



APID

AGENCY FOR PEACE AND
INCLUSIVE DEVELOPMENT

STRATEGIC PLAN 2026-2030

Building Resilient Communities Across Climate,
Conflict and Livelihood Systems



Youth,
Women &
Children

APID is a locally rooted and regionally connected resilience organization transforming fragile climate-conflict-livelihood corridors into pathways of peace, opportunity, dignity, and inclusive development.

APID AT A GLANCE

Who we are	A locally rooted organization established in 2013 to promote inclusion, address environmental degradation, tackle the rise of violent extremism, and advance community safety, sustenance and dignity.
What we do	Peacebuilding and conflict transformation; climate change and natural resource management; food security and livelihood development; education and social protection; health and nutrition.
Where we work	Kenya: Nairobi, Garissa, Wajir, Mandera, Marsabit, Tana River and Kakamega Counties Somalia: Banadir (Mogadishu), Jubaland (Dhobley). Ethiopia (Somali Region): Moyale, Dolo Odo.
Who we serve	Women, youth and children in vulnerable, marginalized and crisis-affected communities, including cross-border populations and residents of informal settlements.
Our niche	Integrated climate-conflict-livelihood nexus programming that links resilience and market systems to social cohesion, protection and accountable local governance.
Selected reach and track record	APID's cumulative programming experience includes support to education, youth peacebuilding, health awareness, community infrastructure, grievance mechanisms, women's empowerment, and local resilience initiatives. Examples include 135 scholarships supported, 10,000 youth reached through sensitization initiatives, 500 peer educators trained, 4,000 youth trained in peacebuilding, 32,529 people reached through health awareness, and 250,000 listeners reached through public information and awareness programming.
Contact	Email: info@apidafrica.org Website: www.apidafrica.org Nairobi Office: Hurlingham Park, Suite B7, Off Argwings Kodhek Rd Phone: +254 768 147 139

MESSAGE FROM THE BOARD CHAIRPERSON

On behalf of the Board of the Agency for Peace and Inclusive Development, I am pleased to present APID's Strategic Plan 2026–2030.

This strategy comes at a defining moment. Communities across Kenya's ASALs, informal settlements, and cross-border areas are facing the combined pressures of climate change, insecurity, livelihood disruption, weak services, and social exclusion. These challenges demand more than short-term projects. They require integrated, locally led, and accountable approaches that strengthen the systems communities rely on to survive, adapt, and thrive.

The Board is committed to ensuring that APID delivers this strategy with integrity, professionalism, and accountability. We will strengthen governance oversight, fiduciary controls, safeguarding, risk management, and strategic partnerships so that communities, donors, and government partners can have confidence in APID's work.

As Board, we recognize that trust is earned through transparent governance, strong fiduciary systems, safeguarding, and honest learning. We will therefore oversee this strategy not only as a programmatic roadmap but as an institutional accountability compact with communities and partners.

This strategy affirms APID's ambition to become a leading climate-conflict-livelihood resilience actor in fragile and cross-border contexts. We invite donors, governments, civil society, private sector actors, and communities to partner with APID in building resilient, peaceful, and inclusive societies.

MESSAGE FROM THE EXECUTIVE DIRECTOR

Every day, APID's teams see the courage and resilience of communities facing drought, conflict, unemployment, displacement, and exclusion. We also see the limits of fragmented programming. A young person cannot build a livelihood if markets are weak and insecurity blocks mobility. A rehabilitated water point cannot remain functional if governance is poor. A peace dialogue cannot last if communities continue to compete over shrinking resources. A woman cannot fully participate in economic life if she faces violence, exclusion, and lack of access to services.

This strategy is APID's response to that complexity.

Through the APID Resilience Corridors Model, we will connect climate adaptation, livelihoods, water security, peacebuilding, protection, and governance into one integrated approach. We will deepen our work with women, youth, children, community institutions, county governments, private sector actors, and development partners. We will also invest in our own systems so that APID becomes a stronger, more accountable, and more effective organization. Our commitment is simple: to work with communities not as passive beneficiaries, but as leaders of their own resilience.

We invite our partners to join us in building practical, locally led systems that allow communities not only to withstand the next shock, but to shape their own future.

EXECUTIVE SUMMARY

The Agency for Peace and Inclusive Development (APID) Strategic Plan 2026–2030 sets out a bold and practical roadmap for strengthening resilience, peace, and inclusive development among vulnerable communities in Kenya, Somalia, and Ethiopia. Established in 2013, APID has grown from a locally rooted initiative into a multi-country organization working with women, youth, children, and marginalized communities affected by climate shocks, conflict, economic exclusion, and weak access to essential services.

This strategy responds to a changing operating environment. In APID’s target geographies, droughts, floods, resource-based conflict, violent extremism risks, unemployment, gender inequality, and weak local governance are interacting in ways that deepen vulnerability. Traditional livelihoods are under pressure, social cohesion is strained, and public systems often struggle to provide equitable and timely services. These challenges are particularly acute in ASAL counties, informal urban settlements, and cross-border areas where mobility, markets, security, and natural resource systems are deeply interconnected.

