping into these funds, improve the quality and standards of life of these population groups. The government funds that have been available for more than three years in some countries include CDF (Constituency Development Fund), Youth Funds, Women funds among others. Entrepreneurship programs usually produce a 'multiplier' effect; for example by absorbing the unemployed population into useful economic activity, crime is reduced, drug and alcohol abuse may also be reduced.

To achieve this SO , AAH-I shall adopt the following strategies:-

• Conduct a survey and mapping of entrepreneurship opportunities (needs analysis) and identify short and medium term projects.
• Design and implement entrepreneurship development and capacity building programs for identified persons and organizations.
• Develop and facilitate the creation of model SME, cooperatives and cottage industries projects.
• Identify and create a database of entrepreneurship development and capacity building experts, financial resource base and local raw materials sources.
• Roll out successful model SME and cottage industries projects.
• Identify partners so as to create marketing and business development support networks, incubation mechanisms and infrastructure for sustainable entrepreneurship projects.

3.2.2 Strategic objective 2: To design and deliver sustainable basic services in partnership with livelihood-challenged communities.

This SO aims to strengthen the original AAH-I's vision from 20 years ago, of supporting livelihood-challenged communities in East and Southern Africa to sustainably improve their well-being and standard of living. In its strategic review in Entebbe Uganda (February 2013) AAH-I reflected on its rich experience and documented lessons gained while working with communities in conflict and post-conflict situations, including refugees, internally displaced people and host communities. Adding to the original experiences, AAH-I has expanded its scope to work with other marginalised communities including pastoralists and urban slum dwellers. In line with the modern philosophy of 'knowledge management', AAH-I resolved to continue its efforts and accelerate its programming to work with communities to enable them to access reliable and consistent delivery of basic services such as health, education, water, hygiene and sanitation.

With the expansion into the delivery of services in conflict and post-conflict situations, including refugees, internally displaced people and host communities, AAH-I plans to strengthen its capacity in environmental management and responsiveness to climate change.

The regional socio-economic dynamics in the Eastern and Southern Africa Region has been characterised by the independence of South Sudan, the devolution model of governance in Kenya, and change of political leadership in Zambia and Somalia. AAH-I plans to introduce community and institutional capacity building programs on civic education, governance and democracy to ensure that populations are aware of their rights, privileges and obligations in these rapidly changing governance scenarios.

The Region has also been endowed with the discovery of oil and minerals in Kenya and Uganda. Extractive economies come with benefits on one side and perils on the other. The perils may include displacements, environmental degradation, as well as violation of human rights and malpractices due to bad governance. These factors have required AAH-I to look again at its strategic intent and formulate appropriate interventions that will enable communities to absorb the impact of such developments and turn them into opportunities.

To achieve this SO , AAH-I shall adopt the following strategies:-

• Re-design and improve AAH-I's programming of working with communities to enable them to access reliable and consistent delivery of basic services such as health, education, water, hygiene and sanitation.
• Strengthen AAH-I's capacity in environmental management and responsiveness to climate change.
• Introduce community and institutional capacity building programmes on civic education, governance, human rights and democracy to ensure that populations are aware of their rights, privileges and obligations.
• Formulate appropriate interventions that will enable communities to absorb the impact of socio-economic and political developments.
• Strengthen the AAH-I approach to community-centred design and delivery of services by enhancing the use of research and by documenting success stories.

3.2.3 Strategic objective 3: To facilitate humanitarian relief and recovery programmes for displaced and returnee populations to attain sustainable resettlement.

This strategic objective describes how AAH-I plans to contribute to the resolution or provide effective remedies to the increased conflicts in the region which are recurring at unpredictable cycles. Some of the hot-spots include the renewed regional border conflicts between South Sudan and Sudan, the conflict in DRC affecting Uganda, and the Somalia conflict which has since 2011, led to the engagement of Kenya Defence forces in Somalia affecting both Somalia and Kenya. This opens various opportunities for AAH-I to apply its experiential learning from our long track record of implementing programmes with and for refugees and host communities.

AAH-I aims to plan and prepare for sustainable resettlement of displaced populations; however, it shall also alleviate hardships in the following scenarios:

• To abate environmental degradation and displacement of livestock and populations when full production of oil commences in the deep inland areas of Uganda and Kenya
• To manage possible conflicts over resources e.g. water and grazing land as the effects of climate change continue to emerge.
• To create programmes that will contribute to managing the increasing pressure of population on ecological systems and continued growth of urban slums, and increasing numbers of returnees and IDPs.

