

ROD **Kenya**

**RESOURCES ORIENTED DEVELOPMENT INITIATIVES
(RODI)**



STRATEGIC PLAN

2026-2030

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Abbreviations and Acronyms

CBOs	Community Based Organisations
FE	Final Evaluation
GESI	Gender Equality and Social Inclusion
ICT	Information and communication Technology
KPI	Key Performance Indicators
MEARL	Monitoring, Evaluation, Accountability, Research and Learning
MTR	Mid Term Review
NAP	National Adaptation Plan
NCAJ	National Council on Administration of Justice
NGOs	Non Governmental Organisations
OFOP	Organic Farming Outreach Program
PESTEL	Political, Economical, Social-cultural, Technological, Environmental and Legal
PGS	Participatory Guarantee System
PSS	Psychosocial Support Services
RODI	Resources Oriented Development Initiatives
SADDD	Sex, Age and Disability Disegregated Data
SDGs	Sustainable Development Goals
SPSC	Strategic Plan Steering Committee
SROI	Social Return On Investment
SWOT	Strengths, Weakness, Opportunities and Threats
WASH	Water Sanitation and Hygiene

Foreword

It is with great honor and a deep sense of commitment that I present the Strategic Plan 2026–2030 for Resources Oriented Development Initiative (RODI). This document is more than a roadmap; it is a reaffirmation of RODI's enduring commitment to advancing human dignity, environmental stewardship, social justice, and institutional resilience across Kenya and the Eastern African region. It embodies a visionary commitment to sustainable and equitable progress. This plan is thoughtfully anchored on four foundational pillars that address some of the most pressing challenges and opportunities of our time: climate justice and agroecology; social and restorative justice; holistic health and wellness; and institutional resilience, governance, and partnerships.

Towards this five-year journey, we acknowledge the visionary leadership of the late Emeritus Eliud Ngunjiri, the founder of RODI. His dedication and commitment laid the cornerstone for the organization, guiding it from its inception as a Community Based Organization in 1989 to its registration as a Non-Governmental Organization in 1999. Eliud's emphasis on restorative justice and the recognition of community resources continues to inspire our mission today.

RODI's approach recognizes the intricate interdependence between environmental stewardship, social equity, and human well-being. The emphasis on climate justice and agroecology underscores the urgent need to harmonize agricultural practices with ecological balance while advocating for fair treatment and meaningful involvement of all communities affected by climate change. By integrating social and restorative justice, the

initiative seeks to mend societal fractures, foster inclusion, and empower marginalized populations through equitable resource distribution and reparative frameworks.

Holistic health and wellness stand as a crucial pillar, reflecting a comprehensive understanding of health that transcends the absence of illness to include mental, emotional, and community well-being. This pillar highlights the importance of nurturing resilient individuals and communities as a foundation for sustainable development. Finally, institutional resilience, governance, and partnerships are essential to ensuring the durability and effectiveness of RODI's interventions. Strengthening governance structures and fostering collaborative partnerships will enable adaptive, transparent, and accountable systems that can respond dynamically to emerging challenges.

Together, these pillars form a cohesive framework that guides RODI's strategic efforts toward a future where resources are managed responsibly, justice is upheld universally, and health and institutional integrity flourish. This strategy not only charts a path for transformative impact but also calls on all stakeholders to join in a collective journey toward a resilient, just, and thriving world.

The unwavering support of the RODI Board and our dedicated staff has been integral to the governance and implementation of our projects. Together, we have made significant strides toward making our initiatives a reality. Your hard work and passion for community empowerment are vital as we look toward the future. The Board reaffirms its unwavering

Foreword

commitment to supporting the management, secretariat, and staff of RODI. Recognizing that effective governance is predicated upon a collaborative relationship between the board and organizational leadership, we pledge to provide ongoing guidance, resources, and encouragement to ensure the continued success and sustainability of RODI's mission. The board acknowledges the vital role played by the management team in operational execution, the secretariat in administrative coordination, and all staff members in advancing our shared objectives.

We highly appreciate the funding support from our dedicated development partners such as and not limited to: GLS Future foundation for Development, Bread for the world, Tudor Trust, Amref health Africa, Stewart Mott Foundation, Global Fund for Community Foundations (GFCF), Legal Resources Foundation (LRF), Participatory Ecological Land Use Management(PELUM) Kenya, among others has made us realize our mission and vision in the past and we look forward to stronger partnerships in the future.

Further we appreciate the support and partnership with the Ministry of Ministry of Agriculture and Livestock Development (MoALD), Ministry of Environment, Climate Change & Forestry (MECCF), Ministry of Interior and National Administration, the State Department for Correctional Services, Kenya Prison Service, Ministry of Education, Ministry of Health, Judiciary of Kenya, among other government ministries and departments which through their like-mindedness and support we continue to deliver for the people. We shall continue being faithful to partnerships which inform

mutual vision and transformation pursuant to this 2026/30 Strategy.

As we navigate the complexities of the coming years, let us remain united in our mission and steadfast in our resolve to bring about meaningful change. Together, we will harness the power of our communities and strengthen the foundation on which RODI stands.

We invite State and Non-State institutions, development partners, and stakeholders to join us in partnership for the RODI Strategic Plan 2026-2030. As the global landscape evolves with new paradigms in localization and funding architectures, collaborative efforts become paramount to drive meaningful, sustainable impact across communities and ecosystems.

Your partnership will be instrumental in advancing these interconnected goals, leveraging shared resources, expertise, and networks to build resilient systems that honor equity and environmental stewardship. Together, we can catalyze transformative change that responds effectively to contemporary challenges, ensuring that justice, wellness, and institutional strength are at the heart of development strategies. We call on you to engage with us in this vital initiative, fostering innovative collaborations that empower local actors and amplify global solidarity for a sustainable future.

Here's to a future filled with hope, progress, and transformation!



Lenson Njogu, OGW, C.Med
Chairperson, Executive Management Board.

Acknowledgement

Dear RODI Board Members, Stakeholders, and Staff,

I am writing to extend my heartfelt appreciation for the collective effort and dedication that has gone into the development of the RODI Strategic Plan for 2026-2030. This plan is not just a document; it is a vision that will guide our organization over the next five years.

Your collaboration has truly exemplified the spirit of teamwork. The insights and expertise each of you contributed have been invaluable, ensuring that our strategic plan is robust and comprehensive.

This strategic plan will serve as a beacon for RODI, allowing us to grow in our experiences, expand our projects and enhance our contributions towards Africans Union agenda 2063, the Sustainable Development Goals, and climate change initiatives. Together, we are positioned not just to address challenges but to embrace opportunities that will elevate our impact in the community and beyond.

