



Health And Economic Development
Strategy Organization

HEDSO Strategic Plan 2025 -2030

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Health and Economic Development
Strategy Organization – (HEDSO).

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Strategic Plan 2025 -2030

Our Theme:

Healthy, Informed and Empowered AGYWs, Youth and PWDs in Kenya

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Acronyms and Abbreviations

AGYWs	Adolescent Girls and Young Women
GDI	Governance, Diversity and Inclusion
ECE	Early Childhood Education
ODSS	Organizational Development and Systems Strengthening
PWDs	Persons with Disability
HEDSO	Health and Economic Development Strategy Organization
HEAL-WELL	Integrated Health and Wellbeing
SRHR	Sexual and Reproductive Health and Rights
3Es	Education, Employment, and Enterprise Development
SLAC	Sustainable Livelihoods, Agribusiness and Climate Justice
SJI	Social Justice Inclusion

A large, semi-transparent watermark of the HEDSO logo is centered on the page. It features the acronym 'HEDSO' in large, bold, light blue letters. Below it, the full name 'Health And Economic Development Strategy Organization' is written in a smaller, grey font. The logo is framed by a stylized, light blue circular shape that resembles a smile or a protective shield.

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It is with great pride and a deep sense of commitment that we present the 2025-2030 Strategic Plan for the Health and Economic Development Strategy Organization - (HEDSO). This strategic plan marks a significant milestone in our collective journey to transform the lives of marginalized communities across Kenya, particularly Adolescent Girls and Young Women (AGYWs), youth, and Persons with Disabilities (PWDs), by addressing the complex and intersecting challenges they face in health, education, livelihoods, and inclusive governance.

Over the past years, HEDSO has grown from a grassroots community-based organization into a youth-led national non-profit organization, grounded in the values of inclusion, innovation, and social justice. This growth has been made possible through the unwavering dedication of our young members, strategic partners, and the communities we work with. As we now look toward the next five years, this Strategic Plan serves not only as a roadmap but also as a bold reaffirmation of our vision of stable economy for marginalized communities.

The development of this Strategic Plan was both participatory and transformative. It brought together young leaders aged 20 to 35 from diverse backgrounds, united by their passion for change and their lived experiences within underserved counties. Guided by seasoned facilitator who is grounded in the principles of Organizational Development and Systems Strengthening (ODSS), the ideation process empowered our members to co-create goals, strategic priorities, and implementation pathways that reflect the real needs and aspirations of the communities we work with—from the sugarcane fields of Western Kenya to the fishing villages along Lake Victoria and the coastal regions of Kwale and Tana River.

The 2025-2030 Strategic Plan is organized around four interlinked thematic pillars namely (1) Integrated Health and Wellbeing (HEAL-WELL) which is advancing access to SRHR, mental health, and disability-inclusive services. (2) Education, Employment, and Enterprise Development (3Es) which is promoting inclusive and equitable education, life skill for employability and economic opportunities. (3) Sustainable Livelihoods, Agribusiness and Climate Justice (SLAC) which is supporting resilient communities through green innovation, climate action, and food security. (4) Governance, Diversity and Inclusion (GDI) which is underpinning each pillar as a commitment to inclusive governance and youth-led accountability.

We believe that transformative change cannot occur without young people and marginalized groups having a seat at the table—and the power to shape decisions that affect their lives. This plan is not just a document; it is a call to action. It is an invitation to all stakeholders—government, civil society, private sector, development partners, and local communities—to walk

with us in solidarity as we implement bold, homegrown solutions to persistent challenges. Together, we can dismantle barriers, amplify unheard voices, and build systems that are more equitable, just, and future-ready.

On behalf of the HEDSO Board, Secretariat, Youth Members, and our community partners, I extend sincere gratitude to everyone who contributed to this strategic vision. May the years ahead be marked by deeper collaboration, innovation, and measurable impact.

Let us move forward with purpose. The time is now.

Immaculate Oliech
The Board Chairperson

Health and Economic Development Strategy Organization [HEDSO]



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Executive Summary



The 2025-2030 Strategic Plan marks a defining chapter in HEDSO's evolution as a national youth-led, community-rooted organization driving inclusive change across Kenya's underserved communities. This strategy is both an affirmation of our grassroots origins and a bold leap forward, anchoring HEDSO's future in data-driven planning, appreciative inquiry, systems thinking, and the lived experiences of marginalized populations, especially Adolescent Girls and Young Women (AGYWs), youth, and Persons with Disabilities (PWDs).

This strategic plan was birthed through a highly participatory, reflective, human centered design and future-focused process. It drew strength from the voices of young people in our networks i.e. innovators, survivors, caregivers, students, and social change champions—who not only shaped the strategic direction but demanded greater relevance, impact, and accountability. With guidance from civil society experts and strategic facilitators, and fuelled by lessons from past programming, we crafted a roadmap that is as bold as it is practical.

Our strategic direction is structured into Four integrated pillars: HEAL-WELL, 3Es, SLAC and GDI. What distinguishes this plan is the deliberate infusion of cross-cutting principles—equity, disability inclusion, gender responsiveness, mental health integration, and youth-led governance—across all pillars. These reflect our dream of systems that not only serve the people, but are shaped by the people.

In this strategy, we aim to: (1) Expand the reach and quality of SRHR and mental health services for AGYWs and vulnerable youth in 10 Counties of Kenya. (2) Create pathways for dignified livelihoods by building entrepreneurial mindsets and market-aligned skills; (3) Position youth as active contributors to climate resilience, environmental stewardship, and food security; and (4) Strengthen HEDSO's institutional capacity to deliver sustainable, measurable, and scalable impact.

Our programming will place greater emphasis on evidence, innovation, digital inclusion, and stronger partnerships with devolved governments and development allies. We also commit to increasing our visibility and credibility through more effective storytelling, advocacy, and knowledge-sharing—shifting narratives from vulnerability to resilience and leadership.

This 2025 -2030 Strategic Plan is challenging us to be more responsive, more intentional, and more courageous. As we enter this new phase, we do so with humility, clarity, and the full backing of the communities that believe in us.

I invite all stakeholders—donors, public institutions, community leaders, peer organizations, and most importantly, young people themselves—to join us in turning this strategy into a lived reality. The next five years are a critical window. Let us act with urgency, with purpose, and with the unwavering belief that transformation is possible, when led from the ground up.

Joseph Ojuki
Executive Director
Health and Economic Development Strategy Organization (HEDSO)



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SECTION 1: INTRODUCTION



1.1: Organizational Background

The Health and Economic Development Strategy Organization (HEDSO) emerged in February 2017 as a small, youth-led initiative in Muhoroni Sub-County, fuelled by a deep commitment to uprooting systemic inequalities and cycle of poverty among the most vulnerable in western Kenya. Since then, the Organization has grown into a vibrant National civil society organization that addresses the complex intersection of health, economic empowerment, gender, social justice, and environmental resilience among the marginalized communities in Kenya. The Organization strategically addresses these intertwined barriers through Four core programmatic pillars:

Pillar 1: Integrated Health and Wellbeing (Heal-Well)

HEDSO is Promoting holistic health solutions in Primary Health care addressing physical, mental, sexual, and reproductive health for AGYW, youth and PWDs populations in Kenya.



Pillar 2: Education, Employment and Enterprise Development (3Es)

HEDSO is advancing access to quality and inclusive education, employability, skills development, and entrepreneurship for AGYWs, youth and PWDs in Kenya.

Pillar 3: Sustainable Livelihoods, Agribusiness, and Climate Justice (SLAC)

HEDSO is empowering AGYWs, youth and PWDs in Kenya on Land governance, climate-smart agribusiness, family economic resilience, and environmental conservation and sustainability.



Pillar 4: Governance, Diversity and Inclusion (GDI)

HEDSO is fostering inclusive governance, participatory decision-making, and social justice across all community development interventions and programming critical to the wellbeing of AGYWs, Youth and PWDs in Kenya.

1.2: Our Identity and Core Values



Our Vision: Stable economy for marginalized communities.

Our Mission: To empower and transform marginalized adolescent, young women, men and persons with Disability in Kenya through inclusive access to integrated health services, quality education, sustainable livelihood opportunities, and active participation in local governance.

1.2.1: Our Core Values:

- (1) **Professionalism and Integrity:** We adhere to professional and integral ethics in delivering our mandate. Our interactions with stakeholders and partners (AGYW, Youth, and PWDs) prioritize professionalism and respect.
- (2) **Teamwork:** As team players, we leverage our individual abilities and competencies to create effective interventions for our partners.
- (3) **Transparency and Accountability:** We strive to be transparent and accountable to all stakeholders through open accounting, impact reporting, and collaborations.
- (4) **Digital Engagement & Innovation:** We prioritize digital involvement and innovation in our work to adapt to shifting program dynamics.

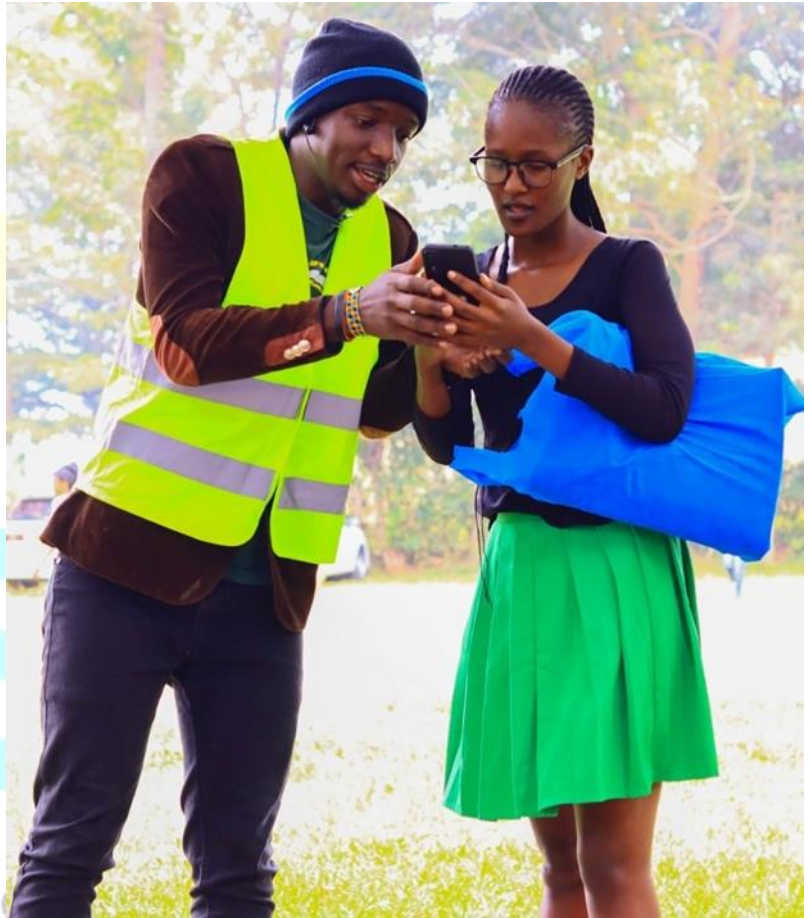
1.2.2: Our Philosophy

Health and Economic Development Strategy Organisation (HEDSO) believes that every person, regardless of their background, deserves the right to live a healthy, dignified, and fulfilled life. Rooted in the principles of equity, human rights, and community empowerment, our philosophy is driven by the conviction that sustainable change begins with people - their health, their voice, and their environment.

We envision communities where health is not a privilege but a guarantee, development is inclusive, and support systems are resilient and community-led. Our work is anchored in a holistic approach to human development, addressing the interlinkages between health,

education, livelihoods, governance, and gender equality. We walk with communities, not ahead of them. We listen, we learn, and we co-create solutions that are culturally relevant, sustainable, and transformative. We recognize the strength, wisdom, and potential within the populations we serve and strive to amplify their agency in shaping their futures.

HEDSO's interventions are underpinned by evidence-based practices, innovation, and accountability. We continuously learn and adapt, guided by data, compassion, and a deep understanding of the socio-economic and cultural realities of the communities we work with. We are not just a service provider; we are a catalyst for lasting change, committed to building systems and nurturing environments that empower individuals and communities to thrive.



Developed Community

1.3: HEDSO's Value Proposition

1.3.1: Our Value Proposition to AGYW, youths and PWD'S

At HEDSO we "Empower AGYW, Youth and PWDs with integrated Health, Education, Dignity, and Self Reliance Opportunities." The Organization bring lasting value to marginalized communities by addressing the root causes of vulnerability through integrated, community-driven solutions in health, education, livelihoods, climate Justice, governance, Diversity and Inclusion.



Our unique value lies in:

- Promoting Healthy & Economically Developed Community*
- (1) **People-Centered Interventions:** Where we listen to the voices of AGYW, Youth and PWDs and design programs that reflect their realities, priorities, and aspirations. We build with our communities—not for them.
 - (2) **Access to Quality Health Services:** We bridge critical gaps in health care access, especially in under-resourced areas, promoting preventive care, maternal and child health, mental well-being, and disease prevention.

- (3) **Building Local Resilience:** We empower AGYW, Youth and PWDs households and community structures to take ownership of their health and development, building systems that are sustainable, inclusive, and resilient to future shocks.
- (4) **Integrated Development Approach:** linking health to education, gender equality, governance, and livelihoods, to create a ripple effect that uplifts entire communities—not just individuals.
- (5) **Accountability and Transparency:** the organization maintain a strong culture of trust by being accountable to the people we work with (AGYWs, Youth and PWDs), measuring our impact, and being transparent in all we do.
- (6) **Catalysing Youth and Women Empowerment:** We invest in the most powerful drivers of change (women and youth) to unlock local innovation, entrepreneurship, and leadership that transforms societies.

HEDSO delivers hope and impact where it is needed most, by working hand in hand with communities of AGYW, Youth and PWDs to break cycles of poverty, strengthen local governance systems, foster dignity, health, and opportunities for all.

1.3.2: Our Value Proposition to Peer Organizations in Kenya.

Partnering with HEDSO means advancing equity, inclusion, and community transformation together with the people and for the people. HEDSO offers a unique and strategic value to peer organizations working with AGYW, Youth, and PWDs by serving as a reliable partner, thought leader, and capacity builder in advancing inclusive, evidence-based, and community-driven solutions. Our value to Peer Organizations lies in the following:

- (1) **Integrated and Inclusive Programming:** HEDSO brings a proven model that integrates health, education, economic empowerment, and psychosocial support, tailored to the intersecting vulnerabilities of AGYW, youth, and PWDs. Our programs are grounded in inclusivity, ensuring no one is left behind, especially those at the margins of mainstream development.
- (2) **Community-Rooted and Data-Driven Approaches:** With deep grassroots presence and strong community trust, HEDSO ensures that interventions are not only culturally appropriate but also backed by data, continuous learning, and local ownership. We offer peer organizations access to tested tools, methodologies, and frameworks that drive sustainable impact.

- (3) **Capacity Building and Technical Support:** We equip peer organizations and community-based actors with the skills, knowledge, and resources to strengthen their institutional and programmatic effectiveness. From disability inclusion training to youth-led participatory research and AGYW-centered SRHR advocacy, HEDSO offers tailored mentorship and capacity-strengthening packages.
- (4) **Advocacy and Policy Influence:** HEDSO actively engages in policy dialogue and advocacy at local and national levels, amplifying the voices of youth, AGYW, and PWDs. We collaborate with peer organizations to shape more responsive policies and resource allocations for inclusive development.
- (5) **Collaborative Innovation and Learning:** As a learning organization, HEDSO fosters South to South collaboration and cross-sectoral partnerships to co-design innovative solutions. We offer a platform for shared learning, joint program development, and strategic partnerships that magnify collective impact.



1.3.3: Our Value Proposition to Authorities and Government Line Ministries

Positioning HEDSO as a Strategic Partner for Inclusive and Youth-Centered Development, the Organization offers government line ministries and local authorities a strategic, community-

rooted partner committed to advancing national development priorities, especially in health, education, gender equality, disability inclusion, and youth empowerment. We bridge policies and practice by translating government frameworks into locally driven, evidence-based, and impactful solutions for vulnerable populations, particularly AGYW, youth, and persons with disabilities (PWDs). Our Unique Value to Government Partners:

(1) **Data-Driven and Community-Embedded Programming:** HEDSO collects community-level insights and uses participatory approaches to inform policy implementation, ensuring that no one is left behind in national and county development agendas. We provide real-time data, human stories, and grassroots feedback that can enhance policy responsiveness and resource allocation.