APID’s response is organized around **climate-conflict-livelihood nexus programming**. This means that APID will not treat livelihoods, peacebuilding, water security, governance, protection, and climate adaptation as separate sectors. Instead, APID will connect them through an integrated model that helps communities protect dignity, adapt livelihoods, connect to markets and services, and transform local systems.

At the heart of this strategy is the **APID Resilience Corridors Model**, which recognizes that fragility and resilience move through corridors: water corridors, grazing corridors, trade corridors, migration corridors, cross-border corridors, and social networks. APID will work with communities, governments, civil society, private sector actors, and development partners to turn these fragile corridors into pathways of opportunity, cooperation, and resilience.

Over the 2026–2030 period, APID will pursue four strategic pillars and one institutional objective:

1. **Climate-Smart Livelihoods and Economic Opportunity** – enabling women and youth to access skills, finance, markets, digital tools, and diversified livelihood pathways.
2. **Peacebuilding, Social Cohesion and Inclusive Governance** – strengthening local peace structures, social accountability, youth engagement, and conflict-sensitive governance.
3. **Water Security and Natural Resource Governance** – improving equitable access to safe water, strengthening water governance, and supporting climate-resilient natural resource management.
4. **Protection, Human Capital and Community Wellbeing** – integrating protection, education, health, nutrition, and social protection pathways into resilience programming.
5. **Institutional Excellence and Local Leadership** – strengthening APID’s systems, safeguarding, fiduciary management, MEAL, partnerships, and resource mobilization.

This strategy is both a programmatic roadmap and an institutional strengthening agenda. APID will invest in evidence, learning, digital systems, accountability to affected populations, staff capacity, and partnership models that allow it to deliver at higher quality and greater scale. By 2030, APID aims to be recognized as a trusted and capable locally led partner for donors, governments, and communities seeking durable solutions in fragile and climate-affected contexts.

By 2030, success will mean that APID-supported communities are better able to manage climate shocks, reduce conflict over resources, expand livelihood opportunities for women and youth,

strengthen local governance, protect children and vulnerable groups, and sustain essential services through stronger community and institutional systems. It will also mean that APID has matured into a stronger local institution with the systems, evidence, partnerships, and credibility required to deliver larger, more complex, and more accountable programs.

APID STRATEGY AT A GLANCE

Strategic element	Summary
Strategy period	2026–2030
Geographic focus	Kenya, Somalia, Ethiopia; ASALs, informal settlements, cross-border areas
Primary target groups	Women, youth, children, vulnerable households, marginalized groups, crisis-affected communities
Strategic identity	Climate-conflict-livelihood nexus programming
Signature model	APID Resilience Corridors Model
Overall goal	Resilient and inclusive communities able to withstand climate and conflict shocks and pursue sustainable development
Programmatic pillars	Livelihoods; Peace and Governance; Water and Natural Resources; Protection and Human Capital
Institutional pillar	Operational excellence and local leadership
Cross-cutting commitments	Gender equality, inclusion, safeguarding, climate adaptation, conflict sensitivity, accountability, learning
Strategic ambition	To become a leading locally rooted resilience actor across fragile and cross-border systems

WHY APID, WHY NOW?

APID’s 2026–2030 strategy is anchored in a simple reality: communities in Kenya’s ASALs, informal settlements, and cross-border areas are no longer facing isolated shocks. Climate change, conflict, economic exclusion, weak governance, and shrinking access to essential resources are interacting in ways that deepen vulnerability and undermine social cohesion.

For many communities, drought is no longer a temporary emergency; it is a recurring condition shaping mobility, livelihoods, markets, conflict, and household wellbeing. For young people, limited economic opportunity is not only a development challenge but a driver of frustration, risky migration, recruitment, and social instability. For women and girls, climate stress and economic exclusion often translate into heavier care burdens, lower mobility, protection risks, and reduced access to voice and opportunity.

APID exists to work within this complexity. As a locally rooted organization established in 2013, APID brings contextual intelligence, community trust, cross-border understanding, and the ability to work across humanitarian, development, and peacebuilding systems. APID’s strength is not only in delivering projects but in connecting the systems that shape people’s resilience: water, livelihoods, governance, social cohesion, protection, education, health, and market access.

Over the 2026–2030 strategy period, APID will position itself as a leading national and regional actor in **climate-conflict-livelihood nexus programming**, supporting vulnerable communities to protect dignity, adapt livelihoods, strengthen peace, and build pathways to inclusive prosperity.

APID’S 2030 STRATEGIC AMBITION

By 2030, APID will be recognized as a trusted, locally rooted, and regionally connected resilience organization delivering integrated climate-conflict-livelihood programming across fragile ASAL, informal settlement, and cross-border contexts in Kenya, Somalia, and Ethiopia.

APID will use this strategy period to transition from a project-delivery organization into a stronger systems actor capable of influencing local governance, shaping community resilience models, mobilizing multi-year partnerships, and delivering measurable results for women, youth, children, and vulnerable households.

By 2030, APID aims to achieve five strategic shifts:

From	To
Project-by-project implementation	Integrated portfolio delivery around strategic outcomes
Sector-specific programming	Climate-conflict-livelihood nexus programming
Activity reporting	Evidence, learning, and outcome-level accountability
Short-term donor dependence	Diversified and multi-year partnership base
Community participation	Community leadership, ownership, and systems influence

2. STRATEGIC CONTEXT: FIVE FORCES SHAPING APID'S FUTURE

This context analysis is informed by APID's operational experience, community engagement, national and county development priorities, humanitarian and development trends in ASAL and cross-border contexts, and wider evidence on the interaction between climate stress, conflict, livelihoods, displacement, and governance.