I would like to express special gratitude to the RODI management and Strategic Connections limited (SCL) who led this process. Your leadership, guidance, and commitment to excellence have been instrumental in shaping a plan that aligns with our goals and aspirations. Thank you for your tireless efforts in facilitating discussions and bringing together diverse perspectives. Let us move forward with confidence, guided by this strategic plan, and continue working together to achieve our shared vision.

Thank you once again for your dedication and hard work.



Esther Jepkoge Bett,
Executive Director, RODI

INTRODUCTION

History of RODI - Formation and Evolution

The history of RODI is defined by the pioneering vision to link human dignity and social justice with sustainable development and environmental stewardship. The history is grounded under the dedication and commitment of the Founder, the late, Emeritus Eliud Kihoro Ngunjiri, through his belief in the power of positive thinking, identifying and mobilising local resources as well as the Resources Oriented Development approach.

Since 1989, the organization journey reflects an evolution from an ecological farming initiative as a community based organisation (Organic Farming Outreach Programme-OFOP) targeting small holder farmers for increased food production to a comprehensive actor in restorative justice, health and climate sectors. The journey was grounded on the realization that it was impossible to achieve development without addressing the deep connection between economic vulnerability and environmental collapse. In the face of increasing climate-induced livelihood failure, RODI adopted Agroecology as its core technology for empowerment by training smallholder farmers appropriate techniques for sustainable, low-input, climate-resilient farming practices.

Over time, RODI created a powerful fusion between Environmental Justice and Social/Economic Justice, which has established RODI as a unique force in the community development space.

In 1994, the organisation scaled up its reach to a vulnerable and marginalised population by collaborating with the Kenya Prisons Service in rehabilitation and reintegration of prisoners. The prisoner rehabilitation path was guided by the principle that incarceration should be a

path to rehabilitation, not merely punishment. The initiative focused on restoring the dignity of offenders, ex-offenders, and their families by providing them with practical, viable pathways for economic reintegration as well as vocational training and psychosocial support within the correctional system. The core belief was and remains that restorative justice is the most effective way to reduce recidivism and strengthen community stability.

In 1999, the upgrade of the organisation from OFOP to Resources Oriented Development Initiatives (RODI) was realised, transitioning from a Community based Organisation to a Non Government Organisation in registration and operations. Over the decades, RODI has significantly expanded its geographical and thematic reach while deepening its influence on national policy. Key milestones achieved include:

- a. Agro-ecology Sector Leadership:** Establishing RODI as a leading voice and technical expert in the agroecology movement, actively participating in national and regional coordination platforms.
- b. Justice System Partnership:** Building trust and formal partnership with various actors within the criminal justice system to influence reforms, human rights adherence access to justice, and scale up rehabilitation and reintegration programs within the region.
- c. Health and Wellness Breadth:** Evolving the integrated model to include crucial transversal themes, such as holistic health and wellness, recognizing that psychosocial and physical well-being is fundamental to successful economic and social reintegration.

Today, RODI stands as a well established, evidence-based organization that delivers transformative programs across multiple counties, actively contributing to community

development through the holistic models in agroecology, climate justice, Health, social and restorative justice.

Strategic Planning Context

The development of the Strategic Plan (2026–2030) followed a comprehensive, participatory, and evidence-based methodology that began with a rigorous strategic reflection on the 2020–2025 milestones. By evaluating past performance against previous targets, RODI was able to identify institutional strengths, celebrate key successes, and extract critical lessons that informed the new strategic direction. This process involved key governance structures including the Board, management, project staff, and external stakeholders to ensure that the transition from situational analysis to strategic formulation was anchored in real-world evidence. Consequently, the resulting framework is not merely a new document but a strategic evolution designed to address residual gaps while leveraging RODI's proven capacity to deliver impact across its core thematic areas.

RODI's Strategy is rooted in its mission to provide reliable, affordable, and accessible sustainable livelihood and development programs across Kenya and beyond. RODI continues to build a strong presence through decentralized training centers and partner-

ships with county governments and civil society organizations. The Strategy reflects RODI's commitment to scaling impact, improving program efficiency, and expanding its product and service offerings to meet evolving social, economic, health, legal and environmental needs.

This strategic context includes the need to diversify funding streams, leverage existing community infrastructure, and respond to growing regional demand for a broad range of inclusive and equitable development interventions. This will include aligning with national food security goals, climate action agendas, social justice, equality and sustainable development plans.

The organization is positioned at the intersection of community development, social impact, and public service, making its Strategy not only mission-driven but also aligned with national policy and economic empowerment enabling RODI to deepen its impact while ensuring long-term institutional sustainability.

Past performance and track record

RODI has to date played a crucial role in advocating for restorative justice, agro-ecology, climate justice, holistic health and holistic child development approaches while standing as a leading authority in restorative justice and agro-ecology fields in Kenya.

Over the previous strategic period, RODI made significant contributions to legal and institutional reforms, strengthening the criminal justice system in Kenya and beyond. This includes championing the effectiveness and efficiency of case management along the criminal justice system, alternatives to incarceration and alternative dispute resolution mechanisms.

Key contributions and achievements realised over the last 5 years include:

1. Adoption of agro-ecological farming practices by 4,400 small holder farmers contributing to increased safe food production and consumption, reduction in use of toxic and harmful pesticides and improved environmental safety.
2. 840,000 environmentally friendly trees planted and surviving contributing to increased tree cover in the degraded forest and community land within 5 target counties. This is a key contribution to the global effort on climate justice and biodiversity restoration.
3. Increased uptake for health services in disease prevention and management through awareness on communicable and non communicable diseases. This led to the screening of 281,884 persons for Tuberculosis in congregate settings and successful linkage to treatment for 1,194 persons who tested positive .
4. Strengthened entrepreneurial capacity for 327 youth to engage in sustainable business enterprises contributing to self employment, reduced crime rates and community development .
5. Enhanced social reintegration and reduced reoffending among 378 ex-offenders through aftercare and entrepreneurial support. Reoffending was also reduced from 30-40% to 5.3% among the targeted ex-offenders.
6. Increased capacity among the 680 pretrial detainees on legal rights, case management and conflict resolution, resulting in 246 cases resolved through alternative dispute resolution and acquittal.
7. Life skills development and vocational skills training among 2,356 school going children.
8. Enhanced psychosocial support and Trauma healing among 230 ex-prisoners, 120 prison staff and 86 prisoners.
9. Organisation financial resources and funds increased by 202% as a result of intensified and diversified resource mobilisation strategies.