(2) **AGYW, Youth, and PWD-Specific Models:** We design and implement tailored, rights-based programs that respond to the unique challenges facing AGYW such as (early pregnancy, GBV, school dropout), youth e.g. (unemployment, mental health, civic engagement), and PWDs, e.g. (accessibility, stigma, and economic inclusion). Our interventions align with Kenya Vision 2030, SDGs, and sectoral policies like the National Youth Policy, Disability Act, and Gender Policy.

(3) **Capacity Strengthening for Sustainable Impact:** HEDSO supports county and sub-county structures through capacity building of CHPs, youth leaders, caregivers, teachers, and health workers, contributing to system strengthening and service delivery improvement. We can co-design and deliver joint training and outreach programs that enhance government reach and public trust.

(4) **Inclusive Innovation and Scalable Pilots:** Through youth-driven innovations, digital inclusion, and creative community engagement strategies, HEDSO offers tested, scalable models that ministries can adopt or replicate. We prioritize disability-

friendly approaches and the meaningful participation of marginalized groups in development processes.

- (5) **Collaborative Policy Influence and Accountability:** As a trusted grassroots actor, HEDSO mobilizes community voices and feedback loops to support government transparency and inclusivity. We serve as a neutral convener between duty bearers and rights holders, helping to reduce gaps between policy intentions and lived realities.

HEDSO brings to the table a proven capacity for grassroots engagement, inclusive program delivery, and multi-stakeholder collaboration, making us an ideal implementation and advisory partner for government agencies working to uplift AGYW, youth, and PWDs.

1.3.4: Our Value Proposition to Development Partners



HEDSO as a grassroots, community-centered organization is empowering the marginalized and transforming communities. The organization offers development partners a strategic and impact-driven platform to reach Adolescent Girls and Young Women (AGYW), Youth, and Persons with Disabilities (PWDs) with life-changing interventions that are inclusive, participatory, and sustainable.

Those Partnering with HEDSO benefits from: -

- (1) **Deep Community Roots:** With strong local networks and trust within marginalized populations, HEDSO ensures direct access to hard-to-reach and underserved groups, making our interventions culturally relevant and responsive.
- (2) **Proven Track Record:** We have a history of delivering impactful health and development programs that improve access to sexual and reproductive health services, build life skills, promote economic empowerment, and foster inclusive education and leadership among AGYW, youth, and PWDs.
- (3) **Inclusive and Rights-Based Approach:** HEDSO is committed to equity, gender equality, and disability inclusion. Our programs are designed to break systemic barriers and promote the full participation of AGYW, youth, and PWDs in society and development.
- (4) **Innovation and Community Co-creation:** We embrace human-centered design, participatory methods, and digital tools to ensure that beneficiaries shape solutions that work for them, ensuring ownership, relevance, and long-term impact.
- (5) **Accountability and Results:** HEDSO provides development partners with transparent, evidence-based reporting, robust monitoring systems, and a commitment to achieving measurable outcomes aligned with national priorities and the Sustainable Development Goals (SDGs).
- (6) **Scalability and Sustainability:** Through our partnerships with County governments, community groups, and other civil society organizations, our models are designed for scale and long-term sustainability beyond donor funding.

Together with our partners, HEDSO is transforming the lives of AGYW, youth, and PWDs - not just by meeting their needs, but by unlocking their potential to lead, inspire, and change their communities.

1.3.5: Our Value Proposition to the Private Sector

Partnering with HEDSO unlocks a shared value opportunity: driving sustainable development while supporting inclusive economic growth through strategic investments in marginalized populations—Adolescent Girls and Young Women (AGYW), Youth, and Persons with Disabilities (PWDs). Our Unique Value to Private Sector include: -

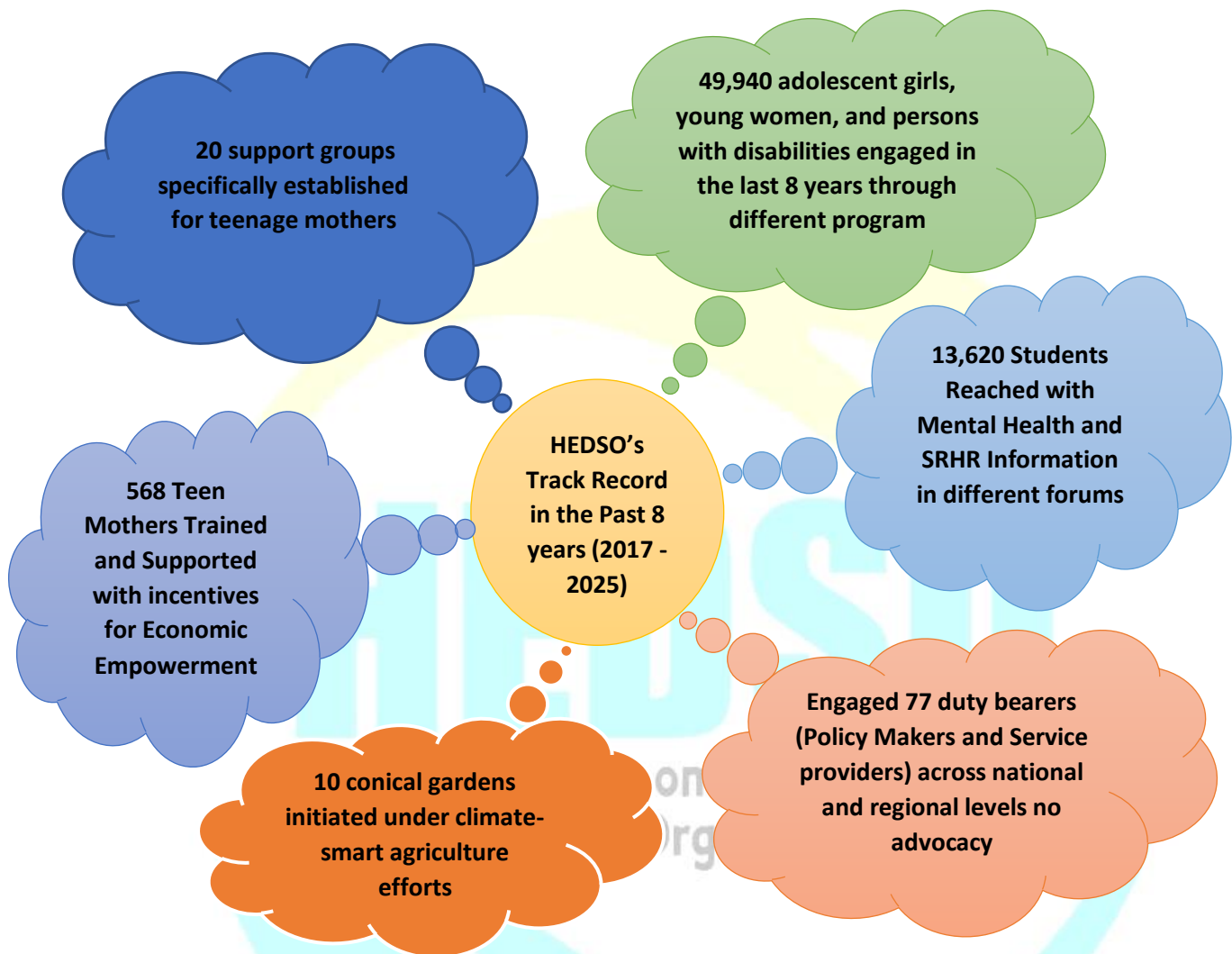
- (1) **Inclusive Workforce Pipeline:** HEDSO prepares and connects a pool of trained, motivated, and socially-aware AGYW, Youth, and PWDs with opportunities in entrepreneurship, vocational training, and formal employment. Through our tailored programs, the private sector gains access to diverse and resilient talent that can enrich workplace culture and innovation.

- (2) **Co-Creation of Sustainable CSR Impact:** Collaborating with HEDSO enables companies to align their Corporate Social Responsibility (CSR) goals with tangible, community-driven impact—especially in health, education, climate justice and economic empowerment. We ensure measurable outcomes, strong community engagement, and brand visibility tied to ethical and inclusive practices.
- (3) **Market Expansion & Consumer Loyalty:** By supporting underserved groups, businesses build trust and brand equity in new and existing markets. Working with HEDSO allows companies to co-design inclusive products and services that resonate with communities and unlock untapped consumer bases.
- (4) **Advancing ESG and SDG Commitments:** Through our development-focused programs, private sector partners directly contribute to key Sustainable Development Goals (SDGs), Environmental, Social, and Governance (ESG) benchmarks—particularly SDG 5 (Gender Equality), SDG 8 (Decent Work), SDG 10 (Reduced Inequality), and SDG 17 (Partnerships for the Goals).
- (5) **Innovation and Social Enterprise Development:** HEDSO supports youth and PWD-led social enterprises and start-ups that align with private sector interests in tech, agriculture, green energy, health, and digital solutions. This creates opportunities for incubation, mentorship, and co-investment, fostering innovation while addressing real social challenges.
- (6) **Policy Influence and Thought Leadership:** Through evidence-based advocacy and networks, HEDSO provides a platform for private sector voices in shaping inclusive policies and development agendas. We bridge the gap between business, community, and government for lasting, systemic change.

HEDSO offers the private sector a trusted, community-anchored partnership that can drive inclusive development, enhance brand relevance, fulfilling CSR/ESG objectives, and building a stronger, more equitable society—where no one is left behind.



1.4: Organizational Track Record



HEDSO empowers adolescent girls, teenage mothers, young widows, youth, and persons with disabilities across underserved areas i.e. fishing communities, sugar-belt plantations, and urban slums. These groups often endure layered exploitations from fish-for-sex (Jaboya) in fishing villages to economic exclusion and gender-based violence in broader rural and slum contexts. With Kenya facing entrenched challenges—over 254,000 pregnancies among girls aged 10-19, thousands of reported genders-based violence (GBV) cases, and an alarming 67% youth unemployment rate in 2025. HEDSO's work emerges as both timely and vital.

HEDSO's reach is impressive: Over the last eight years (2017-2025), it has touched the lives of 49,940 adolescent girls, young women, and people with disabilities through various programs and project initiatives. The Organization has formed and strengthened 20 support groups for teenage mothers. Over 77 duty bearers (policymakers and service providers) at the national and county levels have been reached with key advocacy messages and service delivery performance appraisals. 13,620 students have been reached with Mental Health and SRHR information via various school-based forums. The organization has also launched ten conical

gardens for AYGWs and people with disabilities as part of its Agribusiness and climate-smart agriculture projects.

These figures underscore more than ambition, they testify actual, person-level transformation. Central to HEDSO's impact are the personal journeys within its programs. Below are Stories of Change with Faces Behind the Figures.



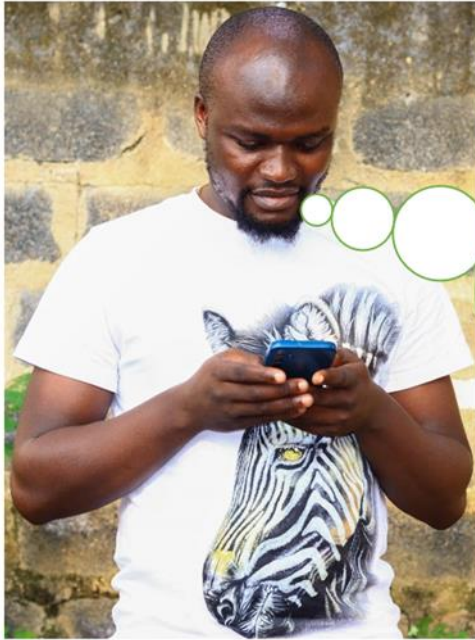
HEDSO has helped me maintained my mental health at work & Home

Any Support to HEDSO is an investment for a reformed future

"Through HEDSO, I have gained invaluable opportunities that have shaped and elevated both my personal and professional journey. What excites me most is witnessing how communities now recognize and embrace me as a transformative leader, driving change and inspiring progress for my generation."



These stories are lending HEDSO intimate, human texture to our broader metrics. they're powerful evidence of renewed hope, evolving Leadership and Strategic Partnerships.



"With just a click, I connect instantly with fellow young men through HEDSO's Digital Safe Space. These interactions have empowered me to prioritize my health and make informed choices, thanks to the engaging and supportive discussions with other youth."

We are a movement, Not Just an Organization

HEDSO's evolution from a community youth group in 2017 to a dynamic, multi-sectoral force— is marked by inspired clarity of purpose and a willingness to adapt, listen, and grow. Its layered interventions in health, livelihoods, climate, inclusion, and governance reflect a sophisticated understanding of what real empowerment requires.



"When teenage pregnancy shattered my dreams and cast my world into darkness, I felt lost and without direction. But HEDSO reminded me that being a teen mum is not the end of the journey. Through their support and encouragement, I found renewed strength and courage. Today, I stand as a testament that even when dreams are broken, one can rise again — stronger, braver, and ready to overcome every obstacle."

Today, HEDSO stands not just as an implementer, but as a movement reshaping the future for thousands AGYWs, Youth and PWDs. With hearts ignited, systems shifting, and lives transformed, HEDSO's record is more than numbers—it is a testament to the dignity of human potential.

1.5: Methodology and Strategic Plan Development Process

The development of the HEDSO 2025-2030 Strategic Plan followed a participatory, consultative, and evidence-based approach. The methodology ensured inclusivity, alignment with local and global development agendas, and responsiveness to emerging community needs and sectoral priorities. The process unfolded in several interlinked phases:

In the Inception and Planning phase, HEDSO team constituted a multidisciplinary taskforce comprising of staff, board members, program leads, youth volunteers, and external consultant to steer the planning process. The taskforce defined key planning milestones, timelines, resource needs, tools for data collection and analysis, and stakeholder engagement strategy. The second phase was a comprehensive desktop review of HEDSO's previous work plans (2017 to 2025), annual reports, monitoring and evaluation data, and relevant national and global policy frameworks (e.g., Kenya Vision 2030, SDGs, and Africa Agenda 2063). SWOT and PESTEL Analysis was conducted where internal and external environments were assessed to identify Strengths, Weaknesses, Opportunities, and Threats, alongside Political, Economic, Social, Technological, Environmental, and Legal factors affecting HEDSO's work. Contextual Mapping was done where County-specific assessments were conducted to understand regional disparities, needs, and opportunities for integrated development.

A five-day intensive ideation workshop (14th-18th July 2025) was held, bringing together HEDSO staff, youth leaders, and volunteers to co-develop thematic priorities, strategic objectives, and flagship activities. Several Focus Group Discussions (FGDs) were conducted with the target groups including adolescent girls and young women (AGYW), youth, persons with disabilities (PWDs), community health Promoters, and caregivers were engaged to provide insights on lived experiences and priorities. Key Informant Interviews (KIIs) with county officials, CSO partners, development agencies, and private sector actors enriched the understanding of partnership opportunities and sector trends.

The strategic plan is now structured around four key thematic areas (Pillars) derived from the ideation process. The Pillars include (1) Integrated Health and Wellbeing (HEAL-WELL), which will improve access to SRHR, mental health, and disability-inclusive services. (2) Education, Employment, and Enterprise Development (3Es) which will promote inclusive and equitable education, employability skills, and economic opportunities. (3) Sustainable Livelihoods, Agribusiness, and Climate Justice (SLAC), which will promote resilience in communities through green innovation, climate action, and food security. (4) Governance, Diversity, and Inclusion

(GDI) which is across cutting program in all pillars to reinforce the commitment to inclusive governance and youth-led accountability. For each Pillar (thematic area), the Taskforce developed visionary goals and SMART objectives, Strategic outcomes and impact indicators, Core interventions and innovations, Risks and mitigation strategies

A validation workshop with stakeholders was held to refine the Theory of Change and ensure the logical framework accurately reflected desired pathways to impact. The plan was reviewed to align with key development agendas, including the Kenya Health Policy, Education Sector Plan, National Gender Policy, and Sustainable Development Goals (SDGs). Each strategic priority was costed to determine the financial implications for full implementation over five years. HEDSO outlined pathways to diversify funding sources, including grants, partnerships, social enterprise, and local philanthropy. The plan incorporated institutional strengthening, systems development, and community ownership strategies to sustain impact beyond 2030.

SECTION 2: ANALYSIS OF THE OPERATING CONTEXT

2.1: External Context Analysis

The counties of Kisumu, Siaya, Kakamega, Bungoma, Busia, Migori, Homa Bay, Kwale, and Tana River represent a cross-section of Kenya's rural, lake-based, and coastal economic zones, predominantly relying on subsistence farming, sugarcane cultivation, and traditional fishing. These regions, while rich in natural resources, have historically faced chronic underdevelopment, weak infrastructure, high poverty levels, and limited access to quality health and social services. The sugarcane farming belt (e.g., Kakamega, Bungoma, Busia, and parts of Kisumu) suffers from fluctuating cane prices, collapsed sugar mills, and land degradation. Meanwhile, counties along Lake Victoria (Siaya, Homa Bay, Migori, Kisumu) and the Indian Ocean coastline (Kwale and Tana River) are heavily reliant on artisanal fishing and informal trade, which are often casual, unregulated, and prone to environmental and economic shocks.