To achieve this SO , AAH-I shall adopt the following strategies:-

• Create and provide services to transit centres for returnees from refugee camps and displaced persons' centres.
• Provide basic habitation infrastructures to accommodate returnees who are transferred from transit centres.
• Facilitate dialogue and awareness and education to host communities for peaceful co-existence and sustainable community acceptance and integration.
• Construct, facilitate and provide basic services in education, health, water, hygiene and sanitation.
• Design and launch a programme to engage the returnees into livelihood programmes such as farming, livestock, trade, environmental pro-tection and vocational skills application.

3.2.4 Strategic objective 4: To strengthen the capacity of implementing partners for sustained service delivery and adherence to good governance

AAH-I has resolved to strengthen the capacity of civil society organizations (CSOs) that work in communities where AAH-I operates to enable them to effectively formulate community based solutions. This strategic objective aims at improving the local preparedness to understand and create community friendly programs that will be supported by the communities and attract support from development partners. This strategic objective will also enhance the exit strategy of AAH-I and ensure proper project closure and handover. In addition it will instil pride and confidence in the CSOs whose capacity has been significantly enhanced.

In executing this strategic objective, AAH-I will emphasize on the AAH-I pursuit of a community-based approach, building on the participation and contribution of the community as the main actor. AAH-I will intensify its approach of 'walking with' communities, and will transfer knowledge to ensure that the CSOs acquired skills will emulate the AAH-I approach of empowering communities to enable them to make informed decisions and choices for development action.

A critical benefit of this strategic objective to AAH-I's partners, will be to enable them internalize best practices and have expert knowledge to originate, manage and report on projects and programs. These partners will also become practitioners and advocates of the principles of good governance and human rights. AAH-I will implement relevant strategies to provide civic education on continual basis so as to strengthen a culture of human rights, good governance and service delivery that brings satisfaction to all beneficiaries.

To achieve this SO, AAH-I shall adopt the following strategies:

- Conduct mapping on CSO service delivery and governance practices and a survey of skills-base of indigenous local experts in AAH-I's areas of operation.
- Identify an economic number of local CSOs and local indigenous experts who will be selected and paired to participate in a pilot capacity building project.
- Design and implement a capacity building project with emphasis on organizational development and practical attachment of the local expert trainees into the local CSOs.
- Identify Consultants to deliver the programme on a monthly cycle of 7-9 months.
- Design and implement a comprehensive programme to promote and sustain good, governance human rights in public institutions and CSOs in AAH-I's areas of operations.
- Identify local and international partners to implement programmes that will strengthen a culture of human rights, good governance and quality service delivery.
- Monitor, evaluate and replicate the project to other regions and National Offices.

3.2.5 Strategic objective 5: To enhance the capacity, efficiency, effectiveness and learning of AAH-I to innovatively deliver its mission

At the heart of AAH-I's approach to sustainable community development is to ensure that the community within which we interact and serve, will have the opportunity to continue enjoying the benefits we had contributed to their life. This strategic objective therefore aims to develop a bedrock and strong foundation of competencies and resources that will enable AAH-I to provide professional, quality, credible and sustainable services to the communities. In the past five years AAH-I has faced various challenges that need to be addressed in order to increase confidence and assurance of sustainable services to our beneficiaries in the communities. Some of these challenges are low levels of unrestricted funds, increased competition for development funding, over reliance on traditional donors, shortage of key staff, and inadequate continual professional development of AAH-I staff.

To ensure sustainable uninterrupted service delivery to the communities, AAH-I will aim to attract the attention of various development partners and articulate its substantial achievements in South Sudan, Uganda, Zambia, Somalia and Kenya. This Strategic Objective therefore will focus to enhance the brand visibility of AAH-I and develop a memoir of AAH-I's achievements of the last two-decades. Other initiatives to be addressed are:

- Increased participation in valuable NGO coordination mechanisms and forums
- Training in proposal development, budgets and associated costing
- Identifying opportunities for research and explore linkages with community benefits.