Over the last 5 years, RODI has also supported strengthening of its institutional capacities including quality leadership and personnel, robust management and operational systems, structures, and policies. No compliance issues have been raised by auditors or independent evaluators over the past strate-

gic years. RODI has also developed and shared diverse knowledge pieces over the years that have aptly informed policy and practice within the thematic areas of focus.

SITUATIONAL ANALYSIS: THE OPERATING ENVIRONMENT

The Global Imperatives

The global landscape is defined by a convergence of critical, interconnected crises that challenge human development and security. At the forefront are two non-negotiable imperatives that shape international aid, policy, and civil society efforts: Sustainable Development and Global Justice.

The accelerating climate crisis is the defining threat of our time. Global commitments under the Sustainable Development Goals (SDGs), particularly SDGs 2 (End Hunger), 3 (healthy and well-being), 5 (Gender Equality), 6 (Water and Sanitation), 7 (Affordable and sustainable Energy), SDG 13 (Climate Action), 15 (Take care of the Earth), 16 (peace, justice and strong institutions) and 17 (partnerships for the goals) demand urgent and transformative shifts in economic empowerment, resource management, and resilience building. Crucially, the principle of Climate Justice emphasizes

that the communities most vulnerable to climate impacts are often those who contributed least to greenhouse gas emissions. This necessitates a global equity lens in all climate adaptation and mitigation strategies, ensuring that local, marginalized voices guide solutions.

The global discourse on justice is shifting toward systemic reform. Rising economic inequalities, persistent institutional corruption, and overburdened justice systems, particularly penal and judicial bodies, threaten social stability. There is an imperative to move towards models of Restorative Justice that focus on rehabilitation, reintegration, and addressing the root causes of crime, rather than relying solely on punitive measures. These global drivers compel organizations to adopt integrated models that simultaneously promote ecological health and human dignity.

Regional Opportunities

The East African region presents a unique combination of extreme climate vulnerability and burgeoning political will for sustainable reform, directly aligning with the resilience goals established in the Malabo Declaration and now expanded by the Kampala Declaration (2026–2035). As the region suffers from devastating climate shocks, there is a growing movement to advocate for agroecology—not merely as a farming technique, but as a holistic pathway to biodiversity conservation and food sovereignty. This transition serves as a critical mechanism for achieving the Kampala mandate of intensifying sustainable food production, which aims to increase agrifood output by 45% by 2035 while placing nature-positive practices at the center of the continental agenda.

Regional bodies and national governments are increasingly developing frameworks to transition food systems, creating a pivotal opportunity for organizations to champion and scale integrated agroecological models. Many East African nations are strengthening decentralization, shifting resource allocation closer to communities. This political shift mirrors the Kampala Declaration's emphasis on "agrifood systems" governance, opening new channels for participatory, inclusive decision-making. By empowering marginalized groups, including smallholder farmers, women, and youth, these models directly fulfill the Kampala objective of reducing extreme poverty by 50% and ensuring that at least 30% of marginalized groups are empowered within agrifood value chains.

SITUATIONAL ANALYSIS: THE OPERATING ENVIRONMENT

The Kenyan Context: Drivers for Transformative Action

Kenya's national development agenda, guided by Vision 2030, aims for a prosperous and secure future. However, this vision is constantly challenged by deep-seated vulnerabilities that define the operational context for development actors.

Kenya's economy and livelihoods are overwhelmingly dependent on climate-sensitive sectors, especially rain-fed agriculture. The country's commitment to climate change adaptation, outlined in its National Adaptation Plan (NAP), mandates that all stakeholders, government, private sector, and civil society integrate climate resilience into their core strategies. This high-risk, high-priority environment demands innovative, sustainable, and proven methods for protecting livelihoods, such as climate resilience agriculture and ecosystem restoration.

Kenya continues to face significant challenges

related to overcrowding in correctional facilities, high rates of petty offenses, and poor social reintegration outcomes for ex-offenders. The National Council on the Administration of Justice (NCAJ) has affirmed the need for systematic reforms that enhance the rule of law, protect human rights, and promote alternatives to incarceration. Furthermore, the commitment to "greening the justice sector" underscores the realization that social and environmental justice are intrinsically linked. This national mandate creates a clear call to action for interventions that empower individuals within the justice system with skills for sustainable and dignifying livelihoods upon release.

SWOT Analysis

This Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis provides a structured evaluation of RODI's internal strengths and weaknesses, alongside external opportunities and threats. The SWOT analysis serves as the foundation for RODI's strategic plan,

guiding the selection of objectives and initiatives aimed at achieving maximum impact. The results of the SWOT analysis are presented in Table 1 below.

Table 1: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Good reputation and working relationship with the stakeholders. ● Good organizational structure and a strong supportive Executive Management Board. ● Good working environment for staff learning and growth. ● A strong track record and experience in rehabilitation, reintegration and aftercare of ex-prisoners. ● Alignment of programs to Government flagship agendas ● Compliance with government regulations. ● Existence of RODI models ● Well developed and updated policies and structures 	<ul style="list-style-type: none"> ● Inadequate internal and external communication systems, documentation practices and visibility efforts. ● Staffing gaps in a few sectors in the organization. ● Inadequate diverse resource base to support institutional operations. ● Inadequate monitoring, evaluation, learning and research systems. ● Minimal institutional engagement with National and county level policy and legislative processes.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● A growing need for skills in agro-processing, value addition and marketing. ● Increasing global recognition and interest in agro- ecology as an alternative farming system to meet the growing demand for organically grown safe food. ● Growing demand for consumption of healthy food. ● Increasing demand for internships and mentorship. ● High population of semi-skilled and unemployed youth. ● Increasing need for climate change mitigation initiatives. ● Increasing mental health challenges and demand for psycho-social support (PSS). ● A growing shift to artificial intelligence (A.I) and vibrant social media. ● Goodwill from stakeholders and partners. ● Widespread reach and replication of RODI models and programs to more counties in Kenya. ● Rising demands for inclusive locally grounded rehabilitation and reintegration models developed jointly with the government and aligned partners. ● A growing demand for renewable energy. ● An income generating arm for sustainability 	<ul style="list-style-type: none"> ● Shift in development partner's policies and priorities. ● Unpredictable government policies. ● Climate change. ● Community attitude towards ex-offenders. ● Shrinking funding landscape. ● Duplication of RODI models and approaches.

PESTEL Analysis

This PESTEL analysis provides a structured framework for understanding the macro-environmental forces currently influencing RODI's operations, partnerships, and service delivery model.