2.1 Climate stress is becoming a permanent operating condition

Droughts, floods, heat stress, land degradation, and ecosystem decline are no longer occasional disruptions. They are now structural features of the ASAL and cross-border context. Climate variability is affecting water availability, pastoral mobility, agricultural production, livestock systems, food security, and household income. Communities need support not only to recover from shocks but to adapt to a changing ecological reality.

2.2 Conflict is increasingly linked to resources, identity, youth exclusion, and weak governance.

Resource-based conflict is intensified by shrinking water and pasture, but it is also shaped by political exclusion, weak accountability, historical grievances, youth frustration, and cross-border insecurity. Violent extremism risks persist where young people experience exclusion, limited opportunity, and weak trust in institutions. Peacebuilding must therefore address both immediate disputes and deeper systems of exclusion.

2.3 Traditional livelihoods are under pressure, but new opportunities are emerging.

Pastoralism, agro-pastoralism, petty trade, and informal urban livelihoods remain essential, but many households can no longer rely on a single livelihood pathway. At the same time, opportunities are emerging in climate-smart production, livestock value chains, digital services, vocational skills, renewable energy, local enterprise, and market systems. APID will help vulnerable groups navigate this transition.

2.4 Women, youth, and children carry the heaviest burden but also hold the greatest potential

Women, youth, and children face disproportionate risks during climate and conflict shocks. Women often absorb care burdens, youth face unemployment and exclusion, and children experience disrupted learning, health, and protection risks. Yet these same groups are critical agents of resilience: women drive household adaptation, youth drive innovation and peace, and children represent the long-term human capital of communities.

2.5 Local organizations are becoming central to effective aid and development

Global donors increasingly recognize that locally rooted organizations can provide access, legitimacy, contextual intelligence, and sustainability that externally led responses often struggle to achieve. However, local organizations must pair legitimacy with strong systems, transparency, safeguarding, data, and operational excellence. APID's strategy therefore combines programmatic ambition with institutional strengthening.

Strategic Implications for APID

Context reality	Strategic implication for APID
Climate shocks are recurrent and intensifying	APID must integrate climate adaptation, early warning, water security, and livelihood diversification across its portfolio
Conflict is increasingly linked to resources, exclusion, and mobility	APID must combine peacebuilding with resource governance, youth engagement, and social accountability
Traditional livelihoods are under pressure	APID must support market-linked, diversified, and climate-smart livelihood pathways
Women, youth, and children face disproportionate risks	APID must mainstream gender, protection, youth leadership, education, health, and nutrition across resilience programming
Local actors are increasingly central to effective delivery	APID must invest in institutional systems, fiduciary confidence, safeguarding, and evidence generation

THE CLIMATE-CONFLICT-LIVELIHOOD NEXUS



APID’s operating environment is shaped by the interaction of three powerful forces: climate stress, conflict, and livelihood insecurity.

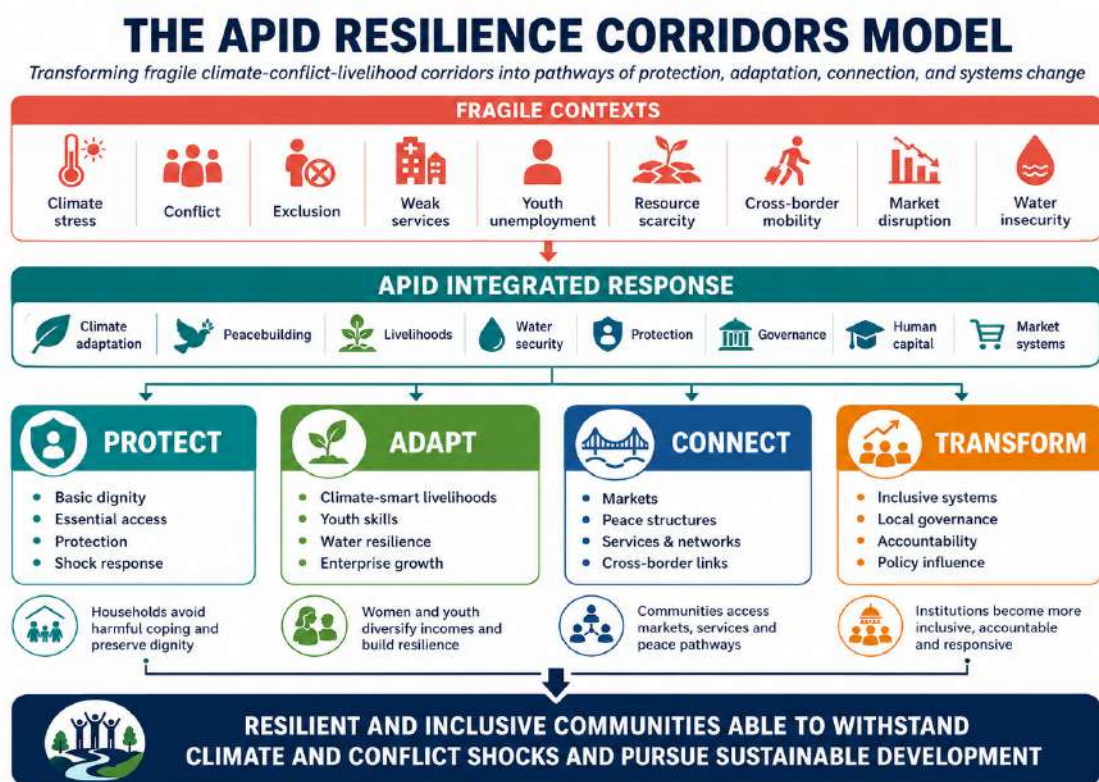
Climate stress reduces water, pasture, food production, and household assets. Livelihood insecurity increases competition over resources, weakens household coping capacity, and drives migration, school dropout, indebtedness, and negative coping strategies. Conflict further restricts mobility, disrupts markets, weakens service delivery, and erodes trust between communities and institutions. These forces reinforce one another.