To achieve this SO, AAH-I shall adopt the following strategies:

- Strengthen AAH-I Governance, Board management practices and structure
- Enhance capacity of the AAH-I Board and top management in resources mobilization
- Identify staff skills and competencies needs and provide appropriate capacity building interventions in all AAH-I functions.
- Develop and promote a research function in AAH-I and attract finances to support it.
- Compile and document AAH-I's rich history of its work in South Sudan and all that pertains to its institutional memory.
- Identify and enhance AAH-I's participation in valuable NGO coordination mechanisms and forums.
- Develop a marketing and branding strategy that will enhance the visibility of AAH-I.
- Conduct an operational and needs audit of the AAH-I's transport and logistics and use the findings to improve efficiency and reliability of vehicles and logistics.

4. Governance and Organisational Structure

An appropriate governance and organisational structure has been developed to enhance management and reporting linkages facilitating information and communication flow.

A summary of the key roles is provided below:

4.1 Governance

AAH-I is run, as stipulated in its Constitution, by an International Board of Directors who in turn delegate the day-to-day running of the organisation to a Directorate headed by the Executive Director. The Board will ensure that AAH-I continues to be managed according to the strategies and policies approved. In addition, AAH-I has established National Boards in four of its five countries of operation. In order to ensure direct communication flow of policy issues from the National Boards to the AAH-I International Board and vice-versa, AAH-I will continue to have representation from each of the National Boards at the International Board and vice-versa. Similar Boards will be considered for the other countries of AAH-I's operations once they have achieved predetermined levels of operations.
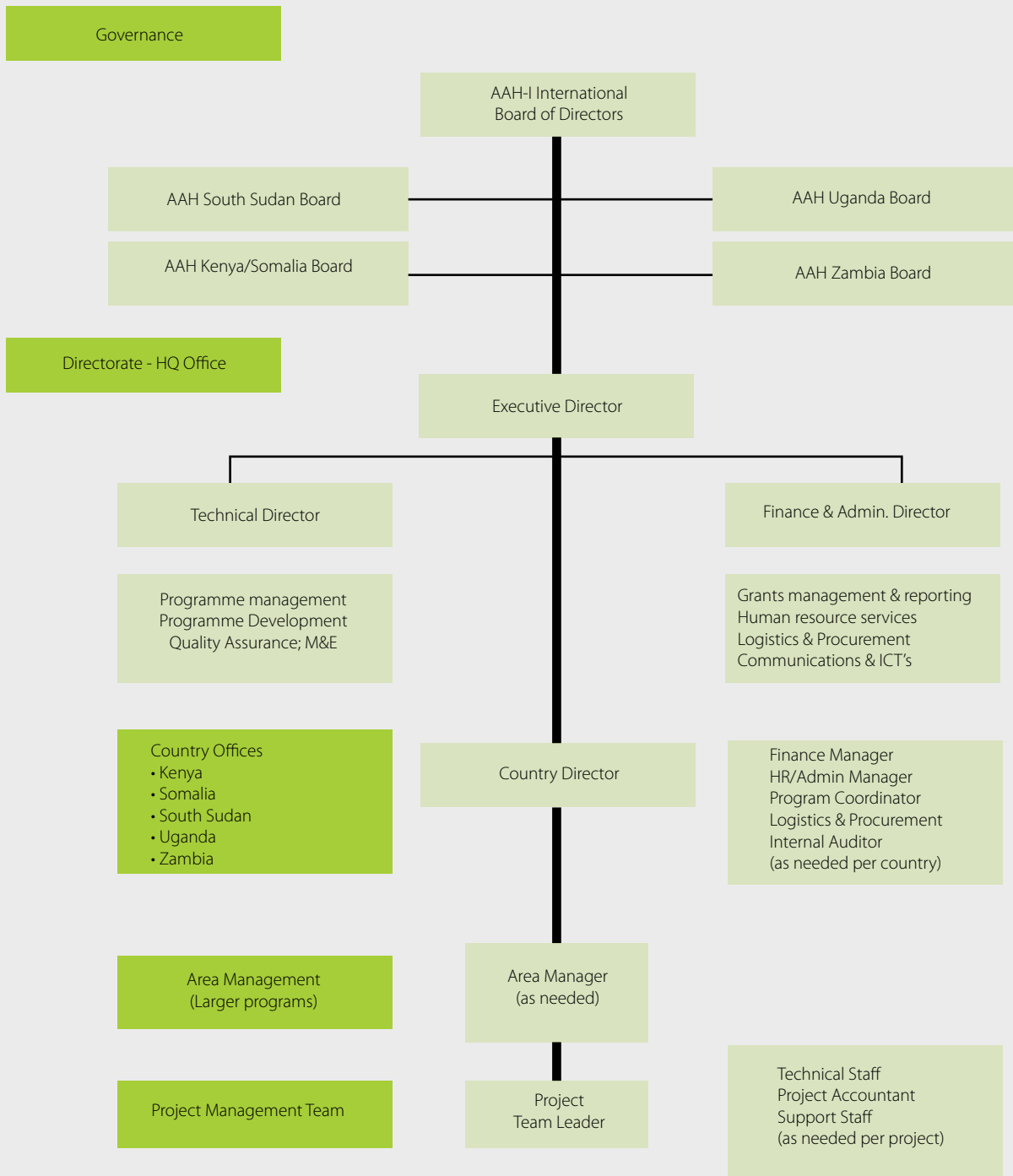
4.2 Management