Table 2: PESTEL Analysis

Factor	Description and Impact on RODI	Opportunity (+) / Challenge (-)
Political	Government Commitment to Reform and Devolution: Strong policy support for judicial reform, national agricultural systems and climate action policies. The decentralized (devolution) system offers opportunities to anchor projects at the County level, improving localized impact and ownership.	+ Localized partnership, financing and policy influence. - Political instability or shifting priorities can affect funding/permissions. - Low government investments directed towards agroecology/sustainable farming practices
Economic	High Cost of Living and Agri-dependence: High inflation and food prices strain household budgets, driving demand for sustainable, low-input farming methods like agroecology. Reliance on rain-fed agriculture and external chemical inputs exposes communities to high economic risk.	+ Increased market demand for resilient, affordable farming solutions. - Limited purchasing power among primary beneficiaries and high operational costs. - Limited incentives directed to agroecology
Socio-cultural	Stigma, Social Cohesion, and Exclusion: Deep-rooted stigma against ex-offenders hinders successful reintegration and employment, with compounded barriers for women and marginalized groups facing gender-based discrimination and social exclusion. While strong community social structures exist, they require targeted intervention to dismantle exclusionary norms and promote gender-responsive restorative justice values.	- Stigma threatens program success (increase in recidivism). + Strong community networks and structures offer channels for equitable and inclusive implementation and behavioral change. - Limited access, ownership and control of factors of production such as land and capital to women and youth.
Technological	Digital Access and Innovation: Advancement in ICT, mobile penetration presents potential for innovation, growing reach and digital platforms for training and marketing	+ Scalability of training and financial inclusion. - Gaps in digital literacy and internet access in deep rural areas.

Table 2: PESTEL Analysis

Factor	Description and Impact on RODI	Opportunity (+) / Challenge (-)
Environmental/Ecological	Extreme Climate Shocks and Land Degradation: Intensified droughts and erratic rainfall directly undermine food security and livelihoods. Land degradation and biodiversity loss require urgent, nature-based solutions.	+ Clear mandate for agroecology and ecosystem restoration. - Climate risks directly impact project sustainability and demand constant adaptation.
Legal	Judicial Reform and Human Rights: Ongoing legislative and judicial emphasis on human rights, access to justice, and alternative sentencing such as Community Service Orders. Laws governing NGO operations and foreign funding remain relatively stable.	+ Legal framework supports restorative justice interventions. - Slow pace of justice system implementation and complex land tenure issues affecting farmers.

Stakeholder Mapping and Analysis

RODI adopts a systematic stakeholder mapping and analysis framework to drive the 2026–2030 Strategic Plan. By categorizing actors into Primary, Secondary, and Tertiary groups, RODI defines clear roles and establishes a mutuality of expectations between the organization and its partners. This robust framework ensures that engagement is targeted, resources are efficiently mobilized, and strategic collaborations are leveraged to maximize impact across all thematic areas. Each stakeholder has various expectations from the organization, and so does the organization from each stakeholder. Table 3 summarizes these expectations.

Table 3 Stakeholder Analysis

Stakeholder Category	Stakeholder Name	Influence / Interest	Role of the Stakeholder	Expectation of the Stakeholder/Group (from RODI Kenya)	Expectation of RODI Kenya (from Stakeholder)
Primary: Those who are directly impacted by RODI's projects (beneficiaries) and those who implement the work. Their success or failure is directly linked to the organization's existence	Beneficiaries: Farmers, Ex-prisoners, Ex-offenders, Pupils, parents, refugees, youth, Community Members, community groups and RODI staff	High Interest, High Influence- as beneficiaries and internal drivers of success.	Recipients and implementers of training, skills, services, salaries and benefits, and inputs.	<ul style="list-style-type: none"> ● Delivery of high-quality, relevant services-effective ecological training, economic empowerment, credible rehabilitation certificates. ● Accountability and timely support. 	<ul style="list-style-type: none"> ● Active participation, adoption and replication of skills, commitment to change, and project ownership. ● Positive results and evidence of project impact.
Secondary: Those who provide resources, regulatory	Development partners/funders	High Influence, Medium Interest -	Funder, technical support, feedback, financial	<ul style="list-style-type: none"> ● Fiduciary compliance and transparent use of funds. 	<ul style="list-style-type: none"> ● Continued, long-term financial support and grant flexibility.

Stakeholder Category	Stakeholder Name	Influence / Interest	Role of the Stakeholder	Expectation of the Stakeholder/Group (from RODI Kenya)	Expectation of RODI Kenya (from Stakeholder)
<p>environment, or operational context for RODI's work. They do not directly benefit from the service but are crucial for its delivery and sustainability.</p>		<p>Crucial for funding and access, but their core mission is separate.</p>	<p>ng oversight, partnership, and support.</p>	<ul style="list-style-type: none"> ● Timely and accurate reporting on progress and impact against contractual KPIs. ● Innovation and technical competence. 	<ul style="list-style-type: none"> ● Technical expertise, policy guidance, and networking opportunities.
	<p>Government Ministries, Departments & Agencies (MDAs):</p>		<p>Technical support, policy formulation, regulation, and resource allocation.</p>	<ul style="list-style-type: none"> ● Compliance with national policies and regulations. ● Successful implementation of programs in alignment with MDAs' mandates-national health campaigns, agricultural extension goals. 	<ul style="list-style-type: none"> ● Favorable policy environment and non-interference.. ● Enactment of favourable policies and resource allocation for implementation. ● Technical expertise, access to public resources-data, extension officers, land. ● Official recognition and scale-up opportunities. ● Adoption and sustainability of initiated programs.

Stakeholder Category	Stakeholder Name	Influence / Interest	Role of the Stakeholder	Expectation of the Stakeholder/Group (from RODI Kenya)	Expectation of RODI Kenya (from Stakeholder)
	INGOs & others:		Funder, technical support, provide linkages, networking, capacity building, and policy influence.	<ul style="list-style-type: none"> ● Strategic collaboration and successful implementation of joint projects. ● Knowledge sharing and ethical partnership practices. ● Complementary skill sets and expertise in specific thematic areas. 	<ul style="list-style-type: none"> ● Financial contribution and/or in-kind technical expertise. ● Access to new geographic areas, networks, and advocacy platforms. ● Shared accountability for joint project success.
Tertiary: Those who have an indirect interest in the outcomes or are affected by the broader societal change RODI aims	Academia & Research Institutions:	Medium Interest, Low/Medium Influence - Influence is through policy/medi	Research, evidence generation, knowledge co-creation, and technical advice.	<ul style="list-style-type: none"> ● Access to implementation sites for field research. ● Data sharing and utilization of evidence for program 	<ul style="list-style-type: none"> ● Contextualized, evidence-based research and advice to improve program efficiency. ● Validation and external credibility of the RODI