Adolescent Girls and Young Women (AGYWs) in these regions face intersectional vulnerabilities driven by poverty, patriarchal norms, harmful cultural practices (e.g., child marriage and transactional sex), and limited access to sexual and reproductive health (SRH) services. According to the 2022 Kenya Demographic and Health Survey (KDHS) counties like Homa Bay recorded a teenage pregnancy rate of 33%, placing it among the highest in the country and Migori also exceeded the 20% of National statistic, reflecting deep-rooted SRHR challenges. Moreover, The KDHS 2022 also documented regional vulnerabilities where practices like the "transactional sex-for-fish" practice (Jaboya system) in Lake Victoria fishing communities exposes AGYWs to heightened risk of HIV, GBV, and Economic exploitation.

The African Journal of Agricultural and Resource Economics study on smallholder sugarcane farmers Volume 17, Number 3 (2022), pp 255-271 indicates that Women's empowerment in sugarcane farming is linked to lower household poverty. Disempowerment domains include: Income control, work balance and Leadership roles. When sugarcane economies collapse, women lose access to income and decision-making power, pushing them into informal labor and survival strategies. The dwindling of sugarcane-based economies in the targeted counties has pushed many young women into precarious informal labor and survival sex work with no bargaining power.

Youth unemployment remains a defining issue across these counties, with many young people engaged in informal fishing, boda-boda transport and casual agricultural labor. Mental health is an emerging concern with many youths facing depression, substance abuse (e.g., alcohol, bhang), and suicidal tendencies due to joblessness, stigma, and lack of psychosocial support. Youth in these regions often lack access to youth-friendly health care services, vocational training, and empowerment programs. Sugarcane farming has become unsustainable due to delayed payments, collapsed milling industries, and land fragmentation. Artisanal fishing communities face overfishing, shrinking fish stocks, and policy neglect. The result is a widespread youth underemployment crisis with growing cases of crime and violence being experienced in Kenya.

Young women often lack ownership of land or access to inputs for agribusiness, while PWDs are excluded from local cooperatives and microfinance institutions. There is also low uptake of digital and green economy skills, further limiting job prospects in a changing global economy. PWDs remain severely marginalized, often excluded from education, health services, and livelihood opportunities. Many face mobility challenges in physically inaccessible environments and attitudinal barriers that perpetuate stigma and discrimination. In the sugarcane and fishing regions, PWDs are rarely targeted in public health interventions and rarely participate in decision-making structures. Their access to SRHR, mental health services, and assistive technology is extremely limited.

Health and Education service delivery in the targeted counties is under-resourced, with persistent shortages of health workers, essential medicines, diagnostic equipment and life skills learning infrastructure. In many rural areas, health facilities are distant, poorly staffed, and culturally insensitive to the needs of youth, AGYWs, and PWDs. Mental health services remain underdeveloped, and community-level psychosocial support systems are weak or absent. Disability-inclusive health programming is rare, and youth-friendly SRH services are inconsistently available or stigmatized.

Cultural beliefs and traditional practices significantly affect health-seeking behaviors. In many fishing and sugarcane communities. Men dominate decision-making, limiting AGYWs'

autonomy in seeking health services. Beliefs in witchcraft and traditional healing delay formal medical interventions. Gender roles and expectations often silence survivors of sexual violence, especially where perpetrators are known community members. Disability is often associated with misfortune or curses, discouraging care and inclusion.

Climate change, erratic rainfall, and overfishing threaten livelihoods and food security, compounding stress and vulnerability. Floods and droughts in areas like Tana River, Busia, and Kwale increase disease outbreaks (e.g., cholera and malaria). Inadequate water, sanitation, and hygiene (WASH) infrastructure undermines health, especially for menstrual hygiene and for people with mobility disabilities.

Despite these challenges, several opportunities exist to enhance health and wellbeing, Life skills for self-reliance, sustainable livelihoods, climate justice, and inclusive governance.

(1) Health and Wellbeing Opportunities

Opportunities such as Digital health innovations (e.g., mobile SRHR platforms, mental health helplines) can expand youth access to care. School- and community-based health education programs can shift harmful norms and build life skills among AGYWs and boys. Disability-inclusive programming, using the twin-track approach (mainstream and targeted interventions), can address systemic exclusion. Community-led systems strengthening, such as building peer networks, supporting CHPs, and promoting local accountability, can enhance responsiveness and trust in health services.

(2) Education Opportunities

These counties, though challenged by poverty and infrastructure gaps, offer significant potential for educational transformation. The growing informal sectors (fishing, farming, boda-boda, tailoring) create demand for skills-based learning. Creating pathways for strengthening and expanding decentralized TVET centers can equip youth with market-relevant skills in areas like Agri-processing, digital technologies, boat repair, green jobs, and construction. Digital and Remote Learning Platforms can leverage mobile technology, radio, and solar-powered digital hubs to offer ways to reach remote learners, especially AGYWs and PWDs. Partnerships with Ed-tech start-ups and local youth innovators can localize content and language.

(3) Life Skills, SRHR, and Climate Education Opportunities

Integration of comprehensive sexuality education (CSE) and climate literacy into school and community learning programs is crucial. Non-formal education platforms such as youth groups, religious settings and sports clubs can offer viable alternatives for out-of-school youth.

(4) Employment and Livelihoods Opportunities

The demographic dividend in these counties can be harnessed through innovative and sustainable employment strategies: Agri-Business and Green Enterprise in Sugarcane and fishing areas can diversify into climate-resilient value chains such as: - Organic farming, Aquaculture, Agroforestry, Bee-keeping, Mushroom farming etc. Youth can be trained in agro-processing, packaging, and digital marketing to add value and access broader markets.

(5) Digital Economy and Innovation Hubs Opportunities

Establishing digital hubs and innovation labs in rural towns especially those based in (Kisumu, Bungoma, Kwale) can: Create digital jobs (content creation, virtual assistance, coding). Provide digital literacy training. Incubate youth-led businesses and social enterprises. Lake Victoria (Migori, Homa Bay, Kisumu) and coastal zones (Kwale, Tana River) are ripe for eco-tourism, heritage tourism, and blue economy employment (marine conservation, boat-making, fish farming). Youth can engage in hospitality, tour guiding, marine life conservation, and handicrafts. Initiatives to recycle sugarcane waste, fish waste, plastics, and organic matter into briquettes, compost, feed, or crafts can create youth- and women-led enterprises. County government support can incentivize green business incubation.

(6) Climate Change Response Opportunities

These counties are vulnerable to climate shocks such as floods, droughts, declining fish stocks, but also present strong opportunities for adaptation and resilience building such as:

- (a) **Community-Based Climate Adaptation Projects**: where AGYW and youth can lead in (1) Tree planting and reforestation especially in degraded sugarcane zones and riverbanks to promote carbon trading. (2) Climate-smart agriculture (drought-tolerant crops, water harvesting). (3) Village-level early warning systems for floods and drought.
- (b) **Youth and Women in Renewable Energy**: HEDSO can influence communities to embrace Projects in solar energy, clean cooking solutions, and micro-hydro to offer employment while reducing emissions and deforestation. Solar-powered cold storage for fish and crops can also reduce post-harvest losses and increase incomes.
- (c) **Climate Financing and Green Grants**: HEDSO will create innovative ideas that can help Youth-led community organizations and cooperatives to establish community

driven climate funds (e.g., Local Green Climate Fund, Youth Adapt, Community Climate Change Fund) to implement localized, low-cost solutions.

(7) Inclusive Governance and Civic Engagement Opportunities

In Kenya, majority of Youth, AGYW, and PWDs are historically excluded from leadership, yet represent the majority population in the 10 counties HEDSO is targeting. However, their inclusion is essential for sustainable development. HEDSO will promote their effective engagement in areas such as: -

- (a) **County Citizens Participatory Budgeting, Social audit and Oversight:** The organization will Leverage marginalised community's governance on the implementation of County Integrated Development Plans (CIDPs) and ward-level forums for youth and PWD participation. HEDSO will Strengthen civic education programs to empower marginalized voices to demand transparency and inclusive resource allocation.
- (b) **Youth and Women Leadership Incubators:** HEDSO will work with different partners to pilot community civic leadership academies to nurture grassroots leaders, especially AGYWs, PWDs, and young women from informal settlements and fishing communities.
- (c) **Digital Governance and Accountability Platforms:** HEDSO will Promote use of digital tools such as Ushahidi Apps, Huduma Apps, SMS hotlines to monitor service delivery and flag corruption or exclusion in education, health, and agriculture sectors.
- (d) **Intergenerational Policy Dialogue:** HEDSO will Create spaces for dialogue between elders, religious leaders, youth, and women to address harmful norms, gender-based violence, and rights of minorities.

The counties of Western Kenya, the Lake region, and the Coast hold untapped potential for inclusive, climate-resilient, and youth-driven transformation. While structural barriers persist, targeted investments in education, employment innovation, climate adaptation, and participatory governance can empower AGYWs, youth, and PWDs to become agents of social and economic change. Multi-stakeholder collaboration between County governments, civil society, private sector, and youth-led organizations will be key in unlocking these opportunities.

The intersection of poverty, gender, age, and disability status in Kenya's fishing and sugarcane farming communities presents a complex web of health vulnerabilities for AGYWs, youth, and PWDs. Addressing these requires a multisectoral, culturally responsive, and community-driven approach that not only strengthens service delivery systems but also confronts root causes such as gender inequality, stigma, and economic disempowerment. Interventions must recognize the unique lived realities of these marginalized groups and prioritize inclusive, youth-led, and locally grounded strategies for sustainable impact.

2.2: PESTEL factors that impact HEDSO's programs and strategic direction

Below is the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) factors of HEDSO's work within the Kenyan context. The PESTEL analysis highlighted both external challenges and strategic opportunities that influence HEDSO's ability to fulfil its strategic mission of 2025 to 2030. By leveraging favourable policy environments, addressing socioeconomic vulnerabilities, integrating technology, and aligning with legal and environmental standards, HEDSO is well-positioned to drive inclusive development for Kenya's youth, AGYW, and persons with disabilities from 2025 to 2030.

<p>Political Factors</p>	<ul style="list-style-type: none"> • Kenya's devolved governance system creates opportunities for HEDSO to collaborate with county governments of 10 targeted counties in co-implementing health, AYGWs, youth and PWDs empowerment, education, and livelihood programs. • The Existence of supportive national policies like the National Youth Policy, Adolescent Sexual and Reproductive Health Policy, and the Gender Equality Framework enhances HEDSO's ability to advocate for and implement targeted programs. • Periodic electoral tensions and ethnic-based politics may disrupt project implementation, affect community cohesion, or reduce civic engagement, especially among marginalized groups. • Limited and inconsistent government funding for grassroots initiatives may compel HEDSO to rely more on external donor support and innovative financing.
<p>Economic Factors</p>	<ul style="list-style-type: none"> • With over 35% of young Kenyans unemployed or underemployed, there is a strong need for HEDSO's work in education, skills development, and enterprise promotion (3Es). • Inflation and economic inequality make it harder for families to access health services, education, and nutrition, thus increasing the relevance of HEDSO's health and social support programs. • A global shift from traditional aid to investment-driven models can affect HEDSO's funding landscape and demand for measurable impact and sustainability. • National focus on youth entrepreneurship (e.g., Ajira Digital, Hustler Fund) presents an opportunity for HEDSO to integrate enterprise development and digital skilling.

Social Factors	<ul style="list-style-type: none"> • A youthful population (over 75% under 35) provides both a target audience and a workforce for HEDSO's volunteer-driven and community-based initiatives. • Persistent gender stereotypes, taboos around SRHR, and stigma toward mental health and disability may hinder program effectiveness unless addressed through community engagement and behavior change. • Increasing cases of mental health issues, GBV, and sexual exploitation—especially among AGYW and PWDs—reinforce the urgency and importance of HEDSO's thematic focus areas. • High community participation and trust in local CSOs like HEDSO strengthens the Organization social license to operate and implement transformative initiatives.
Technological Factors	<ul style="list-style-type: none"> • While mobile and internet penetration is rising, rural and low-income populations still face digital access barriers—limiting the reach for digital health, education interventions and opportunities to integrate digital mental health services, SRHR awareness campaigns, and youth empowerment content via social media and mobile platforms. • Emerging low-cost tech tools (e.g., Kobo Toolbox, ODK) can improve program monitoring, learning, and accountability if internal staff capacity is strengthened. • HEDSO is aware and adhering to the Kenya's Data Protection Act (2019) to ensure safe handling of beneficiary data, especially in health, AGYWs, youth and PWDs programming.
Environmental Factors	<ul style="list-style-type: none"> • Climate-related Shocks, such as floods and droughts are increasingly affecting vulnerable populations, making climate justice and resilience-building a necessary component of HEDSO's Sustainable Livelihoods work. • Poor sanitation, waste management, and pollution in informal settlements can undermine health outcomes, creating entry points for HEDSO's WASH and community integrated health programming. • Growing youth interest in green jobs and eco-agriculture offers synergy with HEDSO's youth livelihood empowerment programs.
Legal factors	<ul style="list-style-type: none"> • As a registered Public Benefit Organization, HEDSO is complying with Kenya's Public Benefits Organizations (PBO) Act and other regulatory requirements from the NGO Coordination Board and county governments.

	<ul style="list-style-type: none"> • Our Programs targeting Adolescent, young women and youth are adhering to the Children Act 2022 and ensure robust safeguarding policies. Understanding labor regulations helps HEDSO appropriately to engage and protect young volunteers and interns within the organization. • The Persons with Disabilities Act and Mental Health Act offers the organization a legal foundation for rights-based advocacy and inclusive programming.
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2.3: SWOT Analysis

HEDSO's SWOT analysis offers a strategic overview of the organization's internal capacity and external environment as it prepares to implement its 2025-2030 Strategic Plan. As a youth-led, community-anchored civil society organization, HEDSO demonstrates strong program relevance, particularly in addressing the needs of adolescent girls and young women (AGYWs), youth, and persons with disabilities (PWDs) through integrated approaches in health, education, sustainable livelihoods, and inclusive governance.

Key strengths include a dedicated youth volunteer base, strong community trust, and experience in participatory grassroots mobilization. However, internal limitations such as constrained financial resources, limited data systems for monitoring and evaluation, and gaps in institutional fundraising capacity are evident.

Externally, there is a highly favourable opportunity landscape, with youth-focused policies, growing interest in mental health and SRHR, and digital transformation in underserved areas. Nevertheless, potential risks such as donor fatigue, political instability, and cultural resistance to sensitive issues must be managed.

This analysis highlights HEDSO as a high-potential investment partner—with strong community roots, youth leadership, and thematic alignment with global development priorities. Strategic donor support focused on institutional strengthening, digital transformation, and long-term sustainability will position HEDSO to scale impact and increase accountability.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong youth-led structure with vibrant and passionate members aged 20-35. • Strong grassroots presence and trust in the local community. 	<ul style="list-style-type: none"> • Limited financial resources and overdependence on donor funding. • Inadequate documentation and systems for M&E and reporting. • Limited human resource capacity and high turnover of volunteers.

<ul style="list-style-type: none"> • Multi-sectoral focus (health, education, livelihoods, governance) gives holistic development appeal. • Inclusive programming approach targeting AGYW, youth, and PWDs. • Experience in community mobilization, peer education, and youth engagement. 	<ul style="list-style-type: none"> • Weak internal fundraising strategy and low capacity in proposal writing. • Limited digital infrastructure and systems for data collection and remote programming.
Opportunities	Threats
<ul style="list-style-type: none"> • Supportive government frameworks and youth empowerment policies. • Rising interest in mental health, SRHR, digital health, and youth livelihoods from donors and development partners. • Partnerships with universities, youth groups, faith-based organizations, and county governments. • Growing digital access for youth to scale e-learning and virtual mentorship. • Alignment with SDGs and global movements on inclusion, gender equality, and climate action. 	<ul style="list-style-type: none"> • Political instability and ethnic polarization in some areas. • Economic instability, inflation, and reduced donor funding. • Cultural resistance to topics like mental health, SRHR, and GBV. • Environmental shocks (e.g., floods, pandemics) that disrupt programming. • Legal/regulatory uncertainties around NGO registration and compliance.