A drought is not only a climate event. It can become a livelihood crisis when livestock productivity declines, a governance crisis when water access is contested, a protection crisis when women and children travel further for water, and a peace crisis when communities compete over shrinking resources.

For APID, the implication is clear: resilience programming must be integrated. Water systems must be conflict-sensitive. Livelihoods must be climate-smart. Peacebuilding must address resource governance. Youth programming must connect skills to real markets. Governance work must improve access to services. Protection and human capital must be embedded across all interventions.

THE APID RESILIENCE CORRIDORS MODEL

APID’s strategy is built around the **Resilience Corridors Model**: an integrated approach that strengthens the systems communities depend on to survive shocks, adapt livelihoods, prevent conflict, and pursue inclusive development.



In APID’s operating areas, vulnerability does not sit neatly within one sector or one administrative boundary. Pastoral mobility, trade routes, water access, displacement, youth migration, violent extremism risks, and cross-border family networks all move through corridors. These corridors can either become pathways of fragility or pathways of resilience.

APID’s role is to help transform fragile corridors into resilience corridors by connecting four mutually reinforcing pathways:

1. **Protect** – safeguard dignity, access, and basic wellbeing during shocks.
2. **Adapt** – support climate-smart livelihoods, skills, and household resilience.
3. **Connect** – strengthen markets, services, peace structures, and cross-border cooperation.
4. **Transform** – shift systems toward inclusive governance, accountability, and locally led development.

A corridor can carry risk or resilience. It can transmit conflict, unsafe mobility, market disruption, youth frustration, and resource competition. But it can also carry trade, peace agreements, market information, water-sharing arrangements, youth enterprise, women’s leadership, and stronger local services.

APID’s work is to shift these corridors from fragility to resilience by linking immediate protection, climate-smart livelihoods, market and service connections, peace structures, and accountable local governance. This model ensures that APID does not treat water, livelihoods, peacebuilding, protection, and governance as separate sectors, but as connected systems that shape whether communities remain trapped in crisis or move toward dignity, stability, and opportunity.

3. THEORY OF CHANGE

APID’s Theory of Change is grounded in the understanding that resilience in fragile contexts is not built through isolated projects. It emerges when households, communities, markets, institutions, and ecosystems are strengthened together.

If vulnerable women, youth, children, and marginalized households are supported to protect their dignity and wellbeing during shocks;
and if they gain access to climate-smart livelihoods, market opportunities, financial services, skills, technology, safe water, protection, education, health, and nutrition pathways;
and if local peace structures, community institutions, county governments, and cross-border actors are strengthened to manage conflict, govern natural resources, deliver services, and respond early to climate risks;
then communities will be better able to withstand shocks, reduce conflict, diversify livelihoods, protect assets, and pursue inclusive development.

APID’s contribution to this change will be delivered through the Resilience Corridors Model, which connects four pathways of change: **Protect, Adapt, Connect, and Transform**.

Pathway	What changes	Why it matters
Protect	Households access basic support, protection, information, and services during shocks	Prevents negative coping, protects dignity, and keeps communities from falling deeper into crisis
Adapt	Women, youth, and households diversify livelihoods and adopt climate-smart practices	Reduces exposure to climate and market shocks
Connect	Communities link to markets, services, finance, peace structures, and governance platforms	Builds networks that sustain resilience beyond individual projects
Transform	Local systems become more inclusive, accountable, and conflict-sensitive	Addresses root causes of fragility and creates durable change

Assumptions

- Communities are more resilient when local leadership, markets, governance, and social cohesion are strengthened together.
- Women and youth are not only vulnerable groups but key agents of economic transformation, peace, and local accountability.
- Water security and natural resource governance are central to peace and livelihoods in ASAL and cross-border systems.
- Locally rooted organizations can deliver more legitimate, adaptive, and sustainable solutions when supported by strong systems and accountable partnerships.
- Evidence, learning, and feedback from communities improve both program quality and donor confidence.

4. APID STRATEGIC FRAMEWORK 2026–2030

OVERALL STRATEGIC GOAL

To strengthen resilient, peaceful, and inclusive communities across fragile ASAL, informal settlement, and cross-border contexts by improving livelihoods, social cohesion, water security, protection, and accountable local systems.