Stakeholder Category	Stakeholder Name	Influence / Interest	Role of the Stakeholder	Expectation of the Stakeholder/Group (from RODI Kenya)	Expectation of RODI Kenya (from Stakeholder)
to achieve like policy bodies, the public, and local businesses.		a, but not direct operational control.		<p>design.</p> <ul style="list-style-type: none"> ● Opportunities for joint capacity building. 	<p>model.</p>
	Networks, Clusters, Forums, Platforms:		Information sharing, documentation, policy advocacy, and coalition building.	<ul style="list-style-type: none"> ● Alignment of RODI's grassroots efforts with national/continental advocacy themes. ● Input on policy documents and best practices. ● Active contribution to the network's activities. 	<ul style="list-style-type: none"> ● Strengthened advocacy voice through RODI's on-the-ground experience. ● Protection of RODI's interests in policy dialogues- e.g agro-ecology policies, prison working groups and GESI
	Media: Newspapers, TV stations, social media		Shapes public perception, raises awareness, and promotes accountability.	<ul style="list-style-type: none"> ● Compelling, accurate stories of impact (beneficiary success). ● Access to organizational experts for commentary. 	<ul style="list-style-type: none"> ● Positive visibility and awareness to build brand reputation. ● Pressure on policymakers to support RODI's mandate. ● Channel for

Stakeholder Category	Stakeholder Name	Influence / Interest	Role of the Stakeholder	Expectation of the Stakeholder/Group (from RODI Kenya)	Expectation of RODI Kenya (from Stakeholder)
				<ul style="list-style-type: none"> ● Ethical reporting on sensitive issues like ex-offender re-integration. 	community sensitization.
	<p>National Private Sector: Insurance, banks, Micro finance and other private sector players</p>		Financial services, inputs and products potential for CSR funding, and employment opportunities.	<ul style="list-style-type: none"> ● Successful, profitable partnership opportunities. ● A stable, ethically managed organization for investment/partnership. 	<ul style="list-style-type: none"> ● Corporate Social Responsibility (CSR) funding or skill-based volunteering. ● Employment opportunities for rehabilitated ex-offenders. ● Access to specialized business/financial products.

STRATEGIC DIRECTION FOR RODI (2026-2030)

Vision and Mission Statement

Vision: A sustained food sovereign, healthy, and socially just society.

Mission: To promote human dignity among the underserved communities through economic empowerment, appropriate technology, and strategic partnerships in Africa.

Core Values

Integrity	We are dedicated to the highest standards of honesty, accountability, and transparency: <i>We uphold the highest ethical standards and stewardship in all our actions.</i>
Collaboration	We partner for impact: <i>We actively seek and maintain strategic partnerships with NGOs, government agencies, and the private sector.</i>
Innovation	We seek better solutions: <i>We foster a culture of learning, experimentation, and adaptation.</i>
Inclusivity	We value every person: <i>Our programs are intentionally designed to reach the most marginalized and vulnerable communities while promoting gender equality and social inclusion (GESI).</i>
Sustainability	We build lasting change: <i>We prioritize local resource mobilization (LRM) and the growth of organisational income to ensure institutional resilience. We promote practices like agroecology that empower communities to thrive while conserving natural resources for future generations.</i>

Thematic Areas (2026–2030)

This section of the Strategic Plan outlines the four core Thematic Areas that define RODI's program portfolio for the 2026–2030 period. These themes are aligned with the Vision: A sustained food sovereign, healthy, and socially just society.

The four thematic areas represent our response to systemic poverty, climate vulnerability, and social injustice in Kenya and indeed in other regions in Africa. They represent the holistic, integrated nature of our work, where success in one area reinforces success in the others.

1. Climate Justice and Agroecology

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Strategic Outcome: Enhanced equitable food security and climate resilience of target communities by supporting their transition to agroecological food systems that sequester carbon, improve water efficiency, and guarantee toxin-free food production.

a. Key outputs

- Scaled-up agroecology training and adoption, with accessible learning formats tailored to the specific needs of women, youth, and persons with disabilities.
- Established and strengthened market systems through Participatory Guarantee Systems (PGS) that ensure fair entry and leadership opportunities for historically excluded producers.
- Restored forest sites and farms that prioritize biodiversity and indigenous knowledge, ensuring conservation efforts benefit the whole community.
- Sustainable user-friendly eco - energy solutions adopted by target communities.

2. Social and Restorative Justice

This thematic area is dedicated to reducing recidivism and promoting human dignity for those impacted by the criminal justice system and cycles of violence including youth, school pupils and refugees. We will prioritize a holistic child development and Restorative Justice

approach, shifting focus from punishment to accountability, reconciliation, holistic learning and rehabilitation, and foster pathways for genuine healing and successful community reintegration.

Strategic Outcome: Enhanced social reintegration, access to justice and economic independence among the youth, ex-offenders and refugees contributing to social cohesion and improved access to justice for vulnerable groups, thereby fostering a crime-free society.

a. Key outputs:

- Scaled up legal aid service provision to ensure equitable access to justice within target communities.
- Operational and sustainable business enterprises among youth, ex-offenders and refugees
- Reduced re-offending among ex-offenders

3. Holistic Health and Wellness

Acknowledging the deep connection between mental health, physical well-being, and environmental safety, this theme ensures a comprehensive and person-centered approach

to flourishing. It prioritizes equitable access to quality health services, the availability of nutritious, culturally appropriate food, and the right to a safe and sustainable environment.

Strategic Outcome: Enhanced health equity and holistic well-being across all target communities and partner institutions by addressing physical and psychosocial needs.

a. Key outputs:

- Sustainable WASH interventions implemented with target communities
- Equitable Mental Health and Psychosocial Support (MHPSS) for target communities offered
- Health sensitization campaigns linked to disease prevention and management conducted.

4. Institutional Resilience, Governance, and Partnerships

This is the institutional pillar, focused on ensuring RODI's long-term viability and ability to scale its models. It ensures that the organization has the financial stability, robust

internal systems, operational capacity and strategic alliances necessary to sustain its mission

Strategic Outcome: Strengthened financial and operational capacity for institutional sustainability.

a. Key outputs:

- Operational Resource mobilization strategies
- Active communication and documentation systems
- A robust and operational MEARL, research and advocacy system.
- Operational governance systems, policies and structures
- Strategic partnerships engaged

Cross-Cutting Issues:

The strategic plan defines essential Cross-Cutting Issues that must be integrated across all areas to ensure equitable, evidence-based, and sustainable impact. The four critical issues that must be intentionally integrated into every project design, implementation, and review process are:

1. Policy

Policy engagement will be integrated as a key mechanism for achieving systemic change. RODI will use its on-the-ground experience and research evidence to inform and advocate for the adoption of restorative justice, holistic health and agroecology policies at the county,

national and regional levels. This involves actively collaborating with line ministries and legislative bodies to create an enabling environment for sustainable development.