2.4: Strategic Risk Matrix for HEDSO 2025 -2030

As HEDSO embarks on implementing its 2025-2030 Strategic Plan, the organization has developed a Strategic Risk Matrix to ensure sound risk governance, program stability, and accountable use of donor investments. This matrix provides a structured assessment of key risks that could affect the achievement of program outcomes, while outlining proactive mitigation strategies to safeguard impact and sustainability. The matrix below highlights several high-priority risk areas that are particularly relevant for donor consideration:

- (1) **Financial Risk:** HEDSO's limited funding base and high dependency on donor support present a sustainability risk. The organization is actively working to diversify income

streams through local partnerships, proposal development, social enterprise incubation and endowment fund.

- (2) **Operational and Human Resource Risks:** With a primarily youth-led team and volunteer-driven model, there are challenges in staff retention, institutional memory, and operational capacity. Donor support toward capacity building and staff development will be instrumental in mitigating these vulnerabilities.
- (3) **Legal and Political Risk:** As a grassroots organization operating within devolved governance structures in Kenya, HEDSO may face political instability and shifts in regulatory frameworks that affect NGO operations. The organization will maintain a strong community ties and engagement in policy networks to stay compliant and adaptive.
- (4) **Reputational Risk and Safeguarding:** In line with donor expectations, HEDSO has put in place safeguarding policies and accountability mechanisms to protect beneficiaries, particularly adolescent girls, young women, and persons with disabilities, from harm or exploitation.
- (5) **Environmental and Technological Risks:** Climate-related disruptions and digital access gaps can hinder program delivery in rural areas. HEDSO integrates climate-resilient and tech-enabled solutions, but continued investment is needed to build infrastructure and systems.

Overall, this Strategic Risk Matrix is positioning HEDSO as a forward-thinking, risk-aware, and resilient partner. With the right donor support, especially in strengthening internal systems, enhancing adaptive capacity, and scaling innovation, HEDSO is well-placed to deliver inclusive, community-driven impact over the next five years.

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Table 1.1: Strategic Risk Matrix

Risk Category	Description	Likelihood	Impact	Mitigation Strategies
Financial Risk	Over-reliance on donor funding with limited sustainability mechanisms.	High	High	<ul style="list-style-type: none"> • Develop diversified fundraising strategy (grants, social enterprise, crowdfunding). • Build internal grant-writing team. • Establish an Endowment Fund
Human Resource Risk	Burnout or loss of trained youth volunteers and staff.	Medium	High	<ul style="list-style-type: none"> • Provide mentorship, stipends, and career growth opportunities. • Document institutional knowledge.
Operational Risk	Weak internal systems for project management, M&E, and reporting	Medium	Medium	<ul style="list-style-type: none"> • Strengthen Institutional Systems and staff capacities on Continuous basis. • Digitize processes and train staff on MEAL tools.
Political/Legal Risk	Disruption due to elections, regulatory crackdowns, or government changes.	Medium	High	<ul style="list-style-type: none"> • Maintain legal compliance and neutral positioning of Political Matters. • Engage in multi-stakeholder networks for advocacy.
Reputational Risk	Allegations of mismanagement, safeguarding issues, or poor delivery.	Low	High	<ul style="list-style-type: none"> • Enforce safeguarding policies. • Conduct regular audits and reviews. • Be transparent with stakeholders.

Promoting Health and Economic Development in a Resilient and Inclusive Developed Community

Technological Risk	Limited access to technology for rural outreach and remote learning for AGYWs, youth and PWDs.	Medium	Medium	<ul style="list-style-type: none"> Partner with digital platforms and local innovators. Invest in ICT tools for program delivery.
Programmatic Risk	Misalignment between community needs and program design.	Low	High	<ul style="list-style-type: none"> Conduct regular participatory needs assessments. Co-create solutions with community.
Environmental Risk	Natural disasters (e.g., floods, drought) affecting program areas.	Medium	Medium	<ul style="list-style-type: none"> Build climate-resilient interventions. Include disaster risk reduction in planning.

Summary of Key Strategic Actions

- **Institutional Strengthening:** Invest in internal systems, leadership development, and digital tools.
- **Sustainability Planning:** Design hybrid funding models and build strategic partnerships.
- **AGYWs, Youth and PWDs Capacity Building:** Empower youth members with leadership, advocacy, and technical skills.
- **Risk Monitoring:** Establish a quarterly risk review system and integrate adaptive programming.

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SECTION 3: OUR STRATEGIC DIRECTION

3.1: Strategic Areas of Focus

HEDSO's Strategic Plan for 2025-2030 is built around five core areas of focus that position the organization to respond effectively to emerging challenges, harness opportunities, and create lasting impact. These areas reflect HEDSO's commitment to equity, inclusion, and empowerment, particularly for adolescent girls and young women (AGYWs), youth, and persons with disabilities (PWDs).

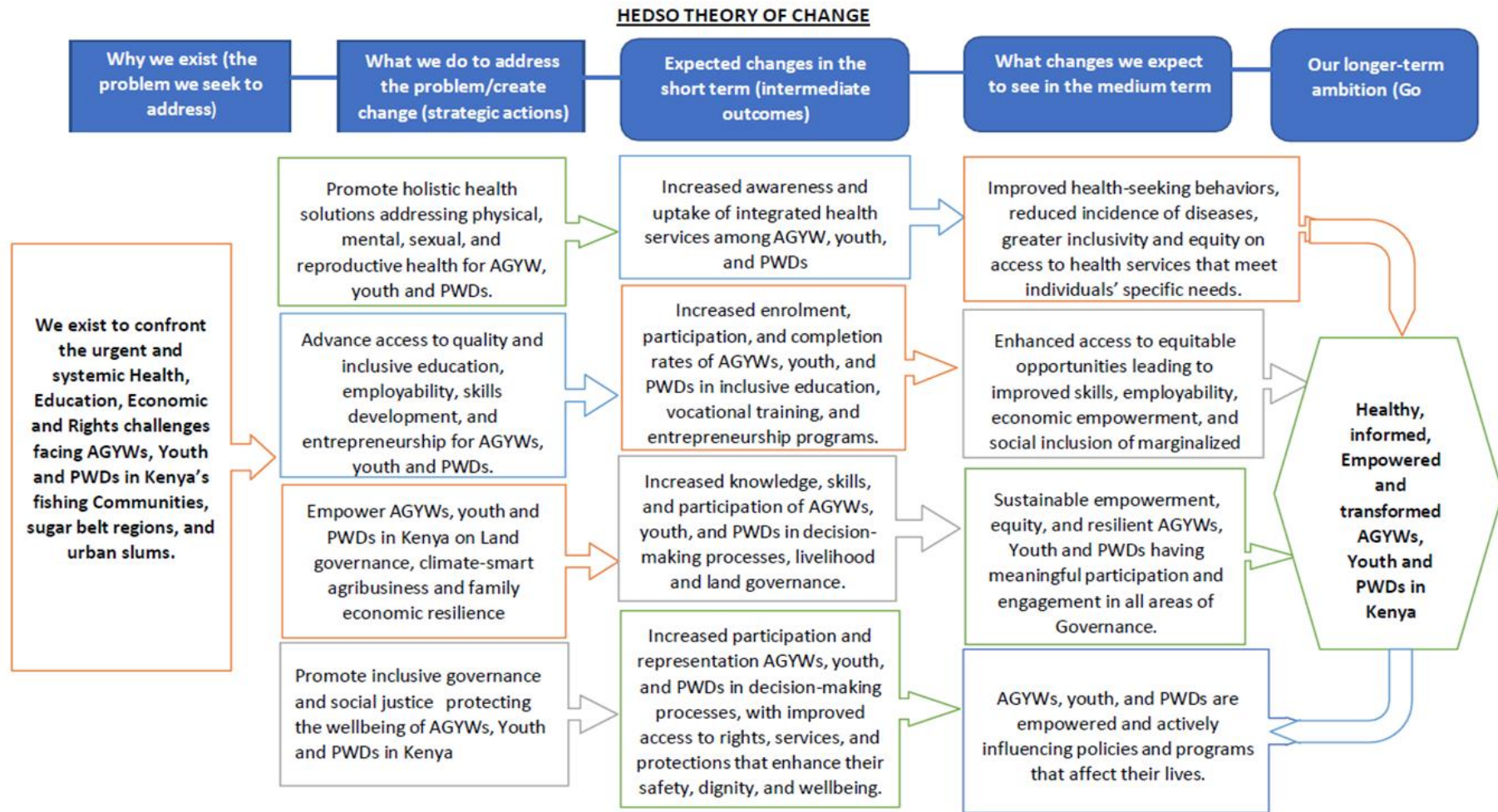
(1) *Inclusive Governance and Participation by Promoting* meaningful participation of marginalized groups in decision-making processes, ensuring their voices shape policies and programs that affect their lives. (2) *Access to Rights, Services, and Protections by Strengthening* systems and frameworks that guarantee equitable access to essential services, while protecting the dignity and rights of vulnerable populations. (3) *Economic Empowerment and Livelihoods by Expanding* opportunities for sustainable income, skills development, and financial independence, especially for women, youth, and PWDs. (4) *Safety, Protection, and Resilience by Creating* safe environments free from violence, exploitation, and discrimination, while building resilience to social, economic, and environmental shocks. (5) *Capacity Building and Institutional Strengthening by Enhancing* HEDSO's organizational capacity, partnerships, and evidence-based approaches to deliver sustainable and scalable impact. Together, these focus areas provide a clear roadmap for HEDSO to champion inclusive development, safeguard dignity, and drive transformative change over the next five years.

3.2: Theory of Change

HEDSO's Theory of Change is grounded in the belief that inclusive participation, equitable access to services, and strong protection systems are essential for achieving dignity, safety, and wellbeing for all, especially marginalized groups such as adolescent girls and young women (AGYWs), youth, and persons with disabilities (PWDs).

The model recognizes that sustainable change requires tackling both structural and systemic barriers while strengthening individual and community capacities. HEDSO works to create enabling environments where rights are respected, services are accessible, and policies are responsive. At the same time, the organization invests in empowering individuals with the skills, resources, and opportunities they need to lead change in their own lives and communities. The pathway of change assumes that when marginalized groups are informed, empowered, and represented in decision-making, and when institutions are accountable and inclusive, this leads to stronger protection, increased equity, and improved wellbeing. In turn, these conditions contribute to resilient, self-reliant, and thriving communities where no one is left behind.

3.2.1: Theory of Change Diagram



Developed Community

SECTION 4: INTERVENTIONS AND IMPLEMENTATION STRATEGIES

4.1: Overview

This section presents HEDSO's thematic goals, Specific objectives, Key interventions and implementation strategies. The interventions in each thematic area of focus are organised around the four overall strategies adopted by HEDSO, namely: Advocacy, Capacity Development, Movement Building and Service Delivery. An elaborate results framework (logical framework) has been developed to facilitate effective delivery, monitoring and evaluation of the results and interventions defined in this section of the plan. The same will be supported with detailed activities to be elaborated in annual implementation plans.

4.2: Pillar 1: Integrated Health and Wellbeing (Heal-Well)



Focus: Promoting holistic health solutions in Primary Health care addressing physical, mental, sexual, and reproductive health for AGYW, youth and PWDs populations in Kenya.

4.2.1: Implementation Strategies for Heal-Well.

- Create Partnerships with County Departments of Health and Education to ensure integrated service delivery.
- Develop School-based programs targeting adolescents with age-appropriate SRHR and mental wellness content.
- Develop Digital platforms and mobile health (mHealth) for remote counselling, mental health support, and referrals.
- Organize Community Health Dialogues to reduce stigma and build trust around mental health and disability.
- Strengthen Use of Disability Inclusion Toolkits to assess and strengthen service accessibility.
- Recruit and train Peer-to-peer health ambassadors to lead localized health interventions and feedback loops

4.3: Pillar 2: Education, Employment and Enterprise Development (3Es)



Focus: Advancing access to quality and inclusive education, employability, skills development, and entrepreneurship for AGYWs, youth and PWDs in Kenya.

4.3.1: Implementation Strategies for 3Es

- Private sector partnerships to co-create apprenticeship and employment pathways.
- Establishment of Community Empowerment Hubs offering skills training, incubation, and mentorship.
- Linkage to financial services like SACCOs, youth funds, and local cooperatives.
- Accelerated learning curricula for marginalized youth and PWDs tailored to transition them into formal education or employment.
- Youth-led Innovation Labs to co-design solutions for local enterprise challenges.
- Advocacy for policy enforcement on re-entry to school for adolescent mothers and education for PWDs.

4.4: Pillar 3: Sustainable Livelihoods, Agribusiness, and Climate Justice (SLAC)



Focus: Empowering AGYWs, youth and PWDs in Kenya on Land governance, climate-smart agribusiness, family economic resilience, and environmental conservation and sustainability.

4.4.1: Implementation Strategies for SLAC

- Establish Farmer Field Schools (FFS) and Youth Climate Clubs for continuous learning.
- Public-Private Partnerships to scale access to green technologies and markets.
- Adoption of digital weather and agribusiness platforms for timely advisories and market linkages.
- Inclusion of PWDs and young women in producer cooperatives and agribusiness ventures.
- Community-based climate risk assessments to inform local adaptation plans.

- Environmental stewardship campaigns (e.g., tree planting, conservation walks, and clean-up drives).
- Integration of SLAC into school curricula and eco-competitions for sustainability awareness.

4.5: Pillar 4: Governance, Diversity and Inclusion (GDI)



Focus: Fostering inclusive governance, participatory decision-making, and social justice across all community development interventions and programming critical to the wellbeing of AGYWs, Youth and PWDs in Kenya.

4.5.1: Implementation Strategies for GDI

- Mainstreaming human rights and SDG frameworks in all program interventions.
- Training local CSOs and youth groups on governance monitoring and policy advocacy.
- Use of community radio and social media for civic education and citizen engagement.
- Promotion of inclusive data collection tools to inform policy and service design.
- Integration of GESI (Gender Equality and Social Inclusion) analysis into all planning processes.
- Strategic alliances with oversight bodies (e.g., county assemblies, commissions) for follow-up and reform.

SECTION 5: MANAGEMENT AND GOVERNANCE

5.1 Implementation Structure Overview

To effectively operationalize the 2025-2030 Strategic Plan, HEDSO will adopt a decentralized and participatory implementation structure that emphasizes transparency, accountability, and community ownership. This structure is designed to ensure that decision-making is inclusive, implementation is adaptive, and results are both measurable and sustainable.

5.1.1: Governance and Oversight

HEDSO is governed by a Board of Directors that provides strategic leadership, fiduciary oversight, and policy guidance. The Board will continue to:

- Approve the annual work plans and budgets aligned with this Strategic Plan.
- Monitor performance against strategic objectives through regular reviews.
- Ensure compliance with legal, regulatory, and ethical standards.
- Promote accountability and risk management across the organization.

The Board will establish thematic sub-committees (e.g., Finance and Risk, Programs and Impact, Human Resources, Governance and Policy) to support its oversight function. The Sub-committees will play a foundational oversight role in achieving the objectives of the Strategic Plan by:

- Enabling cost-effective delivery of interventions under HEAL-WELL, 3Es, SLAC, and GDI.
- Supporting scalability and mobility of field-based programs through well-coordinated logistics.
- Ensuring operational excellence and integrity through robust systems, policies, and compliance frameworks.
- Providing technical and administrative support to partnerships, innovations, and donor-funded initiatives.

5.1.2: Executive Management

The day-to-day execution of this Strategic Plan will be led by the Executive Director, who is accountable to the Board. The Executive Director will:

- Provide overall leadership and coordination of all strategic plan interventions.
- Mobilize resources and forge partnerships with donors, government, and stakeholders.
- Supervise the senior management team, ensuring efficient implementation and reporting.

A Senior Management Team (SMT) comprising Heads of Programmes, Head of Operations and Knowledge Management and Learning manager will support the Executive Director to ensure thematic and operational coherence across the organization. The SMT will strengthen Strategic Partnerships and Collaborations with:

- County and National Government Agencies - for policy alignment, service integration, and co-financing.
- Local CSOs and CBOs - for joint programming, advocacy, and capacity sharing.
- Development Partners and Donors - for resource mobilization, innovation, and scaling of proven models.
- Private Sector - for market linkages, enterprise development, and digital solutions.
- Faith-based and Cultural Institutions - for social norm transformation and inclusive messaging.

Partnership MOUs and clear coordination frameworks will guide roles, responsibilities, and performance standards.

5.1.3: Program Implementation Units

Each of the four strategic pillars—HEAL-WELL, 3Es, SLAC, and GDI—will be coordinated by a Program Manager who will:

- Develop and execute annual implementation plans in alignment with the Strategic Plan.
- Manage project teams, field officers, and community-based facilitators.
- Coordinate with partners, county stakeholders, and target groups for seamless delivery.
- Ensure inclusion, equity, and localization in program delivery.