AAH-I has decentralised its operations to give greater ownership and responsibility to Country Programmes, which are better placed to respond rapidly to local challenges and opportunities. Decentralisation also encourages effective mobilisation of the creative, ingenious and innovative gifts of AAH-I staff at all levels. Continued and increased communication within AAH-I as a whole will facilitate the flow of ideas and expertise across country office boundaries. AAH-I's organizational chart is included in the diagram below.

4.3 Country-level planning

Country Offices will develop their country-level operational plans within the guiding framework of this organisation-wide Strategic Plan.

Figure 3: AAH-I Organization Chart

Governance

AAH-I International Board of Directors

AAH South Sudan Board

AAH Uganda Board

AAH Kenya/Somalia Board

AAH Zambia Board

Directorate - HQ Office

Executive Director

Technical Director

Finance & Admin. Director

Programme management
Programme Development
Quality Assurance; M&E

Grants management & reporting
Human resource services
Logistics & Procurement
Communications & ICT's

Country Offices
• Kenya
• Somalia
• South Sudan
• Uganda
• Zambia

Country Director

Finance Manager
HR/Admin Manager
Program Coordinator
Logistics & Procurement
Internal Auditor
(as needed per country)

Area Management
(Larger programs)

Area Manager
(as needed)

Project Management Team

Project
Team Leader

Technical Staff
Project Accountant
Support Staff
(as needed per project)

5. Budget and Cost Estimates

5.1 Budget

No.	Strategic Objective	Cost Estimates USD '000's					
		2014	2015	2016	2017	2018	TOTAL
1	**SO1:** To develop, promote and implement innovative entrepreneurial and sustainable livelihood programmes	1,800	1,919	2,009	2,069	2,131	9,928
2	**SO2:** To design and deliver sustainable basic services in partnership with livelihood-challenged communities	3,100	4,000	5,000	5,150	5,305	22,555
3	**SO3:** To facilitate humanitarian relief and recovery programmes for displaced and returnee populations to attain sustainable resettlement	9,419	11,398	11,739	12,092	12,454	57,102
4	**SO4:** To strengthen the capacity of implementing partners for sustained service delivery and governance	300	318	337	347	358	1,660
5	**SO5:** To enhance the capacity, efficiency, effectiveness and learning of AAH-I to innovatively deliver its Mission	300	318	337	347	358	1,660
		14,919	17,953	19,422	20,005	20,606	92,905

5.2 Funding strategies

To ensure availability of sufficient, appropriate resources to enable delivery of Programmes, AAH-I will employ the following strategies in raising the requisite resources to drive the strategy implementation process:

1. Developing a resource mobilization strategy linked to this plan - this strategy will include a diversification of AAH-I's products and services. The Board and Management will ensure that there are adequate human and financial resources to support implementation of planned activities.

2. Develop a multi-pronged strategy to guide and support AAH-I's resource mobilisation approach and activities. This will be achieved through some of the strategies below:

   - Work with National Boards to access Government and other local funds e.g. CDF, CSR, etc.
   - Regularly scan the environment and donor base for upcoming opportunities, strengthen our internal resource mobilization capacity. Explore relations with the Chinese and other non-traditional donors
   - Pursue more contracts and research funding that have better overheads (and build capacity for that). Continue with traditional donor proposals and visits.
   - Pursue companies' in-kind support (materials/staff). Consider setting up and building the 'Friends of AAH-I' and membership subscriptions (both individual & corporate (with different categories – Gold, Platinum, etc.)