PILLAR 1: CLIMATE-SMART LIVELIHOODS AND ECONOMIC OPPORTUNITY

Strategic Objective

To enable women, youth, and vulnerable households to access diversified, climate-resilient, and market-linked livelihood opportunities that improve income, protect assets, and reduce vulnerability to shocks.

Why this pillar matters

Across APID’s operating areas, traditional livelihood systems are under pressure from climate variability, market disruption, population growth, unemployment, and resource scarcity. Women and youth face additional barriers, including limited assets, restricted mobility, limited access to finance, skills gaps, and exclusion from formal employment and market systems. Without viable livelihood pathways, households are more likely to adopt negative coping strategies, migrate under distress, engage in risky income sources, or become vulnerable to recruitment and exploitation.

APID will support livelihood systems that are not only productive but adaptive, inclusive, and conflict-sensitive.

Priority intervention areas

- Climate-smart agriculture and livestock-based livelihoods
- Youth skills development, TVET, entrepreneurship, and digital livelihoods
- Women-led enterprise development and access to finance
- Village savings and loan associations and community-based finance
- Market systems strengthening, producer aggregation, and value chain linkages
- Financial literacy, business coaching, and digital tools
- Livelihood diversification for pastoral, agro-pastoral, displaced, and informal settlement households
- Private sector partnerships for employment, services, and market access

Expected results by 2030

1. Women and youth increase income from diversified livelihood sources.
2. Target households adopt climate-smart livelihood practices.
3. Youth access market-relevant skills, digital tools, and employment pathways.
4. Local market actors strengthen linkages with vulnerable producers and entrepreneurs.
5. Women-led groups improve savings, investment, and asset protection.

PILLAR 2: PEACEBUILDING, SOCIAL COHESION AND INCLUSIVE GOVERNANCE

Strategic Objective

To strengthen inclusive local governance, social cohesion, and community-led conflict prevention systems that reduce violence, improve accountability, and support peaceful access to resources and services.

Why this pillar matters

Conflict in APID's target areas is shaped by competition over water and pasture, political exclusion, weak accountability, youth frustration, cross-border insecurity, and identity-based grievances. Climate stress intensifies these tensions by reducing access to shared resources and increasing mobility. At the same time, women, youth, persons with disabilities, minority groups, and displaced populations are often excluded from decision-making structures that shape peace and development.

APID will support peacebuilding approaches that go beyond dialogue events and build durable local systems for conflict prevention, resource governance, accountability, and inclusion.

Priority intervention areas

- Community peace committees and conflict early warning systems
- Intergenerational and intercommunal dialogue platforms
- Youth engagement and prevention of violent extremism
- Women's leadership in peacebuilding and governance
- Social accountability and citizen-government dialogue
- Conflict-sensitive service delivery and natural resource governance
- Cross-border peacebuilding and mobility governance
- Local grievance redress and community feedback mechanisms

Expected results by 2030

1. Local peace structures prevent, mediate, and resolve conflicts more effectively.
2. Women, youth, and marginalized groups participate meaningfully in local governance.
3. Community-government dialogue improves accountability and service prioritization.
4. Conflict risks linked to water, pasture, markets, and mobility are reduced.
5. Youth are engaged as peace actors, innovators, and local leaders.

PILLAR 3: WATER SECURITY AND NATURAL RESOURCE GOVERNANCE

Strategic Objective

To improve equitable and sustainable access to safe water and strengthen community and government systems for climate-resilient water and natural resource governance.

Why this pillar matters

Water security is central to livelihoods, health, dignity, education, livestock production, social cohesion, and conflict prevention. In ASAL and cross-border contexts, water points are not just infrastructure; they are social, economic, and political assets. Poorly managed water systems can deepen inequality, intensify conflict, and undermine resilience. Well-governed water systems can protect livelihoods, reduce distress migration, support livestock and food systems, and strengthen community cooperation.

APID will treat water security as both a service delivery issue and a peacebuilding and resilience priority.

Priority intervention areas

- Rehabilitation and upgrading of strategic water infrastructure
- Solarization and climate-smart water technologies
- Water user associations and community water governance structures
- Operations and maintenance systems, tariffs, and accountability mechanisms
- County water planning and water resource mapping
- Integration of water, livelihoods, livestock, health, nutrition, and education needs
- Conflict-sensitive water point management
- Early warning, drought preparedness, and water contingency planning

Expected results by 2030

1. Target communities access safe and reliable water for domestic and productive use.
2. Water governance structures are inclusive, functional, and accountable.
3. County and community actors use data for water planning and drought preparedness.
4. Water-related conflicts reduce in target areas.
5. Strategic water systems are managed through sustainable operations and maintenance arrangements.

PILLAR 4: PROTECTION, HUMAN CAPITAL AND COMMUNITY WELLBEING

Strategic Objective

To strengthen protection, education, health, nutrition, and social protection pathways that safeguard dignity, reduce vulnerability, and enable women, youth, and children to participate in resilient development.

Why this pillar matters

Resilience is not only about livelihoods and infrastructure. A household cannot build resilience when children are out of school, women face violence or exclusion, nutrition deteriorates, health risks increase, or vulnerable groups cannot safely access services. Climate shocks and conflict often intensify protection risks, disrupt education, increase malnutrition, and weaken community wellbeing.