Thematic Working Groups (TWGs) will be formed for each pillar, bringing together internal and external experts, community representatives, and youth leaders to guide evidence-based programming. The department will reinforce local ownership and grassroots accountability by strengthening and expanding:

- Youth Action Teams (YATs) and Adolescent Peer Educator Networks (APENs) for youth-led awareness and mobilization.
- Support Groups for adolescent mothers, young widows, and persons with disabilities to co-implement community-based interventions.
- Village Advisory Committees (VACs) to facilitate community feedback, grievance redress, and program design input.
- Climate Champions, Health Ambassadors, and Entrepreneur Mentors to localize and sustain thematic outcomes.

These community actors will be trained, supported, and monitored through regular engagement and reflection forums.

5.1.4: Operations Department

The Operations Department plays a critical enabling role in ensuring that HEDSO's programs and strategic initiatives are delivered effectively, efficiently, and in compliance with government rules and regulations, organization internal policies and donor requirements. As the backbone of the organization, the department supports seamless coordination across all thematic pillars by managing Human Resource, Finances and logistical systems, infrastructure, procurement, and administrative functions that drive performance and impact.

The entire Department will: -

- Provide day-to-day administrative support to all departments and field offices.
- Coordinate logistics for program implementation, including transportation, accommodation, events, workshops, and community outreaches.
- Ensure timely acquisition and distribution of supplies, materials, and equipment across project sites.
- Maintain and update asset and inventory records in accordance with HEDSO's policies.
- Lead the procurement planning process and oversee the acquisition of goods and services based on procurement guidelines.
- Ensure transparent and competitive bidding processes that uphold value for money and ethical standards.
- Establish and maintain relationships with vetted suppliers, service providers, and vendors.
- Monitor supply chain efficiency and mitigate risks in material delivery and contract management.
- Manage and maintain HEDSO's physical assets, including offices, vehicles, ICT equipment, and field tools.
- Ensure compliance with safety, security, and environmental standards across all facilities.
- Facilitate office space upgrades, repairs, and maintenance as needed to support a safe and productive work environment.

5.1.5: Knowledge Management and Learning

The Knowledge Management and Learning (KML) Department at HEDSO plays a pivotal role in ensuring that the organization is learning-driven, evidence-based, transparent, and impactful. By integrating the Communication Office and the Monitoring, Evaluation, Accountability, and Learning (MEAL) Office, the KML Department serves as the central hub for documentation, internal learning, public engagement, and performance tracking across all strategic pillars. The KML Department will:

- Drive organizational learning by collecting, synthesizing, and disseminating actionable knowledge and good practices.
- Provide real-time insights to inform adaptive programming and decision-making.
- Ensure transparency and accountability through participatory monitoring and inclusive evaluation systems.
- Amplify HEDSO's voice and impact through strategic communications and storytelling.
- Facilitate internal and external knowledge exchange to strengthen cross-sectoral collaboration.

The MEAL Office is responsible for managing the performance and evidence systems across all HEDSO programs. Its roles include:

- Develop and Operationalize MEL Frameworks by designing and implementing monitoring and evaluation plans aligned with the strategic plan indicators, theory of change, and donor requirements.
- Track Program Performance by Collecting, analyzing, and visualizing data on outputs, outcomes, and impact across the four strategic pillars (HEAL-WELL, 3Es, SLAC, GDI).
- Strengthen Accountability Mechanisms by Setting up community feedback channels (e.g. suggestion boxes, SMS platforms, forums) to ensure stakeholder voices inform programming and address grievances effectively.
- Facilitate Learning and Adaptation by Conducting quarterly learning reviews, after-action reviews, and reflection workshops to integrate lessons into program design and delivery.
- Support Data-Driven Decision Making by Generating dashboards, policy briefs, and program reports to support strategic, timely, and informed decisions by management and partners.
- Lead Evaluations and Research through the Management of mid-term and end-term evaluations, impact assessments, and operational research in collaboration with external evaluators and academic institutions.

The Communication Office is responsible for managing internal and external communications, public relations, and brand positioning to advance HEDSO's mission.

Key Roles include:

- Strategic Communication Planning through the development and implementation of communication strategies aligned with the strategic plan, advocacy goals, and stakeholder engagement priorities.
- Brand Visibility and Media Engagement to promote HEDSO's work through traditional and digital media, press releases, op-eds, documentaries, and interviews.
- Digital Engagement through the management of HEDSO's website, social media channels, e-newsletters, and digital campaigns to reach targeted audiences, especially youth and development partners.
- Internal Communication by facilitating timely information sharing across departments and with field teams through internal newsletters, staff bulletins, and coordination meetings.
- Content Development through documentation and production of compelling stories of change, human interest pieces, publications, and donor communication materials.
- Crisis and Risk Communication through Preparation and guidance on the organization's communication response to emergencies, public criticism, or misinformation.

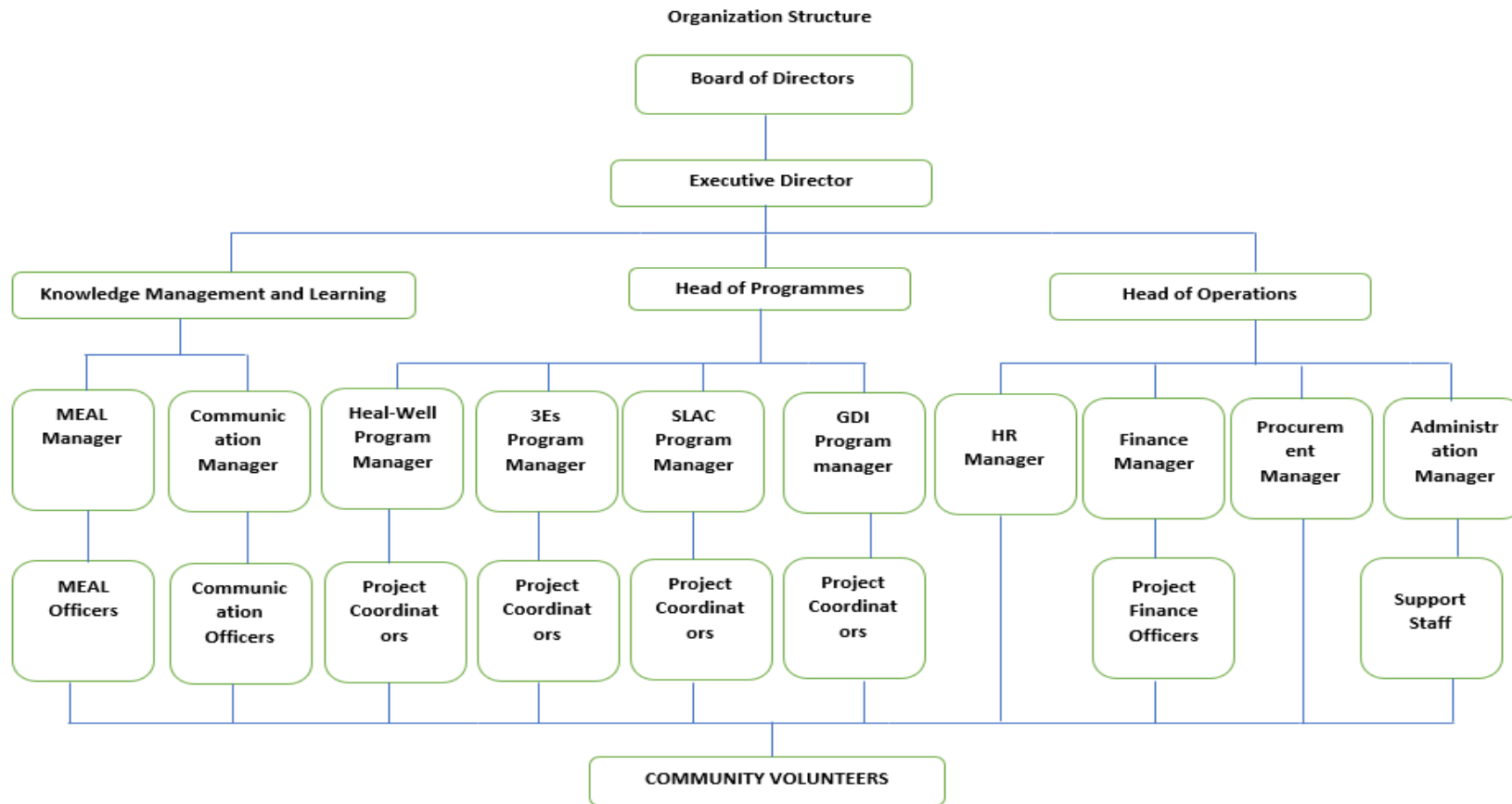
The KML Department will also have Mandate on: -

- Institutional Learning by Leading organizational knowledge-sharing sessions, thematic dialogues, and learning exchanges among staff, partners, and communities.
- Knowledge Repository through the development and management of digital and physical repositories of research, manuals, reports, policy papers, toolkits, and learning products.
- Capacity Strengthening through training HEDSO staff and Community partners on data collection, documentation, storytelling, evaluation techniques, and knowledge transfer.
- Learning Partnerships through Collaborating with universities, think tanks, and technical agencies to generate, validate, and disseminate knowledge products.
- Influence and Thought Leadership by positioning HEDSO as a thought leader by showcasing innovation, evidence, and impact at local, national, and global platforms.



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5.2: Organogram



Terms (Heal-well = Integrated Health and Wellbeing | 3Es = Education, Employment and Enterprise Development

| SLAC = Sustainable Livelihoods, Agribusiness, and Climate Justice | GDI = Governance, Diversity and Inclusion

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SECTION 6: THE PLAN LOGICAL FRAMEWORK AND 5 YEARS BUDGET

6.1: Overview

This Implementation Logical Framework serves as the practical roadmap for translating HEDSO's 2025-2030 Strategic Plan into action. It outlines the strategic objectives, key interventions, responsible actors, timelines, and performance indicators that will guide delivery over the five-year period. The matrix ensures alignment between our vision and day-to-day activities by breaking down high-level goals into measurable, trackable steps.

Through this tool, HEDSO strengthens accountability, resource allocation, and coordination across programs. It highlights cross-cutting priorities such as gender equality, youth empowerment, disability inclusion, and human rights protection, ensuring they are integrated into every intervention. The matrix also embeds monitoring and evaluation mechanisms to track progress, measure impact, and enable adaptive learning throughout the implementation cycle.

In essence, the Implementation Matrix is not just a planning instrument—it is a management and accountability framework. It allows HEDSO to move from strategy to results, ensuring that commitments made in the 2025-2030 Strategic Plan are systematically realized and that the organization remains responsive to the evolving operating context.

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6.2: HEDSO 2025-2030 Logical frame Table

Pillar Area 1 Integrated Health and Wellbeing (Heal-Well)			
Objective 1.1	Increase access to integrated primary health care services by establishing and strengthening at least one youth- and disability-friendly service delivery point in each sub-county of targeted 10 Counties in Kenya by the end of 2030.		
Key Interventions	<p>1.1.1: Advocate for strengthening youth and disability-friendly service delivery points in each subcounty of the 10 targeted Counties.</p> <p>1.1.2: Train at least 10,500 village-based Community Health Promoters and Health centers facility staff in the 10 targeted Counties on inclusive service provision and client-centered care.</p> <p>1.1.3: Deploy at least one mobile clinic targeting remote Sugar-belt and fishing communities in the targeted 10 Counties.</p>		
Outcomes	Objectively Verifiable Indicators (OVIs)	Means of Verification	Assumptions
Immediate Outcomes (1-3 years)	- Number of health facilities per sub-county assessed and selected for upgrading.	- Facility assessment reports.	- Health facilities and county teams cooperate.
	-Number of health workers trained in youth-friendly and disability-inclusive services.	- Training records, attendance lists, certificates.	- Trainers and technical experts are available.
	-Availability of ramps, assistive devices, inclusive signage, and equipment in selected facilities.	- Procurement and installation reports. - Monitoring visit reports.	- Procurement processes are transparent and timely.
Mid-term Outcomes (3-6 years)	- % of targeted facilities operational as youth- & disability-friendly service points.	- DHIS2 and facility utilization data (age, sex, disability disaggregation).	- AGYWs, Youth and PWDs are aware and willing to use services.
	-Number of youth and PWDs accessing SRHR, mental health, and PHC services.	- County health performance reports.	- Counties allocate recurrent budgets.
	- % of facilities conducting routine outreach and education activities.		- No major disruption in service delivery (strikes, epidemics).

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	- Level of community awareness of available inclusive services.	- Community feedback surveys, FGDs. - Outreach activity reports.	
Long-term Outcomes (6-10 years)	- At least 1 functional youth- & disability-friendly service delivery point in each sub-county of 10 counties (target 100% by 2030).	- National & County Health Department annual reports. - Independent midline & end-line evaluations.	- Sustained political & financial commitment to inclusive health. - Partnerships with CSOs, youth networks & DPOs remain strong.
	At least 50 % increase in service utilization by youth & PWDs compared to baseline by 2030.	- Client satisfaction surveys & service quality assessments.	- National health policies continue supporting integration.
	At least 80% Client satisfaction rate among youth & PWDs accessing services.	- Policy documents, county health plans, MoH circulars.	- No prolonged instability or disasters disrupt systems.
	Policy adoption and institutionalization of youth- & disability-friendly standards.		

Objective 1.2:	Strengthen Capacity of 1000 young community health Champions and peer educators on delivering inclusive and culturally sensitive health education and psychosocial support tailored to the needs of AGYW, youth, and PWDs in the 10 targeted Counties in Kenya by the end of 2030.		
Key Interventions	1.2.1: Develop 500,000 comprehensive Community users Family Health Education and Resource Pack for peer educators. 1.2.2: Facilitate 1000 county-based youth mentorship forums on psychosocial first aid. 1.2.3: Support at least 1000 peer-led community outreach forums on SRHR and mental health awareness		
Outcomes	Objectively Verifiable Indicators (OVIs)	Means of Verification	Assumptions
Immediate Outcomes (1-3 years)	At least 500,000 culturally sensitive and inclusive training resources and IEC materials developed and distributed. Disaggregated 1,000 peer educators and champions trained by 2025 and 80% show improved scores in pre/post-tests.	- Curricula, manuals, Training reports, attendance registers - Pre/post-test evaluation reports. - Activity reports from trainers and supervisors.	Adequate trainers and technical support are available. - Youth, AGYW, and PWDs are willing to participate. - Cultural and community leaders support inclusive approaches.

Mid-term Outcomes (3-6 years)	At least 5,000 outreach/education sessions conducted by 2028.	<ul style="list-style-type: none"> - Outreach activity reports. - Monitoring and supervision reports. - Beneficiary surveys, FGDs, and KIIs. - Case studies and success stories. - County health statistics. 	<ul style="list-style-type: none"> - County health systems integrate peer educators into community health structures. - Peer educators remain motivated and supported. - No major disruptions (political unrest, natural disasters).
	60% of champions actively engaged in community initiatives 2+ years after training.		
	70% of beneficiaries report increased awareness of SRHR, mental health, and disability-inclusive services.		
	50% report improved psychosocial support access.		
Long-term Outcomes (6-10 years)	60% of targeted primary health facilities in 10 counties adopt inclusive youth and disability-sensitive health education programs by 2030.	<ul style="list-style-type: none"> - County and national health sector reports. - End line evaluation studies. - Policy/strategy documents showing integration of peer educators. - Community satisfaction surveys and focus groups. 	<ul style="list-style-type: none"> - Continued government and donor support for inclusive health systems. - Policies on SRHR, disability inclusion, and mental health remain enforced. - Communities sustain support for youth-led interventions. - Stable socio-political and economic environment in Kenya.
	Significant reduction in stigma and barriers to accessing SRHR and mental health services (measured through surveys and baseline/end line comparisons)		
	Evidence of integration of youth champions in county/community health structures and policy frameworks.		