3. Emphasise identification and development of strategic partnerships in a range of areas and levels – e.g., from resource mobilisation to technical design and implementation. This includes development of strategic partnerships in a range of areas – for improved technical design, resource mobilization, project implementation etc.

4. Strengthen the capacity of AAH-I Boards, Country Directors, Managers and staff to support resource mobilisation and skills and competencies of key staff to effectively respond to funding opportunities. We will:-

   - Leverage Board Members' networks. Board Members to play their triple A roles - 'Ambassadors, Advocates, Askers'.
   - Staff training in resource mobilisation. Provide skills training for staff where appropriate.

5. Strengthen AAH-I marketing to enhance the AAH-I brand and visibility; this will include an increased participation in relevant and good-value NGO coordination mechanisms and forums.
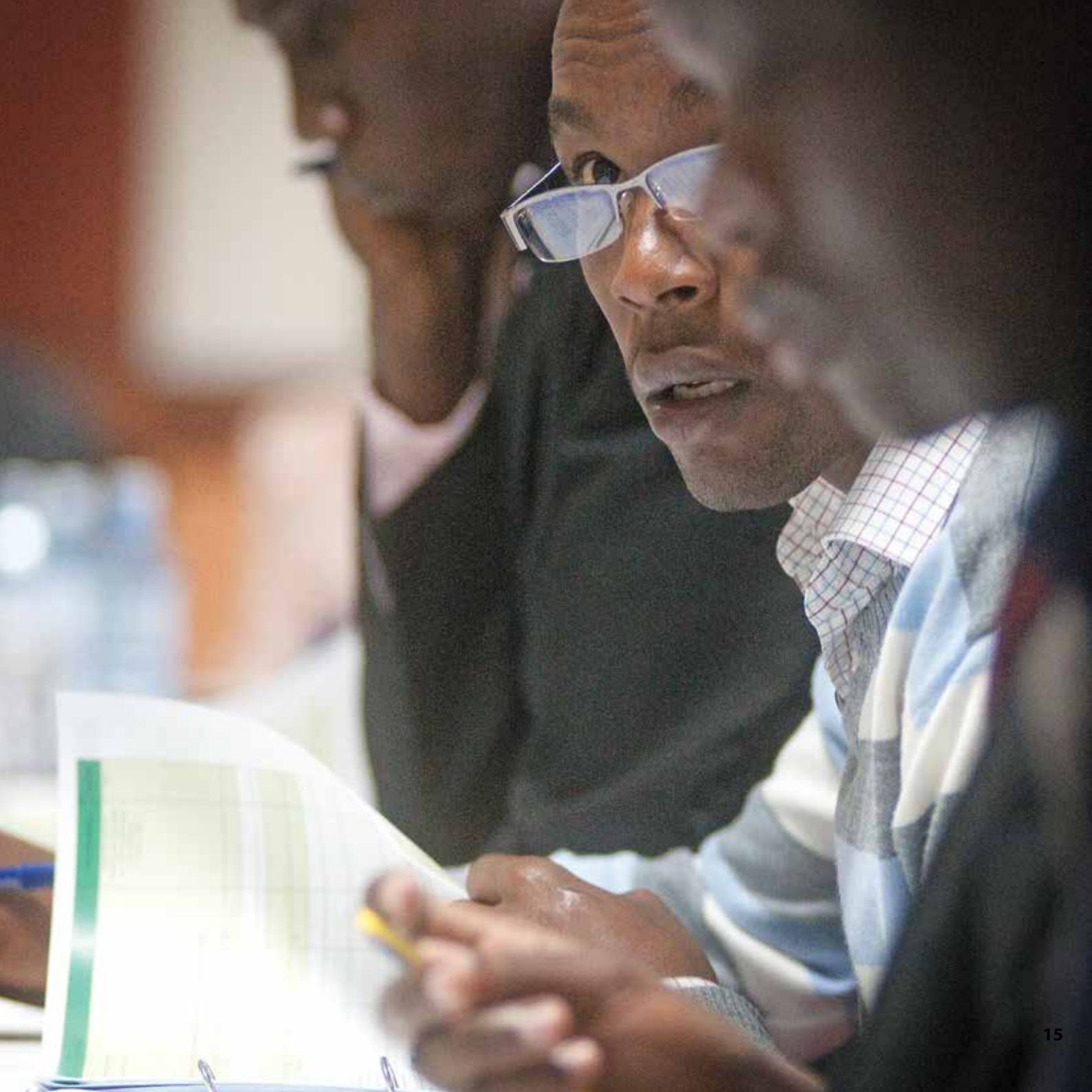
6. Implementation, Monitoring and Evaluation