2. Research

Research will serve as the engine of our credibility and learning. We commit to generating robust, evidence-based data, including the Social Return on Investment (SROI) to validate the effectiveness of our restorative agroecology model, holistic health and restorative justice. Research will be participatory, inclusive, involving beneficiaries in knowledge co-creation, and will be central to our advocacy efforts.

3. Advocacy

Advocacy will remain essential for amplifying the voices of the under-served and challenging the structural barriers that perpetuate exploitation, crime and poverty. RODI advocacy strategy will focus on mobilizing public support, addressing social stigma, particularly against ex-offenders, small scale farmers, consumers and championing policies that support climate justice and human dignity.

4. Gender Equality and Social Inclusion (GESI)

GESI will be integrated as a mandatory requirement across all organizational

operations and programmatic cycles. RODI will adopt GESI-responsive and transformative approaches to proactively identify and dismantle systemic barriers faced by women, youth, persons with disabilities, and ex-offenders. This ensures equitable participation, access to resources, and the shifting of decision-making power to marginalized groups within our Climate Justice, Social Justice and Health interventions.

Thematic Area	Strategic Outcome	Strategic Objectives
1. Climate Justice and Agroecology	Enhanced equitable food security and climate resilience of target communities.	<ol style="list-style-type: none"> To increase food sovereignty for 8000 households through agroecology To increase forest cover and agro-forestry in degraded landscapes and small holder farms
2. Social and Restorative Justice	Enhanced social reintegration, access to justice and economic independence among the youth, ex-offenders and refugees	<ol style="list-style-type: none"> To enhance self reliance among ex-offenders, youth, communities and refugees through economic empowerment, mentorship and psychosocial support. To enhance access to justice for vulnerable and indigent persons through legal aid delivery .
3. Holistic Health and Wellness	Enhanced health equity and holistic well-being across all target communities and partner institutions	<ol style="list-style-type: none"> To enhance access to hygiene and sanitation services among target communities To enhance access to information and services on mental health. To improve community health through disease prevention and management
4. Institutional Resilience, Governance, and Partnerships	RODI financial and operational capacity strengthened for institutional sustainability.	<ol style="list-style-type: none"> To strengthen financial capacity for institutional sustainability. To strengthen institutional governance and operational capacity

THE THEORY OF CHANGE

RODI 's change model is built on the premise that human dignity is the precursor to development.

WE BELIEVE THAT: If we empower vulnerable groups- ex-offenders, youth, refugees, and smallholder farmers with agroecological, vocational and entrepreneurship skills, provide them with access to restorative justice and legal protection, and ensure their physical and psychosocial well-being;

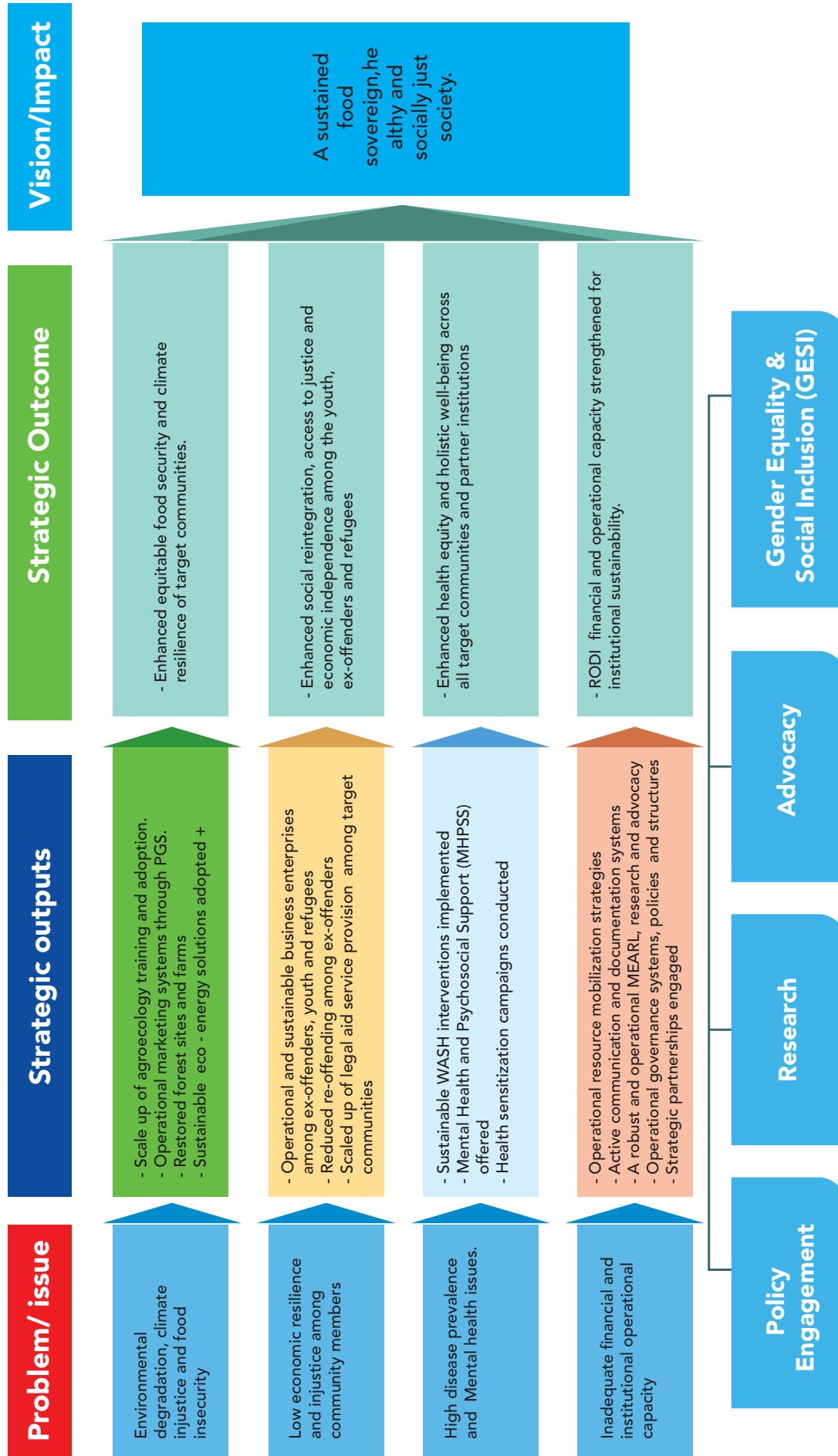
AND If we support these interventions with robust research, favorable policy advocacy, and inclusive governance and (GESI);

THEN these individuals will successfully reintegrate into society, achieve economic independence, and become custodians of environmental and community health;

LEADING TO a reduction in crime and recidivism, increased food sovereignty, and the realization of a healthy, just and resilient society where no one is left behind.