Objective 1.3:	To improve early detection and management of health conditions affecting AGYW, youth, and PWDs by integrating routine screening for mental health wellness and SRHR needs into at least 60% of primary health care facilities in the targeted 10 Counties in Kenya by 2030.
Key interventions	<p>1.3.1: Influence the integration of mental health and SRHR screening services in level 2 health facilities within the 10 targeted Counties.</p> <p>1.3.2: Conduct at least 100 Community free health screening drives in the 10 targeted Counties.</p>

	1.3.3: Create Community referral pathways with trained health Promoters to 10 County Health facilities for follow-up support.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 years)	- % of PHC facilities with staff trained on routine mental health & SRHR screening (Target: 30% by Year 2)	- Training reports & attendance registers	- MoH/County governments provide technical and financial support
	- Number of health workers trained on disability-inclusive screening (disaggregated by county)	- Facility supervision checklists	- Screening tools and training resources remain available
	- Availability of standard screening tools & guidelines in PHC facilities	- MoH guidelines and circulars distributed	- Health workers willing to adopt new protocols
Mid-Term Outcomes (3-5 years)	- % of PHC facilities providing routine integrated screening for AGYW, youth & PWDs (Target: 45% by Year 5)	- DHIS2 reports	- Communities accept and utilize screening services
	- Number and proportion of AGYW, youth & PWDs screened annually (disaggregated)	- Facility service delivery registers	- Referral systems remain functional
	- % of identified cases referred for further management	- Referral tracking records	- Stigma reduction efforts effective, especially for mental health & disability
		- Community feedback / scorecards	
Long-Term Outcomes (By 2030)	- % of PHC facilities in target counties with routine screening integrated (Target: ≥60% by 2030)	- DHIS2 aggregated data	- Sustained political commitment to UHC, SRHR & mental health
	- % reduction in undiagnosed/untreated mental health & SRHR conditions among AGYW, youth & PWDs	- Independent evaluation reports	- Adequate budget allocation & donor support sustained
	- Client satisfaction rate with services (Target: ≥75%)	- Client satisfaction surveys	- No major disruptions (e.g., pandemics, prolonged strikes, insecurity)
		- National & county health statistics	

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Objective 1.4:	To develop and roll out youth friendly digital GBV response, health education and referral platform providing accurate, age-appropriate, and disability-accessible content on mental health, SRHR, and physical wellness for at least 1 million young people in Kenya by the end of 2030.		
Key Interventions	1.4.1: Develop one multilingual, disability-friendly mobile app and USSD platform. 1.4.2: Train 500 community-based Organizations (CBOs) in the 10 targeted Counties on digital reporting and content creation for SGBV campaign and effective usage of the Community GBV digital response App. 1.4.3: Run an interactive social media campaigns targeting youth with SRHR, GBV, and health tips		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 years)	Functional digital platform developed, tested, and launched by 2025.	Platform analytics reports (user registrations, active users, referral clicks, downloads, chat interactions).	Youth have consistent access to mobile phones, internet connectivity, or community digital hubs.
	% of content adapted to meet accessibility standards (e.g., text-to-speech, sign language, captions, and simplified versions).		
	Number of partnerships established with health, GBV, and referral service providers.	Partner service records (health facilities, GBV response centers, helplines).	Political, legal, and regulatory environment remains supportive of digital SRHR and GBV interventions.
Mid-Term Outcomes (3-5 years)	At least 1 million unique youth users (disaggregated by age, sex, disability status, and location) engaged with the platform by 2030.	User feedback surveys, focus group discussions, and satisfaction ratings.	Partnerships with government, telecom providers, and civil society are sustained throughout the project.
	Average monthly active users reach at least 150,000 by 2030.	Accessibility audit reports of platform features.	

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	At least 60% of users report increased knowledge of SRHR, mental health, and physical wellness.		Adequate funding is secured for platform development, updates, and promotion until 2030.
	At least 40% of users utilize referral services through the platform (calls, chats, or referrals to partner facilities).		Cultural and religious leaders support dissemination of SRHR and mental health information
Long-Term Outcomes (6 -10 years)	Percentage of youth reporting improved access to credible health and GBV information.	Baseline and endline knowledge, attitudes, and practices (KAP) survey reports.	Digital safety and privacy are ensured, encouraging youth trust in the platform.
	Reduction in misinformation on SRHR and mental health among target youth (baseline vs. end line survey).	Government and NGO reports on youth health, SRHR, and GBV service uptake.	GBV and health referral systems remain functional and responsive.
	Percentage of youth survivors of GBV successfully linked to response services via the platform.		

Objective 1.5:	To reduce stigma, stereotypes and discrimination around mental health and SRHR among AGYW and PWDs through targeted community awareness campaigns and stakeholder dialogues in the targeted 10 counties in Kenya by the end of 2030		
Key Interventions	<p>1.5.1: Conduct 1000 school and community-based dialogue forums in different learning institutions within the 10 targeted Counties.</p> <p>1.5.2: Train 500 Community Based Organizations with the 10 targeted Counties on the use theatre, poetry, and drama for individuals sharing of lived experiences to break the silence on stigma.</p> <p>1.5.3: Train and engage at least 5000 young religious and cultural leaders in the 10 targeted counties as health and behaviour change champions.</p>		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions

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Short Term Outcomes (1 - 2 Years)	At least 100 community awareness campaigns and 50 stakeholder dialogues conducted in 10 counties.	- Project progress/activity reports.	- Communities are open to discussing sensitive issues.
	- 70% of trained leaders and service providers demonstrate improved knowledge on inclusive mental health and SRHR.	- Training pre/post-test results.	- Leaders and service providers are willing to be trained.
	- Increased participation of AGYW and PWDs in dialogues and campaigns.	- Campaign attendance registers.	- Media and digital platforms remain accessible.
Mid term Outcomes (3 - 5 years)	- 40% increase in positive community attitudes toward AGYW and PWDs compared to baseline.	- Media monitoring reports (radio/social media).	- Leaders and service providers sustain their role as champions.
	- 30% increase in AGYW and PWDs accessing SRHR and mental health services without fear of discrimination.	KAP midline survey.	- County governments support stigma-reduction initiatives.
	At least 5 county-level policies or bylaws adopted supporting inclusion and stigma reduction.	- Health facility service uptake records.	- AGYW and PWDs feel safe to seek services.
Long term Outcomes (6 - 10 Years)	- 60% reduction in stigma and discrimination scores among AGYW and PWDs (baseline vs. endline).	- Policy review reports and county assembly resolutions.	- Political and social environment remains conducive.
	- 50% increase in equitable access to SRHR and mental health services across 10 counties.	- Community feedback /perception surveys.	- Sustained funding and technical support.
	Existence of sustainable community structures (youth/parent support groups, inclusive committees) addressing stigma and discrimination.	- Baseline, midline, and end-line evaluation reports.	- National policies on SRHR and mental health are implemented effectively.
		- National and county health facility records.	- Communities take ownership to sustain interventions.
		- Documentation of functional community structures.	
		- Independent evaluation reports.	

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Pillar 2:	Education, Employment and Enterprise Development (3Es)
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Objective 2.1:	Support enrolment and retention of at least 5,000 AGYWs, youth, and PWDs in primary, secondary, tertiary, and non-formal education programs through scholarships, mentorship, and inclusive learning environments in the 10 targeted Counties of Kenya by 2030.		
Key Interventions	2.1.1: Provide scholarships and dignity kits to 500 vulnerable learners per county in the 10 targeted counties. 2.1.2: Establish and strengthen 100 school based mental health clubs with psychosocial support in the 10 targeted Counties. 2.1.3: Pilot and establish County based inclusive education peer networks and mentorship hubs in the 10 targeted counties.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short Term Outcome (1-2 years)	At least 2,000 learners enrolled in different education levels within 2 years with Enrolment records showing increased numbers of AGYWs, youth, and PWDs.	- School and training institution registers - Scholarship award lists - County Education Office reports	Families and communities support enrolment; scholarships disbursed on time.
	Mentorship programs established in all 10 counties with Number of functional mentorship clubs/peer networks formed.	-Mentorship program reports - Partners activity reports	Qualified mentors are available and willing to volunteer.
	At least 20 schools/centers adapted for inclusivity (ramps, learning aids, etc.) plus Number of such institutions with disability-friendly infrastructure and learning aids.	- School inspection reports - Project monitoring visits	Government and schools allow infrastructural modifications.
Midterm Outcomes (3 -5 Years)	At least 70% of enrolled learners retained by year 5 with Cohort tracking reports and dropout rates reduced.	- School records - County EMIS data - Independent evaluations	Households are able to sustain learners with complementary support.
	At least 100 institutions demonstrate sustainable inclusive practices plus of schools	- MoE reports - Teacher training records	Government supports inclusive education through policy enforcement.

	with inclusive policies, accessible facilities, and trained staff.		
	At least 50 peer-support/mentorship networks are functional across the counties with specific number of active peer-support/mentorship activities.	Mentorship reports - Youth group activity records	Youth participation remains high, and cultural attitudes remain supportive.
Long term Outcomes (6-10 years)	At least 5,000 AGYWs, youth, and PWDs enrolled and retained with a cumulative enrolment and completion data by 2030.	- National EMIS reports - Project end line evaluation - Beneficiary tracer studies	Stable political and economic environment supports long-term programming.
	At least 60% transition of retained learners to higher levels (secondary → tertiary → employment/skills training) with - Transition rates documented.	- MoE transition reports - Training institution admission data - Labor market surveys	Job/skills opportunities exist for graduates.
	Improved socio-economic outcomes among beneficiaries with % of AGYWs, youth, and PWDs reporting improved livelihood opportunities by 2030.	- Beneficiary surveys - National labor force surveys	Continued investment in education-to-employment pathways.

Objective 2.2:	Establish and implement vocational and digital skills training programs to equip at least 10,000 AGYWs, youth, and PWDs with job-relevant competencies through partnership with technical institutions and private sector actors by 2030.
Key Interventions	2.2.1: Partner with TVETs in each targeted county to offer inclusive training and certification on Skills for Prior Learning attained by AGYWs and PWDs. 2.2.2: Launch inter county digital literacy bootcamps targeting young agribusiness entrepreneurs seeking online learning on modern fish farming and alternative sugarcane smart farming.

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Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short term Outcomes (1-2 years)	Increased enrolment of AGYWs, youth, and PWDs in vocational and digital skills programs with number of beneficiaries enrolled in training programs (target: 3,000 by Year 3) and Gender and disability-disaggregated data available	<ul style="list-style-type: none"> - Training institution records - Partner reports - Registration forms 	<ul style="list-style-type: none"> - Training programs are affordable and accessible. - Community sensitization encourages participation of AGYWs and PWDs.
	Strengthened partnerships with technical institutions and private sector actors with number of formal MoUs signed with TVETs and private companies (target: 15 by Year 3).	<ul style="list-style-type: none"> - Signed partnership agreements - Meeting minutes - MoU documentation 	<ul style="list-style-type: none"> - Private sector actors are willing to collaborate. - Technical institutions have capacity and resources to engage.
	Availability of training curricula tailored to market needs. With number of market-aligned curricula developed and validated (target: at least 5 new/updated curricula).	<ul style="list-style-type: none"> - Curricula documents - Validation workshop reports 	<ul style="list-style-type: none"> - Labour market assessments are accurate and accepted. - Stakeholders support curriculum adaptation.
Mid term Outcomes (3-5 Years)	Improved technical and digital competencies among trained beneficiaries with % of trainees completing training and passing assessments (target: 70% completion rate) and number of trainees certified by accredited institutions (target: 5,000 by Year 5).	<ul style="list-style-type: none"> - Exam results - Certification records - Training completion reports 	<ul style="list-style-type: none"> - Training quality meets accreditation standards. - Beneficiaries have consistent attendance.
	Increased internship, apprenticeship, and job placement opportunities through private sector linkages with number of beneficiaries placed in internships/apprenticeships (target: 5,000 by Year 5).	<ul style="list-style-type: none"> - Placement records - Employer reports - Follow-up surveys with beneficiaries 	<ul style="list-style-type: none"> - Private sector has capacity to absorb interns/apprentices. - Economic environment supports job opportunities.

	3,500 by Year 5) and % of partner firms hosting interns/apprentices.		
	Strengthened institutional capacity to deliver inclusive vocational and digital skills training with number of instructors trained on inclusive pedagogy and digital tools and % of training facilities with accessible infrastructure (target: 60% by Year 7).	<ul style="list-style-type: none"> - Training institution reports - Capacity building reports - Infrastructure audit reports 	<ul style="list-style-type: none"> - Institutions commit to inclusivity. - Funding available for infrastructure adjustments.
Long term Outcomes (6-10 Years)	Increased employment and entrepreneurship among trained AGYWs, youth, and PWDs with % of trained beneficiaries in decent jobs or running enterprises (target: 60% by Year 10) and at least 2,000 beneficiaries supported to start micro-enterprises.	<ul style="list-style-type: none"> - Labour market surveys - Employment tracking systems - Business registration/licensing records 	<ul style="list-style-type: none"> - Stable economic and policy environment. - Access to start-ups capital and business support services available.
	Improved income levels and livelihoods of trained beneficiaries with average income of beneficiaries compared to baseline (target: 40% increase by Year 10) and % reduction in unemployment among beneficiaries.	<ul style="list-style-type: none"> - Household income surveys - National labour force surveys - Beneficiary follow-up reports 	<ul style="list-style-type: none"> - Labour market demand remains strong. - Inflation and cost of living remain manageable.
	Sustained partnerships between institutions, private sector, and government in skills development with number of ongoing public-private partnerships beyond project funding and Integration of project approaches into county/national skills development policies	<ul style="list-style-type: none"> - Policy documents - Memoranda of understanding - Government reports 	<ul style="list-style-type: none"> - Government maintains commitment to TVET and digital skills agenda. - Private sector continues to prioritize skills investment.

Objective 2.3	Facilitate access to business incubation, start-up capital, and mentorship for at least 5,000 AGYWs, youth, and PWDs to launch and sustain income-generating ventures for self-reliance by 2030.		
Key Interventions	2.3.1: Train at least 300 young mothers and youth in each targeted county on income-generating activities. 2.3.2: Provide business coaching and market access linkages for young entrepreneurs. 2.3.3: Set up community-based revolving microgrants for youth enterprises.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short Term Outcomes (1-2 Years)	Increased access of AGYWs, youth, and PWDs to entrepreneurship training, mentorship, and incubation programs with number of beneficiaries enrolled in business incubation and mentorship programs (disaggregated by gender, age, disability), % of beneficiaries reporting improved entrepreneurial knowledge and skills and Number of mentorship sessions and incubation hours delivered.	<ul style="list-style-type: none"> - Program training attendance sheets and incubation center records. - Pre- and post-training/mentorship assessment reports. - Progress reports from implementing partners. 	<ul style="list-style-type: none"> - Beneficiaries are willing to participate and available for training. - Adequate trainers, mentors, and incubation facilities are available. - Cultural and social barriers do not prevent participation, especially for AGYWs and PWDs.
Mid-term Outcomes (3-5 years)	Increased number of AGYWs, youth, and PWDs accessing start-up capital and launching viable income-generating ventures with number of beneficiaries who accessed start-up capital (loans, grants, equity, microfinance), % of incubated business ideas translated into operational enterprises and % of enterprises reporting profitability or sustained operations after 12 months. Employment created through new ventures (direct and indirect).	<ul style="list-style-type: none"> - Financial records from microfinance institutions, SACCOs, and grants disbursed. - Business registration certificates and operational permits. - Annual business progress surveys and monitoring reports. - Testimonials and case studies from beneficiaries. 	<ul style="list-style-type: none"> - Financial institutions and partners remain committed to supporting AGYWs, youth, and PWDs. - Economic and political environment remains relatively stable. - Beneficiaries effectively apply skills and mentorship into practice.

Long-term Outcomes (6-10 years)	Sustained self-reliance and socio-economic empowerment of AGYWs, youth, and PWDs through successful enterprises with at least 5,000 AGYWs, youth, and PWDs have established and sustained income-generating ventures, % of enterprises still operational after 3+ years. Increase in household income levels among beneficiaries by at least 40%.	<ul style="list-style-type: none"> - Longitudinal business performance surveys. - Government economic and labor force statistics. - Household income and expenditure surveys. - Independent evaluation reports. 	<ul style="list-style-type: none"> - Market demand remains favourable for small enterprises. - Policy and regulatory environment continue to support MSMEs. - No major economic shocks (e.g., pandemics, political instability) disrupt business sustainability. - Social norms continue to support inclusion of AGYWs, youth, and PWDs in entrepreneurship.
	% reduction in unemployment /underemployment among targeted groups in project areas and % of beneficiaries reinvesting in communities (e.g., employing others, mentoring peers).		

Objective 2.4:	Establish career development hubs in the targeted 10 counties to provide job readiness training, career counselling, and linkages to internship and apprenticeship opportunities for at least 5,000 beneficiaries by 2030.		
Key Interventions	2.4.1: Launch and conduct bi-annual Career Days and job fairs with partners in each targeted county. 2.4.2: Conduct Bi-annual Job orientation and preparation Hackathon for young graduates.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 Years)	Career hubs established, services rolled out, and initial beneficiaries reached with at least 10 hubs established with equipped facilities. At least 2,000 beneficiaries enrolled in training programs by end of 2027 and at least 1,000 youth receive career counselling sessions by 2025.	<ul style="list-style-type: none"> - Facility establishment reports. - Training and counselling attendance records. - Monitoring & Evaluation (M&E) reports. - Baseline and midline surveys. 	<ul style="list-style-type: none"> - Timely hub establishment. - Adequate trainers/counsellors recruited. - Youth sensitized and willing to enrol.