APID will integrate protection and human capital into resilience programming so that communities do not simply survive shocks but preserve the foundations of dignity, learning, health, and future opportunity.

Priority intervention areas

- Protection mainstreaming and referral pathways
- Child protection, safeguarding, and community awareness
- Education support for vulnerable children and youth
- School-community resilience linkages, including school WASH where relevant
- Community health and nutrition awareness
- Social protection linkages and support to vulnerable households
- Psychosocial support and community wellbeing approaches
- Inclusion of persons with disabilities and minority groups in service access

Expected results by 2030

1. Vulnerable women, children, youth, and marginalized groups access safer and more inclusive services.
2. Protection risks are identified, referred, and addressed through community and institutional pathways.
3. Education and wellbeing are better protected during shocks.
4. Community structures mainstream safeguarding, inclusion, and accountability.
5. Human capital outcomes are integrated into resilience and peacebuilding programs.

PILLAR 5: INSTITUTIONAL EXCELLENCE AND LOCAL LEADERSHIP

Strategic Objective

To strengthen APID into a highly accountable, financially sustainable, evidence-driven, and operationally robust locally led organization capable of delivering integrated nexus programming at scale.

Why this pillar matters

Donors increasingly seek local partners who can combine community legitimacy with strong fiduciary systems, safeguarding, data quality, compliance, and adaptive management. APID's ability to grow will depend not only on its thematic relevance but also on the strength of its systems.

This pillar turns APID's internal capacity into a strategic asset.

Priority intervention areas

- Financial management systems and internal controls
- Procurement, compliance, and audit readiness
- Safeguarding, PSEA, and child protection systems
- Digital MEAL and data visualization
- Human resource development and staff wellbeing
- Partnership management and consortium readiness
- Proposal development and donor engagement capacity
- Communications, visibility, and thought leadership
- Governance, Board oversight, and risk management

Expected results by 2030

1. APID has strengthened financial, procurement, HR, safeguarding, and MEAL systems.
2. APID increases access to direct and multi-year funding.
3. APID becomes a stronger consortium and implementation partner.
4. APID generates and uses evidence for learning, advocacy, and donor engagement.
5. APID's Board and senior leadership provide stronger oversight of strategy, risk, and performance.

5: Strategic Results Framework Summary

Strategic Pillar	2030 Outcome	Core Result Areas
Pillar 1: Climate-Smart Livelihoods and Economic Opportunity	Women, youth, and vulnerable households have improved access to diversified, climate-resilient, and market-linked livelihood opportunities.	Skills development; enterprise support; access to finance; market systems; climate-smart production; digital livelihoods
Pillar 2: Peacebuilding, Social Cohesion and Inclusive Governance	Communities and local institutions prevent, manage, and resolve conflict through inclusive and accountable governance systems.	Peace structures; conflict early warning; youth engagement; women's leadership; social accountability; cross-border peacebuilding
Pillar 3: Water Security and Natural Resource Governance	Communities have equitable, reliable, and sustainably managed access to safe water and natural resources.	Strategic water infrastructure; water governance; O&M systems; drought preparedness; county water planning; conflict-sensitive resource management
Pillar 4: Protection, Human Capital and Community Wellbeing	Women, youth, children, and marginalized groups access safer, more inclusive, and shock-responsive services that protect dignity and wellbeing.	Protection mainstreaming; education support; health and nutrition awareness; social protection linkages; psychosocial support; inclusion
Pillar 5: Institutional Excellence and Local Leadership	APID is a stronger, more accountable, financially sustainable, and evidence-driven local organization capable of delivering integrated nexus programming at scale.	Financial systems; safeguarding; HR; digital MEAL; donor engagement; communications; governance; consortium readiness

6. DELIVERY AND PARTNERSHIP APPROACH

APID will deliver this strategy through an integrated, partnership-driven approach anchored in local leadership, systems strengthening, conflict sensitivity, gender equality, social inclusion, and climate adaptation.

Across Kenya, Somalia, and Ethiopia, APID will tailor implementation to the specific realities of each operating context while maintaining a common strategic model. In ASAL areas, APID will prioritize climate adaptation, pastoral and agro-pastoral livelihoods, water security, peacebuilding, and natural resource governance. In informal settlements and displacement-affected areas, APID will prioritize livelihoods, protection, youth opportunity, access to essential services, and accountable local systems. In cross-border areas, APID will focus on mobility, trade, peace corridors, water access, market linkages, and cooperation between communities and institutions.