The Theory of Change is not merely a static diagram; it is a living framework that guides our resource allocation, partnership development, and impact measurement as we journey towards 2030.

Figure 1 : Theory of Change



RODI Service Delivery Model

To achieve the objectives of the strategic plan, RODI will utilize scalable training models and form strategic partnerships with local governance structures and civil society. By targeting vulnerable groups through partnerships and exploring technology-enabled knowledge dissemination, RODI will position itself as a forward-thinking leader in the development space. This strategic shift ensures the efficient delivery of impactful, multi-sectoral solutions that align with the organization's long-term growth.

RODI's service delivery model outlines a sequential framework for value creation and sustainability, centering on defined participants segments—particularly disadvantaged impact participants—and the specific Value Propositions designed to serve them. To deliver these social and environmental benefits, RODI will utilise targeted Channels and participants Relationships, supported by a foundation of Key Resources, Activities, and Partnerships. This operational structure is balanced by a financial strategy that manages funding Streams against the Cost Structure to ensure that RODI can effectively capture value for money while maintaining its mission.

Figure 2: Service Delivery Model

<p>1. Participants Segments</p> <p>Primary Participants</p> <ul style="list-style-type: none"> • Prisoners • Ex-prisoners • Small holder farmers • Youth • Refugees <p>Secondary Participants•</p> <ul style="list-style-type: none"> • Government departments & agencies • Civil society- CBOs, NGOs • Development partners • Private sector 	<p>2. Value Proposition</p> <ul style="list-style-type: none"> • Support for community led advocacy • Diverse technical skills and expertise • Dignity and hope for participants • Proven track record of impact delivery. • Presence and conversance with local and regional contexts . • Consortium building and joint projects implementation • Justice led approaches and fair treatment • Linkages to health and wellness support • Sustainability: A model moving towards self-reliance. 	<p>3. Channels</p> <ul style="list-style-type: none"> • Training centers • Community Forums: • Digital: Mobile extension services. • Media: Radio shows, Social media for advocacy. • Partners: Government extension officers, and partnership networks 	<p>4. Participants Relationships / Type of Intervention</p> <ul style="list-style-type: none"> • Participatory Learning • Mentorship • Community dialogue forums. • Participants /beneficiary support. • Feedback loops 	<p>5. Funding Streams</p> <ul style="list-style-type: none"> • Grants and donations • Partnership funding • Event sponsorship
<p>6. Key Activities</p> <ul style="list-style-type: none"> • Training • Advocacy • Research • Resource mobilization • Community outreach • Partnership management • Documentation and publicity • Impact measurement 	<p>7. Key Resources</p> <ul style="list-style-type: none"> • Skilled workforce • Infrastructure • Community networks • Brand reputation 	<p>8. Key Partnerships / Stakeholders</p> <ul style="list-style-type: none"> • Government departments and agencies • Development partners • Foundations • Consortiums & networks • Research Institutions • Private sector 	<p>9. Cost Structure</p> <ul style="list-style-type: none"> • Operational costs • Partnership costs • Documentation and publicity • Program development costs • Employee salaries 	

STRATEGIC PLAN IMPLEMENTATION MANAGEMENT

The Strategic Plan outlines the strategic direction and broad objectives for RODI during 2026-2030 planning period. It will be the master reference for organizational decisions and operational plans.

However, its success will depend heavily on committed and focused leadership, result-driven organization management and inspired teams to handle expected change. Thus, it will be critical for departmental/Project managers to understand its contents and apply change management skills to facilitate ownership and action especially in radical accountabilities associated with performance-based management and quality management systems. Consulting technical expertise is a vital component of the strategic plan implementation. Managing the implementation will require cognizance of the critical successful factors, mobilization of resources, and extensive sharing the plan.

The implementation of the RODI strategic plan will require proactive leadership, management and commitment of the key stakeholders. The implementation also requires a deeper understanding and conceptualization of change management skills required to realign stakeholder programmes, infrastructure, ICT, budgets, human resources, and operational guidelines. Therefore, the organization requires committed and qualified teams at the board, management, staff and stakeholders levels to address the changes and sustainable approaches recommended in this strategic plan.

Project management skills and the general framework will be critical in the management of the implementation of this Strategic Plan. Good leadership, based on the principles of good governance and accountability will enhance internal efficiency, effectiveness, cooperation and the general level of service delivery and sustainability during the plan period.

The RODI Kenya Board and the management team will ensure that management, administrative systems and procedures are developed and institutionalized. The implementation of the RODI Kenya Strategic Plan 2026 – 2030 will be led by a Strategic Plan Steering Committee (SPSC)

While many internal and external dynamics will influence the implementation process, several factors are considered most critical. The following will be critical in the success of the Strategic Plan:

- a. Skilled and competent staff:** Equipping staff with correct knowledge, skills and general attitude to match their responsibilities is expected to pay dividends because performance is directly related to competence.
- b. Level of income:** RODI plans to scale up its efforts to mobilize resources beyond income from operations and partners, while promoting accountability.
- c. Teamwork:** Consolidating efforts and support of all staff is important. The organization is a pool of diverse skills and abilities that the leadership aims to coordinate and synergize towards the strategic focus.

d. Continuous ownership: The Strategic Plan formulation drew inputs from different stakeholders. Reaching these stakeholders through wide dissemination will draw continued ownership and involvement. Departmental meetings and general staff forums are among the channels to exploit.

e. Performance-based management: Setting performance targets and appraising results is one way of enhancing productivity among employees at all levels.

f. Effective information sharing and communication: Enhancing information sharing and communication is a priority focus in this plan. While the organization nurtures the strategy, it will maximize the use of available information and channels to support implementation.

g. Effective Monitoring and Evaluation: A good monitoring and evaluation framework within this plan will guide its implementation.

h. Networking and Collaboration – Collaborators and partners are important players in this strategy as they offer technical and financial support and require prudence in appropriation of resources.