Medium-Term Outcomes (3-5 years)	Increased skills and employability among youth beneficiaries with at least 70% of trained youth demonstrate improved employability skills (measured through pre/post assessments).	<ul style="list-style-type: none"> - Skills assessment reports. - Counselling session records. - Beneficiary follow-up surveys. - Internship/job placement records. 	<ul style="list-style-type: none"> - Employers provide quality internship/apprenticeship experiences. - Training curriculum aligned with market needs. - Minimal dropout rates among beneficiaries.
	At least 60% of beneficiaries receive career counselling services and at least 40% successfully transition to internships, apprenticeships, or jobs		
Long Term Outcome (6-10 Years)	Improved employability and economic opportunities for youth and marginalized groups in 10 counties with at least 5,000 beneficiaries employed or self-employed by 2030.	<ul style="list-style-type: none"> - Labor market surveys & county employment records. - Tracer studies of program graduates. - Household income surveys. 	<ul style="list-style-type: none"> - Stable macroeconomic environment with growing job market. - Employers remain open to partnerships. - Political stability and security in counties.
	60% reduction in unemployment rate among trained beneficiaries in targeted counties, with increased income levels of beneficiaries (average 40 % increase in earnings compared to baseline).		

Objective 2.5:	Engage in evidence-based advocacy with County governments and stakeholders to influence county-level policy reforms that promote inclusive Early childhood education and economic empowerment of marginalized children and youth by 2030.
Key Interventions	<p>2.5.1: Hold County based policy dialogues with county education and youth departments in all the targeted Counties.</p> <p>2.5.2: Conduct participatory research on barriers to inclusive learning in the targeted Counties.</p> <p>2.5.3: Build coalitions with other CSOs for policy change campaigns in the targeted Counties and National.</p>

Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-3 years)	Increased generation and use of evidence to inform advocacy through number of research/assessment reports on ECE and youth economic empowerment developed, Number of policy briefs shared with county governments and stakeholders and % of stakeholders reporting improved awareness of inclusion issues	<ul style="list-style-type: none"> - Published research reports - Policy briefs and position papers - Workshop/training attendance lists and reports 	Stakeholders are open to evidence and willing to engage in dialogue.
	Strengthened stakeholder engagement and partnerships for inclusive policy advocacy with Different numbers of county-level advocacy meetings conducted, different number of partnerships/coalitions formed with CSOs, community groups, and county officials and % increase in participation of marginalized groups in advocacy platforms	<ul style="list-style-type: none"> - Meeting minutes - MoUs/partnership agreements - Stakeholder engagement reports 	County governments and partners remain committed to inclusive governance and reforms
Mid-Term Outcomes (3-5 years)	County-level policies and frameworks integrate inclusive ECE and youth economic empowerment with Number of county ECE policies revised to include marginalized children, Number of county youth economic empowerment strategies developed /strengthened and % budget allocation increase for inclusive ECE and youth programs.	<ul style="list-style-type: none"> - County policy documents - County budget statements - Progress reports from County Assemblies 	Political goodwill exists for policy reform; county budget priorities align with education and youth

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	Enhanced participation of marginalized children, youth, and communities in policy-making processes with increased % in representation of marginalized groups in county policy dialogues. Number of participatory forums convened with marginalized communities and number of recommendations from marginalized groups integrated into policy drafts.	<ul style="list-style-type: none"> - County Assembly Hansards - Community forum reports - Civil society advocacy reports 	Community voices are respected and integrated into county decision-making
Long-Term Outcomes (7-10 years)	Counties implement inclusive ECE systems and sustainable youth economic empowerment programs with % of marginalized children enrolled in inclusive ECE programs.	<ul style="list-style-type: none"> - County education sector reports - School enrolment and retention data 	<ul style="list-style-type: none"> - Policies are implemented effectively; county budgets are sustained. - Stable socio-political environment; minimal external shocks (e.g., pandemics, conflicts)
	Reduction in dropout rates among marginalized children with % increase in youth accessing county economic empowerment programs (loans, skills training, entrepreneurship support)	<ul style="list-style-type: none"> - County youth program monitoring reports - National/County Education Management Information System (EMIS) 	
	Improved educational and economic outcomes for marginalized children and youth with Literacy and numeracy levels among marginalized ECE learners improved by 40%.	<ul style="list-style-type: none"> - Labor market surveys - Household income and livelihood assessment reports 	
	Employment/self-employment rates of marginalized youth increased by 40% and Household income levels of targeted families improved		

Pillar 3:	Sustainable Livelihoods, Agribusiness, and Climate Justice (SLAC)
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Objective 3.1	Improve knowledge and capacity of 5,000 households of AGYWs, youth, and PWDs across 10 counties in Kenya on land rights, policy advocacy, and inclusive land governance by 2030.		
Key Interventions	3.1.1: Conduct community-based and digital forums on land tenure and succession planning in the targeted counties. 3.1.2: Train local leaders, youth and Women on inclusive land governance in the targeted counties. 3.1.3: Develop and distribute Community friendly and accessible IEC materials on land laws and policies.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-term Outcome (1-2 years)	Increased knowledge and awareness of land rights, policies, and inclusive governance among target households with at least 5,000 households reached through trainings, dialogues, and awareness campaigns by year 2, and at least 70% of participants demonstrate increased knowledge on land rights (via pre/post-test scores). Also at least 30 county-level sensitization forums held on inclusive land governance.	<ul style="list-style-type: none"> - Training registers, attendance sheets. - Pre- and post-training assessments. - Awareness campaign reports (radio, community forums, social media). - Partner NGO/CSO reports. 	<ul style="list-style-type: none"> - Households are willing to participate in trainings and awareness forums. - Availability of resources for capacity building. - Trainers and facilitators have the technical expertise.
Mid-term Outcome (3-5 years)	Enhanced capacity of households, youth, AGYWs, and PWDs to engage in land rights advocacy and governance structures with: <ul style="list-style-type: none"> - At least 70% of trained participants demonstrate improved knowledge in land rights (pre/post-test results). 	<ul style="list-style-type: none"> - Training evaluation reports. - Membership and activity records of advocacy groups. - County land governance meeting records. - Independent evaluation /assessment reports. 	<ul style="list-style-type: none"> - Community leaders and elders support inclusion of marginalized groups. - Civil society organizations sustain advocacy efforts. - Minimal resistance from existing power structures.

	<ul style="list-style-type: none"> - At least 50 active community advocacy groups/land rights champions established across 10 counties. - Representation of AGYWs, youth, and PWDs in land governance committees increased by 30% in targeted counties. 		
Long-term Outcome (6-10 years)	<p>Target households actively claim and defend their land rights, and engage in inclusive policy advocacy processes with: -</p> <ul style="list-style-type: none"> - At least 60% of trained households report exercising land rights and participating in governance forums by 2030. - 40% of land-related disputes involving target households resolved through inclusive governance structures. - At least 5 county-level policies influenced by AGYW, youth, and PWD advocacy networks. 	<ul style="list-style-type: none"> - Household follow-up surveys. - Records from land tribunals/ADR (Alternative Dispute Resolution) forums. - Reports from advocacy networks/CSOs. - County assembly Hansards. 	<ul style="list-style-type: none"> - Households apply acquired knowledge and skills. - Local land governance systems are accessible and responsive. - Advocacy spaces remain open and inclusive.
	<p>Strengthened inclusive land governance and equitable access to land rights for AGYWs, youth, and PWDs in 10 counties with: -</p> <ul style="list-style-type: none"> - % increase in equitable access to land ownership and use by AGYWs, youth, and PWDs (baseline vs endline). - Reduction in reported land rights violations and disputes involving target groups by at least 40% by 2030. 	<ul style="list-style-type: none"> - National and county land registry reports. - Policy and legislative documents. - Household/endline surveys. - Civil society and government reports. 	<ul style="list-style-type: none"> - National and county governments remain committed to land reforms. - Political stability and security allow advocacy work. - Stakeholders (elders, cultural leaders, land boards) are receptive to inclusive governance.

	- Policy/legal reforms adopted to support inclusive land governance in at least 7 out of 10 counties.		
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Objective 3.2	Support the establishment and scaling of 500 climate-smart agribusiness enterprises led by AGYWs, youth, and PWDs in 10 targeted counties of Kenya by the end of 2030.		
Key Interventions	<p>3.2.1: Incubate green enterprises for AGYWs, youth and PWDs to promote climate smart vertical farming and organic farming inputs.</p> <p>3.2.2: Link Women, youth and PWDs Agripreneurs to extension services and e-agriculture tools.</p> <p>3.2.3: Organize bi-annual county agribusiness expos to showcase innovations in each targeted County.</p>		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 years)	<p>Establishment and capacity-building of new agribusiness enterprises with: -</p> <ul style="list-style-type: none"> - 500 AGYWs, youth, and PWDs trained on climate-smart agribusiness by 2025. - At least 200 enterprises formally registered by end of 2026. - 70% of trained participants apply acquired skills in enterprise development. - 60% of start-ups receive initial seed capital or grants. 	<ul style="list-style-type: none"> - Training attendance sheets and evaluation reports. - Enterprise registration certificates. - Project monitoring reports. - Grant/seed capital disbursement records. 	<ul style="list-style-type: none"> - Willingness of AGYWs, youth, and PWDs to participate. - Adequate technical and financial support available. - Favourable county-level policies on enterprise registration and start-ups.
Medium-Term Outcomes (3-5 years)	<p>Expansion and scaling of established enterprises across the 10 counties with: -</p> <ul style="list-style-type: none"> - At least 350 enterprises scaled to commercial level by 2029. 	<ul style="list-style-type: none"> - Business growth reports. - Financial institution loan/credit records. - Market linkage and value chain documentation. 	<ul style="list-style-type: none"> - Continued access to finance and credit facilities. - Private sector and government buy-in for agribusiness value chains.

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	<ul style="list-style-type: none"> - 70% of enterprises access finance/credit through SACCOs, microfinance, or banks. - 50% of enterprises linked to sustainable value chains and markets. - Increased employment opportunities for 3,000+ youths and PWDs. 	<ul style="list-style-type: none"> - Employment records and beneficiary follow-up surveys. 	<ul style="list-style-type: none"> - Youth and AGYWs remain engaged in enterprises.
Long-Term Outcome (6-10 years)	<p>Sustainable livelihoods and resilience strengthened through 500 climate-smart agribusiness enterprises led by AGYWs, youth, and PWDs in 10 counties with:</p> <ul style="list-style-type: none"> - At least 500 climate-smart agribusiness enterprises fully operational and profitable by 2030. - 70% of enterprises report increased income levels by 40% or more. - 60% adoption of climate-smart technologies among beneficiaries. - Improved household food security in at least 60% of participating communities. 	<ul style="list-style-type: none"> - Annual enterprise progress and audit reports. - County government agricultural reports. - Independent end-line evaluation reports. - Household income and food security surveys. 	<ul style="list-style-type: none"> - Political stability and policy continuity supporting agribusiness. - Markets remain accessible and fair for agri-products. - Climate variability manageable through adaptive technologies.

Objective 3.3	Strengthen family economic resilience by linking 3,000 vulnerable households of AGYWs, youth and PWDs to savings groups, financial literacy training, and access to micro-grants and green value chains by 2030.
Key Interventions	<p>3.3.1: Form and train AGYW, Youth and PWDs savings groups with embedded financial literacy modules in the 10 targeted Counties.</p> <p>3.3.2: Link vulnerable households of AGYW, Youth and PWDs to conditional microgrants.</p> <p>3.3.3: Facilitate AGYW, Youth and PWDs groups access to green value chains and cooperative markets.</p>

Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcome (1-2 years)	Increased awareness, skills, and participation of households in savings groups, financial literacy training, and initial micro-grant programs with: - <ul style="list-style-type: none"> - 3,000 households enrolled in savings groups by year 2. - 80% of targeted households participate in at least one financial literacy session. - 1,500 households receive seed capital/micro-grants within the first 2 years. 	<ul style="list-style-type: none"> - Savings group membership registers. - Training reports, pre- and post-test assessments. - Micro-grant disbursement records. 	<ul style="list-style-type: none"> - Community members are willing to join savings groups. - Trainers and facilitators are available and skilled. - Adequate funding and resources available for initial implementation.
Mid-Term Outcome (3-5 years)	Improved financial literacy, access to micro-grants, and active engagement in savings groups and micro-enterprises with: - <ul style="list-style-type: none"> - 70% of targeted households complete financial literacy training. - At least 50% of trained households access and effectively utilize micro-grants by year 5. - 2,000+ households report increased household income through small enterprises. 	<ul style="list-style-type: none"> - Training attendance sheets and evaluation reports. - Micro-grant disbursement and utilization records. - Household enterprise progress reports and success stories. 	<ul style="list-style-type: none"> - Households are motivated to adopt financial literacy skills. - Micro-grants are sufficient and well-managed. - Local markets can absorb and sustain small-scale enterprises.

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Long-Term Outcome (6-10 years)	Households sustainably engaged in savings groups, financial systems, and green value chains leading to improved livelihoods with: - <ul style="list-style-type: none"> - 60% of beneficiary households sustain active participation in savings groups by 2030. - At least 50% of households have access to diversified income sources (including green value chains). - Household poverty levels reduced by 30% among target groups by 2030. 	<ul style="list-style-type: none"> - Savings groups' registers and financial records. - Value chain participation records and cooperative reports. - Household income and poverty assessments. 	<ul style="list-style-type: none"> - Green value chains remain profitable and market linkages stable. - Continued donor, government, and private sector support for inclusion. - Beneficiaries remain engaged and committed long-term.
	Strengthen family economic resilience for 3,000 vulnerable households of AGYWs, youth, and PWDs by 2030 with: - <ul style="list-style-type: none"> - 50 % reduction in household vulnerability index among targeted families (baseline vs. 2030). - At least 70% of supported households report improved income stability by 2030. - 50 % increase in household savings and asset ownership among beneficiaries. 	<ul style="list-style-type: none"> - Household economic surveys (baseline, midline, endline). - Project monitoring and evaluation (M&E) reports. - National/county economic statistics. 	<ul style="list-style-type: none"> - Macroeconomic and political environment remains stable. - No major economic shocks (drought, pandemics, inflation crises). - Government and financial institutions remain supportive of inclusion policies.

Objective 3.4:	Increase the participation of AGYWs, youth, and PWDs in environmental conservation by training and engaging at least 500 households in each targeted county on ecosystem restoration, waste management innovations, and circular economy initiatives by 2030.
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Key Interventions	<p>3.4.1: Launch environmental clubs in each targeted County with a focus on upcycling and tree planting for sustainable environmental Conservation.</p> <p>3.4.2: Train 5000 households in the 10 targeted Counties on waste management starting from the household level.</p> <p>3.4.3: Pilot youth-led circular economy hubs in the 10 targeted counties</p>		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 years):	<p>Increased knowledge and skills of AGYWs, youth, and PWDs on environmental conservation, waste management, and circular economy by 500 households per county trained on ecosystem restoration and waste management innovations with: -</p> <ul style="list-style-type: none"> - Number of AGYWs, youth, and PWDs trained (target: minimum 500 households per county). - % increase in knowledge and positive attitudes towards ecosystem restoration and waste management (pre- and post-training). - At least 70% of trained households demonstrate readiness to adopt green practices. 	<ul style="list-style-type: none"> - Training registers, reports, and pre/post-tests. - Feedback surveys and KAP (Knowledge, Attitude, Practice) assessments. - Photographic and video documentation of training sessions. 	<ul style="list-style-type: none"> - Sufficient funding available for trainings across counties. - Willingness of households to participate and allocate time. - Trainers and technical experts remain available and committed.
Mid-Term Outcomes (3-5 years)	<p>Increased adoption of waste management innovations and circular economy initiatives among trained households.</p>	<ul style="list-style-type: none"> - Training attendance records and follow-up monitoring reports. - Household environmental practice surveys. 	<ul style="list-style-type: none"> - Households have access to basic infrastructure for waste management.