APID will work through five partnership pathways:

Partnership pathway	Purpose
Community institutions	Strengthen local ownership, participation, accountability, and sustainability
Government and local authorities	Align with public systems, improve service delivery, and influence planning
Civil society and local organizations	Expand reach, legitimacy, and locally led implementation
Private sector actors	Strengthen markets, employment pathways, finance, and service delivery
Donors, INGOs, UN agencies, and research partners	Mobilize resources, technical support, evidence, and strategic influence

6.4 ORGANIZATIONAL COMMITMENT

Cross-Cutting Commitments

Commitment	What it means for APID programming
Climate-smart	All programs will assess climate risks and integrate adaptation, natural resource sensitivity, and shock preparedness where relevant
Conflict-sensitive	All interventions will consider conflict dynamics, power relations, access, mobility, and potential unintended harm
Gender-equal and inclusive	Women, youth, children, PWDs, minorities, and marginalized groups will be intentionally included in design, implementation, leadership, and monitoring
Protection-centered	Safeguarding, PSEA, child protection, dignity, and safe referral pathways will be mainstreamed across programming
Evidence-driven	APID will use data, community feedback, monitoring, and learning to improve decisions and demonstrate results
Locally led	Communities will be engaged as leaders, not passive recipients; local structures will be strengthened for sustainability
Innovative and adaptive	APID will test, learn, refine, and scale approaches that work while documenting lessons from failure

OPERATIONAL EXCELLENCE AND INSTITUTIONAL READINESS

APID's credibility with communities and donors will depend on the strength of its systems. During the 2026–2030 period, APID will invest in the organizational capabilities required to deliver larger, more complex, and more accountable programs.

1. Governance and strategic oversight

APID will strengthen Board and senior management oversight of strategy implementation, risk management, safeguarding, fiduciary controls, and organizational performance. Annual strategy reviews will be conducted to assess progress, approve course correction, and maintain accountability to communities and partners.

2. Financial integrity and compliance

APID will strengthen financial systems, procurement controls, budget monitoring, internal audits, donor compliance, segregation of duties, and fraud prevention mechanisms. This will increase readiness for direct donor funding and larger consortium roles.

3. Safeguarding and protection from sexual exploitation and abuse

APID will maintain a zero-tolerance approach to sexual exploitation, abuse, harassment, fraud, corruption, and aid diversion. Safeguarding will be mainstreamed across recruitment, training, partner management, community engagement, reporting systems, and program monitoring.

4. Digital transformation and data systems

APID will invest in digital tools for data collection, beneficiary registration, complaints and feedback, monitoring dashboards, budget tracking, and knowledge management. Better data will improve decision-making, program adaptation, and donor reporting.

5. People and culture

APID will invest in staff development, leadership capacity, performance management, wellbeing, and retention. The organization will build a culture of professionalism, inclusion, learning, innovation, and accountability.

6. Partnership and consortium readiness

APID will strengthen systems for due diligence, partner assessment, sub-grant management, joint work planning, risk sharing, and consortium coordination. This will position APID as a reliable partner for INGOs, UN agencies, donors, and government.

7. STRATEGIC RISKS AND MITIGATION

Risk category	Risk scenario	Likelihood	Impact	Mitigation
Climate shocks	Drought, floods, or heat stress exceed community coping capacity and disrupt programming	High	High	Integrate early warning, contingency planning, crisis modifiers, climate-smart livelihoods, and water preparedness
Conflict and insecurity	Resource-based conflict, political violence, or extremist activity limits access and increases risk	Medium/High	High	Use conflict sensitivity, local acceptance, context monitoring, peace structures, and flexible implementation modalities
Funding volatility	Donor funding declines or remains short-term and fragmented	Medium	High	Diversify donors, pursue multi-year funding, build consortium roles, develop pipeline, and strengthen visibility
Fiduciary risk	Weak systems expose APID to compliance, audit, fraud, or reporting risks	Medium	High	Strengthen internal controls, audits, procurement, grant management, and budget monitoring
Safeguarding risk	Communities, staff, or partners face protection, SEA, harassment, or abuse risks	Medium	High	Strengthen safeguarding policy, reporting channels, training, survivor-centered referrals, and partner compliance
Operational capacity	APID grows faster than its systems and staff capacity	Medium	Medium/High	Phase growth, invest in HR, systems, digital tools, and management capacity
Political interference	Local politics affects targeting, service delivery, or community acceptance	Medium	Medium	Transparent targeting, stakeholder mapping, grievance mechanisms, and county-level engagement
Reputational risk	Poor communication, unmet expectations, or partner failure affects trust	Medium	High	Strong communications, partner due diligence, community feedback, and issue escalation protocols
Market disruption	Inflation, supply chain disruption, or price volatility affects livelihood programming	Medium	Medium	Market assessments, flexible procurement, private sector partnerships, and adaptive livelihood design
Data quality risk	Weak evidence limits learning, reporting, and donor confidence	Medium	Medium	Digital MEAL, data quality audits, staff training, and routine reflection meetings

STRATEGY IMPLEMENTATION GOVERNANCE

APID will establish a structured strategy implementation mechanism to ensure that the 2026–2030 Strategic Plan is actively used for decision-making, resource mobilization, performance monitoring, and accountability.

Mechanism	Role
Board annual strategy review	Review strategic progress, risks, fiduciary performance, and institutional priorities
Senior management quarterly review	Track implementation progress, resource mobilization, program quality, and operational bottlenecks
Annual strategy reflection workshop	Review learning, evidence, community feedback, and required course correction
Program portfolio review	Assess whether projects remain aligned to APID’s five strategic pillars
Donor and partner engagement review	Track donor pipeline, partnerships, visibility, and funding diversification
Community accountability review	Assess feedback trends, complaints, safeguarding issues, and community satisfaction

IMPLEMENTATION ROADMAP 2026–2030

APID will implement this strategy in three phases.