MONITORING, EVALUATION, ACCOUNTABILITY, RESEARCH AND LEARNING FRAMEWORK

Overview

The review of the 2020-2025 strategic plan revealed that the existing Monitoring, Evaluation, Accountability, Research, and Learning (MEARL) portfolio was inadequate. This highlights the importance of MEARL in building organisational resilience that is both programmatically robust and competent.

During the 2025-2030 strategic period, RODI will focus on strengthening staff capacities and developing effective tools that enable timely and appropriate adaptations. We will also invest in relevant supportive technologies. Additionally, we will ensure that the effectiveness of the Strategic Plan is integrated into every program and organizational event to maintain a universal sense of purpose.

The MEARL Framework is central to this Strategic Plan, serving as RODI's mechanism for -+accountability, adaptive management, and continuous improvement. It ensures that the activities executed translate effectively into the desired outcomes and impact defined in the Results Framework. The MEARL Plan provides a framework to assess strategic plan performance, ensure transparency, and promote accountability. This structured approach allows us to provide objective evaluations and evidence-based insights that drive adaptive decision-making across implementation of the strategic plan.

Purpose and Guiding Principles

The MEARL Framework is guided by the following principles:

- a. **Accountability:** To demonstrate organizational effectiveness, prudent use of resources, and achievement of results to the Board, partners, donors, and the communities served.
- b. **Learning and Adaptivity:** To generate timely evidence and insights that inform strategic decision-making, allowing RODI to adjust approaches, optimize resource allocation, and adapt to the dynamic operating environment.
- c. **Participation and Inclusion:** To involve primary stakeholders (farmers, youth, ex-offenders, community leaders) in data collection and reflection processes, utilizing Sex, Age, and Disability Disaggregated Data (SADDD) to ensure that monitoring is grounded in real-world experience, is culturally relevant, and accounts for the specific needs of marginalized groups.
- d. **Efficiency:** To streamline data collection and analysis using appropriate technology to minimize administrative burden while maximizing the utility of the information generated.

Monitoring and Evaluation

The Monitoring and Evaluation system will be structured around the results chain, tracking progress at three levels:

- a. **Inputs and Activities:** Daily and weekly tracking of resources deployed, and actions taken
- b. **Outputs:** Monthly and quarterly tracking of the immediate, tangible deliverables of the program.
- c. **Outcomes and Impact:** Annual and biennial tracking of the changes in behavior, capacity, and well-being of the target population

Research, Learning and Adaptation

RODI will coordinate research initiatives to generate knowledge, documentation, and analysis while investing in mechanisms to effectively disseminate research findings and knowledge products to internal and external stakeholders, ensuring they are accessible and actionable.

Learning will be embedded into every phase of Strategic plan implementation, fostering a culture of adaptive management and

continuous improvement. Through targeted knowledge-sharing workshops on case studies, Most Significant Change stories, training sessions, structured sessions with staff and key partners to analyze performance data, identify successes and failures, and document lessons learned, we ensure that best practices and lessons learned are consistently applied. This will support scaling up effective interventions, ensuring sustainable and long-term positive outcomes.

Evaluation Schedule

The Strategic Plan will be subjected to formal evaluations to ensure external validity and deep learning:

- a. **Mid-Term Review (MTR):** Scheduled for 2028. The MTR will assess the relevance of the strategy, effectiveness of implementation, and initial progress toward outcomes. Its primary goal is to provide course correction and adaptation for the remaining two years of the plan.
- b. **Final Evaluation (FE):** Scheduled for 2030. The FE will assess the overall impact, efficiency, and sustainability of the interventions, providing the evidence base for the next strategic planning cycle.

FINANCIAL PLAN

The implementation of the Strategic Plan requires adequate and timely financial resources. This calls for operationalisation of the resource mobilisation strategy, strategic partnerships and continued collaboration with development partners to broaden the RODI resource base.

FINANCIAL PLAN						
Thematic area	Projected budget (Kshs)					
	Year 1- 2026	Year 2- 2027	Year 3- 2028	Year 4- 2029	Year 5- 2030	Total -Kshs
1.Climate Justice & Agroecology	77,900,000.00	107,910,000.00	139,310,000.00	165,560,000.00	189,180,000.00	679,860,000.00
2.Social & Restorative Justice	33,838,000.00	45,620,000.00	57,315,000.00	68,495,000.00	74,755,000.00	280,023,000.00
3.Holistic Health & Wellness	35,000,000.00	41,400,000.00	47,700,000.00	54,000,000.00	61,000,000.00	239,100,000.00
4.Institutional Resilience, Governance, and Partnerships	6,260,000.00	13,740,000.00	18,095,000.00	24,700,000.00	33,780,000.00	96,575,000.00
	152,998,000.00	208,670,000.00	262,420,000.00	312,755,000.00	358,715,000.00	1,295,558,000.00

RISK MANAGEMENT PLAN

RODI operates in a challenging environment characterised by various Political, Financial, and Environmental risks. Thus, there are many risks that RODI needs to address to realise its strategic objectives. The table below provides an overview of prevailing risks, implications, and mitigation strategies RODI can implement to enhance resilience in realisation of its mission and vision.

Table 6: Risk Matrix

Risk Category	Risk	Likelihood	Potential impact	Mitigation Strategies
Financial	<ul style="list-style-type: none"> ● Inadequate funding. ● Changing development partners policies and priorities 	Medium	<ul style="list-style-type: none"> ● Compromised resource sustainability ● Few comprehensive or integrated projects 	<ul style="list-style-type: none"> ● Update & operationalise mobilisation strategy ● Diversify funding ● Optimize budgets as per available funding ● Focus on high-impact areas (depth over breadth) ● Leverage on partnerships and resource sharing
Political	<ul style="list-style-type: none"> ● Unfavourable policy shift 	Medium	<ul style="list-style-type: none"> ● Limited operationa ● Closure of certain projects 	<ul style="list-style-type: none"> ● Advocacy and lobbying for meaningful public engagement in policy development ● Regular engagement with policy makers during design and implementation.
Environmental	<ul style="list-style-type: none"> ● Climate related disasters- drought, floods ● Limited voice of communities in climate justice 	High	<ul style="list-style-type: none"> ● Food insecurity ● Livelihoods destroyed 	<ul style="list-style-type: none"> ● Climate Justice Advocacy ● Community empowerment in climate resilience agro-ecological practices

ROD **Kenya**

RESOURCES ORIENTED DEVELOPMENT INITIATIVES
(RODI)

STRATEGIC PLAN



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