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	<p>Strengthened local networks of AGYWs, youth, and PWDs championing ecosystem restoration and green enterprises with: -</p> <ul style="list-style-type: none"> - At least 60% of trained households practicing waste separation, recycling, or reusing materials by 2028. - At least 50 youth- and PWD-led green enterprises established across targeted counties. - 70% of trained participants actively involved in community-led environmental conservation activities. 	<ul style="list-style-type: none"> - Business registration /licensing records for youth/PWD green enterprises. - Community action group reports. 	<ul style="list-style-type: none"> - Markets and incentives for recycled products and eco-enterprises are sustained. - Youth and PWD groups continue receiving mentorship and local government support.
<p>Long-Term Outcome (6-10 years)</p>	<p>Enhanced environmental conservation and climate resilience driven by active participation of AGYWs, youth, and PWDs in ecosystem restoration, waste management, and circular economy practices with: -</p> <ul style="list-style-type: none"> - % reduction in waste pollution levels in targeted counties (baseline vs. 2030). - At least 70% of the 500 trained households per county sustainably applying ecosystem restoration and circular economy practices. - Increase in tree cover and restored ecosystems in targeted communities by at least 25% by 2030. 	<ul style="list-style-type: none"> - County environmental reports & Kenya Forest Service records. - Independent environmental impact assessment reports. - Household follow-up surveys and geospatial mapping. 	<ul style="list-style-type: none"> - Continued political will and support for climate action. - Households remain committed beyond training phase. - Climate shocks (droughts, floods) do not significantly reverse gains.

Objective 3.5:	Influence the integration of disability-inclusive and gender-responsive approaches in at least five county government agricultural and environmental policies or programs by 2030.		
Key Interventions	3.5.1: Host Annual county roundtables on climate justice and inclusion in the 10 targeted Counties. 3.5.2: Produce policy briefs with AGYW and PWD voices on inclusive and gender responsive natural resource governance. 3.5.3: Join and effectively participate in County agricultural and environmental Conservation Technical working groups in the 10 targeted Counties.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 years)	Increased awareness and commitment among county officials, CSOs, and farmer organizations with 300+ county officials, CSOs, and farmer representatives sensitized by 2027. At least 10 dialogues/workshops held by 2027 with 70% of trained participants demonstrate improved knowledge on inclusion.	<ul style="list-style-type: none"> - Training reports & attendance lists. - Pre- and post-training assessments. - Workshop evaluation forms. 	<ul style="list-style-type: none"> - County officials willing to engage. - Adequate funding for capacity-building. - Political and social environment remains stable.
Mid-Term Outcomes (3-5 years):	County governments adopt draft recommendations and integrate inclusive measures in sectoral frameworks. With: - <ul style="list-style-type: none"> - At least 5 policy briefs/position papers submitted by 2030. - At least 3 county agricultural/environmental sector plans with inclusive measures. - 10% of county budgets allocated to inclusive programming by 2030. 	<ul style="list-style-type: none"> - Draft bills, policies, and sectoral plans. - Budget and planning documents. - County assembly records. 	<ul style="list-style-type: none"> - CSOs/advocacy coalitions remain active. - Political leadership supports reform. - Stable county governance structures.

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Long-Term Outcomes (6-10 years):	Disability-inclusive and gender-responsive approaches institutionalized in county agricultural and environmental policies/programs with number of inclusive agricultural/environmental policies/programs implemented (target: 5 by 2030) and number of counties with operational inclusive programs (10 counties).	<ul style="list-style-type: none"> - County gazette notices and acts. - County implementation progress reports. - Monitoring and evaluation findings. 	<ul style="list-style-type: none"> - Counties allocate resources for policy implementation. - No major disruption in devolution structures.
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Pillar 4:	Governance, Diversity and Inclusion (GDI)
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Objective 4.1:	Increase the representation of Adolescent Girls and Young Women (AGYW), Youth, and Persons with Disabilities (PWDs) in community development decision-making structures in 10 targeted counties by 40% through leadership development programs and inclusive policy advocacy by 2030.		
Key Interventions	4.1.1: Recruit and train 100 AGYW, 100 youth and 100 PWD leaders on advocacy in each targeted County. 4.1.2: Support formation of County based youth councils and PWD committees in the 10 targeted counties. 4.1.3: Provide civic mentorship pairing young leaders with duty bearers in each targeted County.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 years)	Increased awareness of the importance of inclusive leadership and decision-making. Through Number of awareness forums held in 10 counties, with 50 % of community members holding positive attitudes toward AGYW, Youth, and PWD leadership (baseline vs. follow-up).	<ul style="list-style-type: none"> - Awareness campaign reports. - Community perception surveys. 	- Communities are receptive to behavior change messages.

	Established functional leadership development and mentorship programs for AGYWs, Youth, and PWDs with Number of leadership training and mentorship programs launched, and Number of participants enrolled disaggregated by age, gender, and disability.	<ul style="list-style-type: none"> - Program records. - Beneficiary tracking system. 	- Relevant mentors and role models are available and committed.
	Strengthened youth and PWD networks /platforms for collective advocacy with number of active networks formed or strengthened in 10 counties and frequency of joint advocacy initiatives.	<ul style="list-style-type: none"> - Network constitutions /meeting reports. - Membership registers. 	- Youth and PWD groups remain cohesive and avoid fragmentation.
Mid-Term Outcomes (3-5 years)	Strengthened leadership capacity of AGYWs, Youth, and PWDs in at least 10 counties with Number of AGYWs, Youth, and PWDs completing leadership development programs, and 50 % reporting increased confidence, knowledge, and skills in leadership roles.	<ul style="list-style-type: none"> - Training attendance registers. - Pre- and post-training assessment reports. - Follow-up surveys/interviews. 	<ul style="list-style-type: none"> - AGYWs, Youth, and PWDs are willing and able to participate in training. - Adequate resources (trainers, funds, safe venues) are available.
	Increased advocacy influence of AGYWs, Youth, and PWDs on county and community development policies with Number of policy dialogues/forums where AGYWs, Youth, and PWD representatives participate. Number of policy briefs, position papers, or advocacy campaigns led by youth and PWD networks.	<ul style="list-style-type: none"> - Advocacy reports. - Media coverage & press releases. - County assembly proceedings. 	<ul style="list-style-type: none"> - Decision-makers are open to engaging with youth and PWD representatives. - Civic space remains open and safe for advocacy.

	Minimum 40% of leadership positions in community decision-making structures across 10 targeted counties are held by AGYWs, Youth, and PWDs, 40 % increase in representation of AGYWs, Youth, and PWDs in county/community leadership and decision-making structures (baseline vs. 2030) with Number of inclusive policies adopted at county/community level.	<ul style="list-style-type: none"> - County government records & official gazettes. - Community decision-making structure membership lists. - Annual evaluation reports. 	<ul style="list-style-type: none"> - Political and social environment remains supportive of youth and PWD participation. - County governments honour commitments to inclusivity. - No major policy reversals or restrictive laws.
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Objective 4.2:	Support the establishment of at least 10 inclusive community governance forums across targeted counties to ensure active participation of marginalized groups in County budget making process, local development planning and social accountability mechanisms by 2030.		
Key Interventions	4.2.1: Launch county-based governance forums with marginalized groups in the 10 targeted Counties. 4.2.2: Facilitate community budget making, tracking and social audits in the 10 targeted Counties. 4.2.3: Co-create inclusive community and local development scorecards for marginalized groups in the 10 targeted counties.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 years)	Awareness raised on importance of inclusive governance among marginalized groups and local stakeholders with number of awareness sessions conducted (disaggregated by county, gender, disability, youth, AGYW, PWDs) and % of participants reporting increased knowledge of budget-making and planning processes.	<ul style="list-style-type: none"> - Training and awareness session reports. - Pre- and post-test assessments. - Attendance lists. 	Stakeholders (county officials, community leaders) are open to engage marginalized groups.

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Mid-Term Outcomes (3-5 years)	Increased participation of marginalized groups in county budget-making and development planning with of marginalized group representatives attending county budget forums and planning meetings, and 50 % of their proposals/issues documented in county records.	<ul style="list-style-type: none"> - County budget-making records. - Planning meeting reports. - Forum participation tracking reports. 	<ul style="list-style-type: none"> - Political environment remains open for citizen participation. - No major policy shifts that reduce public participation space.
	Social accountability mechanisms adopted at local level. With number of community-led monitoring/scorecard initiatives implemented and 60% of service delivery issues raised are addressed by county governments.	<ul style="list-style-type: none"> - Scorecard reports. - Community monitoring reports. - County response reports. 	Local authorities remain responsive to accountability demands.
Long-Term Outcomes (6-10 years)	Sustained, meaningful participation of marginalized groups in governance processes with 50 % increase in representation of marginalized groups in county-level governance processes by 2030 and 50 % of county budgets reflecting inputs from marginalized communities.	<ul style="list-style-type: none"> - County annual development plans. - County budget reports. - Forum reports. 	Political goodwill continues; and marginalized groups remain empowered and motivated.
	Improved accountability and inclusiveness in county development outcomes with evidence of improved service delivery in marginalized communities, reduction in exclusion-related complaints and 70 % of citizens reporting satisfaction with participation opportunities.	<ul style="list-style-type: none"> - Citizen satisfaction surveys. - County performance reports. - Independent evaluations. 	Stability in governance and funding; forums are sustained beyond donor/project support.

Objective 4.3:	Conduct civic education and social justice training for at least 5,000 AGYWs, Youth, and PWDs to empower them with knowledge and tools to reclaim their rights and engage meaningfully in governance processes within their respective counties by 2030.		
Key Interventions	<p>4.3.1: Roll out civic education caravans using digital and physical media targeting the general Public in targeted Counties.</p> <p>4.3.2: Integrate human rights education into school club activities created in the 10 targeted counties.</p> <p>4.3.3: Run "Know Your Rights" Campaigns and bootcamps for underserved communities in the 10 targeted Counties.</p>		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcome (1-2 years)	Increased knowledge and awareness of civic rights, responsibilities, and governance processes, with 70% of participants show improved knowledge in post-training tests and At least 100 civic education sessions conducted. Also at least 2,000 AGYWs, Youth, and PWDs trained by Year 2.	<ul style="list-style-type: none"> - Pre- and post-training assessments. - Attendance registers and session reports. - Photographic/audio-visual documentation. 	<ul style="list-style-type: none"> - Target groups are willing and available. - Trainers are skilled and well-resourced. - Safe environment for civic education activities.
Mid-Term Outcome (3-5 years)	AGYWs, Youth, and PWDs actively participate in civic engagement and governance processes with 50% of trained participants engage in public forums/barazas. At least 30 advocacy initiatives or petitions initiated. At least 20 civic clubs/advocacy groups established.	<ul style="list-style-type: none"> - Records of forums, advocacy campaigns, petitions. - Minutes from county assembly/public consultations. - Reports from youth/PWD/AGYW groups. 	<ul style="list-style-type: none"> - County governments remain open to citizen input. - Trained participants feel safe and motivated to engage. - Adequate community support structures exist.
Long-Term Outcome (6-10 years)	Institutionalized participation and representation of AGYWs, Youth, and PWDs in governance and decision-making processes with 500 AGYWs, Youth, and PWDs holding governance/leadership positions and 60% of county plans reflect inclusive priorities.	<ul style="list-style-type: none"> - Electoral commission and county records. - Partnership reports, MoUs, coalition documentation. - Policy and planning documents. 	<ul style="list-style-type: none"> - County governments uphold citizen participation frameworks. - Community gatekeepers support inclusivity. - Stability of democratic institutions.

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Objective 4.4:	Institutionalize a digitized social justice and inclusion (SJI) framework across all HEDSO programs to ensure equitable access, participation, and outcomes for AGYWs, Youth, and PWDs in health, education, and livelihoods initiatives by 2030.		
Key Interventions	4.4.1: Build a data dashboard to track inclusion across HEDSO programs. 4.4.2: Develop inclusion checklists and training modules for staff. 4.4.3: Introduce digital beneficiary feedback and grievance systems.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 years): Foundation & Piloting	A validated and digitized SJI Framework developed, adopted, and piloted across selected HEDSO programs with at least 3 pilot programs implementing digitized SJI tools by end of 2026 and 80% of staff in pilot sites trained and actively using SJI digital tools.	<ul style="list-style-type: none"> - Official HEDSO approval records; framework documents in digital repository. - Pilot program implementation reports and digital system usage logs. - Training records, attendance lists, and evaluation reports. 	<ul style="list-style-type: none"> - Leadership commitment and budget allocation secured. - Adequate ICT infrastructure and connectivity in pilot sites.
Mid-Term Outcomes (3-5 years): Integration & Scale-Up	The SJI Framework is mainstreamed across all HEDSO programs, with digitized inclusion mechanisms embedded in program design, monitoring, and reporting and 70% of HEDSO programs integrate SJI requirements into program documents and M&E frameworks by 2028. 80% of programs routinely collect and report disaggregated data (age, gender,	<ul style="list-style-type: none"> - Approved program documents and M&E frameworks with SJI provisions. - Centralized M&E system dashboards showing disaggregated data. 	<ul style="list-style-type: none"> - Adequate technical and financial resources allocated for scale-up. - Staff retention and continuous capacity development ensured.

	disability, socioeconomic status). All core programs adopt at least one inclusion-specific performance indicator. Average approval time for SJI-compliant program proposals reduced by 25%.	- Minutes of program review and indicator tracking reports.	
Long-Term Outcomes (6-7 years): Impact & Sustainability	<p>Equitable access, participation, and outcomes for AGYWs, Youth, and PWDs achieved across HEDSO programs, with the SJI Framework fully institutionalized and externally recognized. With: -</p> <ul style="list-style-type: none"> - 30% increase in service uptake among AGYWs, Youth, and PWDs across HEDSO programs by 2030 (baseline to be established in 2025). - 75% of beneficiaries report improved participation and satisfaction in HEDSO programs by 2030. - Measurable reduction in participation /outcome gaps between target groups and general population across health, education, and livelihoods sectors. - At least 5 external partners/funders referencing or adopting the HEDSO SJI model by 2030. 	<p>Independent evaluation reports and program impact assessments.</p> <p>Beneficiary perception and satisfaction surveys.</p> <p>Annual budgets and audited accounts with SJI allocations.</p> <p>Partnership agreements and donor reports citing HEDSO's SJI framework.</p>	<p>Political, regulatory, and community environments remain supportive.</p> <p>Continued donor and institutional funding for SJI initiatives.</p> <p>Data privacy and ethical standards are upheld.</p>

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	- Dedicated SJI budget lines integrated into annual HEDSO budgets and standard operating procedures.		
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Objective 4.5:	Develop and implement an annual participatory monitoring system to assess and report on the inclusivity, fairness, and responsiveness of community development initiatives reaching and benefiting AGYWs, Youth, and PWDs in the 10 targeted counties by 2030.		
Key Interventions	4.5.1: Conduct annual inclusive scorecard assessments with communities within the targeted Counties. 4.5.2: Train 100 community monitors and citizen journalists in each targeted Counties. 4.5.3: Publish annual State of Inclusion Reports with county disaggregation.		
Outcomes	Objectively Verifiable Indicators	Means of Verification	Assumptions
Short-Term Outcomes (1-2 years)	Stakeholder trained and monitoring committees established with at least 500 stakeholders doing participatory monitoring disaggregated by sex, age, disability. At least 10 county-level participatory monitoring committees established with 50% representation from AGYWs, Youth, and PWDs. - ≥70% of trained stakeholders demonstrate improved knowledge on inclusive monitoring by Year 2.	- Training curricula, reports, and attendance lists. - Monitoring committee records and Terms of Reference. - Pre- and post-training evaluation tools.	- Stakeholders are willing and available for training. - Counties endorse formation of participatory monitoring committees. - Adequate resources are available for initial capacity building.
Mid-Term Outcomes (3-5 years)	Participatory monitoring system institutionalized and reporting regularly with: - At least 8 out of 10 counties produce annual participatory monitoring reports by Year 5.	- Annual participatory monitoring reports. - County Integrated Development Plans (CIDPs),	- County governments remain committed to transparency and accountability.

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	<ul style="list-style-type: none"> - 60% of monitoring recommendations integrated into county policies, plans, or programs by Year 5. - 70% of AGYWs, Youth, and PWDs surveyed report satisfaction with their engagement in monitoring processes. 	<p>policy briefs, and planning documents.</p> <ul style="list-style-type: none"> - Beneficiary perception surveys and focus group discussions. 	<ul style="list-style-type: none"> - Stakeholder participation remains active and representative. - Resources are allocated consistently to sustain reporting.
Long-Term Outcomes (6-10 years)	<p>Inclusive and responsive development processes institutionalized with all 10 targeted counties integrate participatory monitoring mechanisms into CIDPs and annual planning cycles by 2030. 30% increase in inclusive development projects directly benefiting AGYWs, Youth, and PWDs by 2030. 40% reduction in reported exclusion or discrimination cases in access to county development services.</p>	<ul style="list-style-type: none"> - CIDPs, county budget documents, and sectoral reports. - Independent evaluations and audits. - Beneficiary satisfaction and social accountability surveys. 	<ul style="list-style-type: none"> - Political stability and policy continuity are maintained. - Inclusive development remains a national and county priority. - Community attitudes shift positively toward equity and participation of marginalized groups.

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