Phase	Strategic focus	Key priorities
2026: Foundation and positioning	Build systems, refine models, strengthen partnerships	Finalize results framework; establish baselines; strengthen MEAL; upgrade financial and safeguarding systems; develop donor engagement plan; package APID Resilience Corridors Model
2027-2029: Scale and integration	Expand integrated programming and deepen systems influence	Scale priority models; strengthen county and community systems; increase multi-year proposals; expand digital data systems; document evidence and learning
2030: Consolidation and influence	Demonstrate results, influence policy, and prepare next strategy	Conduct outcome reviews; produce evidence products; consolidate donor partnerships; update strategic positioning; develop 2029–2033 strategy

8. MONITORING, EVALUATION, ACCOUNTABILITY and LEARNING

APID will use Monitoring, Evaluation, Accountability and Learning as a strategic management function, not only a donor reporting requirement. The MEAL system will support decision-making, program quality, accountability to communities, and evidence-based positioning with donors and government.

APID’s MEAL approach will be built around five functions

Function	Purpose
Measure	Track outputs, outcomes, reach, inclusion, quality, and contribution to systems change
Listen	Capture community feedback, complaints, priorities, and perceptions
Learn	Generate evidence on what works, for whom, where, and under what conditions
Adapt	Use evidence and feedback to adjust implementation in real time
Influence	Package evidence for government engagement, donor positioning, and policy dialogue

Core MEAL commitments

- Establish baseline and endline evidence for all major programs.
- Use digital data collection and dashboards where feasible.
- Track sex, age, disability, displacement status, and other relevant vulnerability markers.
- Conduct quarterly learning reviews across programs.
- Strengthen community feedback and response mechanisms.
- Document significant change stories and systems-level outcomes.
- Use evidence to inform proposal development, advocacy, and partnership decisions.

APID LEARNING AGENDA 2026–2030

APID will prioritize learning around the following questions:

1. Which livelihood pathways are most viable for women and youth in ASAL and informal settlement contexts?
2. What combination of water security, livelihood support, and peacebuilding most effectively reduces resource-based conflict?
3. How can youth engagement reduce vulnerability to violent extremism and increase civic participation?
4. Which water governance models sustain operations and maintenance beyond project funding?
5. How can cross-border programming improve resilience, mobility management, and social cohesion?
6. Which digital tools increase access to markets, services, finance, and early warning information for vulnerable communities?
7. How can protection, education, health, and nutrition be better integrated into resilience programming?
8. What institutional capabilities most improve APID's competitiveness for direct and multi-year donor funding?

Resource Mobilization and Financial Sustainability Framework

To deliver this strategy, APID will move from opportunistic fundraising toward strategic portfolio development. Resource mobilization will be linked directly to APID's climate-conflict-livelihood nexus identity and its ability to deliver integrated programming in fragile and cross-border contexts.

Resource mobilization priorities

1. Build a stronger pipeline of multi-year resilience, peacebuilding, livelihoods, WASH, and governance opportunities.
2. Increase direct donor engagement and reduce dependence on short-term sub-grants.
3. Position APID as a credible national and regional partner for INGOs, UN agencies, bilateral donors, foundations, and county governments.
4. Develop high-quality concept notes aligned to APID's strategic pillars.
5. Invest in communications, evidence products, and donor-facing visibility.
6. Strengthen internal cost recovery, compliance, and grant management systems.


APID's portfolio growth target


Indicator	2026 baseline	2027-2029 target	2030 target
Annual portfolio value	To be confirmed	+30–50% growth	+75–100% growth
Share of multi-year funding	Low/moderate	At least 25%	At least 40%
Direct donor partnerships	Limited	1–2 active direct relationships	3+ direct relationships
Strategic consortium roles	Mainly implementing partner	Co-lead or technical lead in selected bids	Recognized niche lead in nexus programming
Evidence/learning products produced annually	Limited	2–3	4+
Donor engagement meetings per year	Ad hoc	Structured quarterly engagement	Formal annual donor roundtable

ANNEX 1: SUMMARY RESULTS FRAMEWORK

Strategic level	Statement	Illustrative indicators
Impact	Resilient and inclusive communities withstand climate and conflict shocks and pursue sustainable development	% of targeted communities reporting improved resilience capacity; % of households reporting improved ability to cope with shocks
Outcome 1	Women and youth access diversified, climate-smart, and market-linked livelihoods	% increase in income; # youth trained; # women-led enterprises supported; % households adopting climate-smart practices
Outcome 2	Communities prevent and manage conflict through inclusive governance and peace systems	# peace structures strengthened; % conflicts resolved; % women/youth representation; trust perception scores
Outcome 3	Communities access safe, reliable, and sustainably managed water and natural resources	# water systems rehabilitated; % functionality rate; # O&M plans operational; # water-related conflicts reduced
Outcome 4	Vulnerable groups access safer, more inclusive protection and human capital pathways	# people reached with protection services; # children supported; # referral systems strengthened; inclusion scores
Outcome 5	APID has stronger systems for accountable, evidence-driven, and financially sustainable delivery	# direct donor partnerships; # staff trained; audit results; % projects with MEAL systems; # learning products

Nairobi Office

 Hurlingham Park, Suite B7
Off Argwings Kodhek Rd

 +254 768 147 139