AAH-I recognises the importance of Monitoring and Evaluation in the achievement of the Plan's intended results. This will be carried out as outlined below:-

6.1 Implementation

This Strategic Plan will be implemented through the classic AAH-I approach that has been applied and strengthened for a period of over 20 years. In its implementation strategy AAH-I will ensure that communities are the drivers of their own development agenda by observing the following fundamental principles of AAH-I:

- Ensure that we have a strong understanding of the communities that we seek to support
- Identify and strengthen community structures to be able to carry out and continue their development activities
- Harness indigenous knowledge, culture and resources, and encourage communities to contribute their resources
- Ensure sustainability and continuity through all levels of projects

AAH-I will work with communities, local government and other development partners. Here AAH-I will play an important role to bridge the gap between community-based organisations and international stakeholders in the development and humanitarian sectors. This will include coordination of national and local research initiatives.

6.2 The M&E Function

The implementation of the Strategic Plan will be monitored within the mainstream AAH-I's monitoring and evaluation system and reported against at six-monthly management meetings. Below is an outline of the scorecard that will be used for this:

Scorecard – Strategic Plan 2014 - 2018 Six Monthly Status of Implementation
Table 6.2.1

Date of Review		Months Completed	Monthly Remaining		
Strategic objective	% Activities completed	Number of Activities partially completed	Level of completion – in % for the Activities partially completed	Impact-level of intended outcomes and results achieved	Reasons, circumstances, challenges – why the activities were not fully completed
Action Plan					
% Activities completed		Person responsible	Date start	Date end	Report to ED on progress on

6.3 M&E Indicators

The following are some of the identified key indicators.

Table 6.3.1

No.	Strategic Objective	Key Indicators
1	**SO1:** To develop, promote and implement innovative entrepreneurial and sustainable livelihood programmes.	% Households (HHs) with increasing assets % HHs with increased income from agriculture (includes livestock)
2	**SO2:** To design and deliver sustainable basic services in partnership with livelihood-challenged communities	% increase in access to basic health and education services % HHs with access to portable water and sanitation facilities
3	**SO3:** To facilitate humanitarian relief and recovery programmes for displaced and returnee populations to attain sustainable resettlement	% increase in access to humanitarian basic services (PHC, Education, Water and Sanitation) % decrease in domestic violence against women and girls % of refugees/host communities with access to sustainable livelihoods
4	**SO4:** To strengthen the capacity of implementing partners for sustained service delivery and governance	# of MOUs signed with strategic partners # of projects done in partnerships # of governance projects implemented
5	**SO5:** To enhance the capacity, efficiency, effectiveness and learning of AAH-I to innovatively deliver its Mission	# of innovative models (or projects) successfully implemented % of evaluations showing good impact the value for money of AAH-I's interventions

7. Conclusion

This Strategic Plan provides a framework to guide the operations of AAH-I for the 2014-2018 period. It describes five core strategic objectives that will promote innovative entrepreneurial and sustainable livelihood programmes for host and other national livelihood-challenged communities, as well as address and facilitate humanitarian relief and recovery programmes for displaced and returnee populations to attain sustainable resettlement. The strategic plan also aims to develop and deliver sustainable basic services in partnership with communities, and strengthen the capacity of implementing partners to enhance service delivery. To ensure that this strategic vision for 2014-2018 is realized, AAH-I plans to strengthen its internal governance, management and resources mobilization.

AAH-I will continue to monitor both the operating environment and the implementation of the Plan itself on quarterly cycles to ensure that the Strategic Plan remains relevant to the dynamic operating environment.

Notes

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