

Strategic Plan
Dorcas
Kenya

Climate solutions rooted in community strength **2026-2030**

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This public version of the Dorcas Kenya
Strategic Plan 2026-2030 is a concise version
of the internal document.

Contents

Climate action and community empowerment	6
Foreword	
01 What unifies and guides us	8
Our identity and mission	
02 Challenges shaping our response	10
Our context	
03 Growing impact and recognition	12
Our strategic ambitions and focus	
04 Three programmatic themes	16
Our approach	
05 Looking after people and the environment	20
Our organisation and culture	
06 Driving change	22
Our fundraising	



Climate action and community empowerment



Dorcas Kenya in 2030

By 2030, Dorcas Kenya will be a recognised leader in climate adaptation and water solutions across seven counties. Our deep expertise in these flagship areas will demonstrate how communities can thrive despite environmental challenges. We will work primarily through empowered local partners and forge partnerships with the government and the private sector

to pioneer innovations that restore ecosystems, secure clean water and build sustainable livelihoods. Our evidence-based approach will influence policy, and our commitment to localisation will ensure that communities lead their own development. From Marsabit to Siaya, households in vulnerable situations will access opportunities, children will grow safely, and landscapes will regenerate.

Foreword

Climate change increasingly threatens livelihoods, water security and agricultural productivity in Kenya. Therefore, the need for sustainable, community-led solutions has never been more urgent. Arid and semi-arid regions, home to millions of Kenyans, face compounding challenges: prolonged droughts followed by flash floods, limited access to clean water and sanitation, and constrained opportunities for economic advancement.

Dorcas Kenya has worked alongside Kenyan communities since 1993, developing considerable expertise in water, sanitation, and hygiene (WASH), climate adaptation, and livelihoods support. Our approach centres on local voices and priorities. We believe lasting change emerges when communities lead their own development, supported by strong partnerships across government, civil society and the private sector.

Between 2026 and 2030, we will focus our efforts where they matter most. Climate adaptation and resilience will form the core of our work, complemented by expanded WASH programming that brings clean water and improved sanitation to underserved

areas. We will also strengthen economic opportunities through sustainable livelihoods support and continue our commitment to protecting children and families in vulnerable situations.

Our strategy emphasises partnership over direct implementation. We will work primarily through local organisations, investing in their capacity to sustain progress long after our support transitions. We will also forge partnerships with the national and county governments, and work with the private sector to acquire expertise, technologies and blended funding. By 2030, we aim to serve over 80,000 people each year across six counties.

This strategic plan reflects our commitment to transparency, accountability, inclusion, protection and genuine partnership. Together with communities, government and fellow organisations, we will build resilience that endures as communities adapt to climate change.

Edwin Onyancha
Country Director
Dorcas Kenya



What unifies and guides us

Our identity

Dorcas is a growing, dynamic and responsive organisation. Much has changed over the years, but our calling to support, our shared values, and our inspiration from Jesus have remained constant. This strong identity defines who we are and guides how we work, shaping an organisational culture rooted in compassion, collaboration, and commitment. As we enter the new strategic period leading up to 2030, consistently living out this identity across all levels and facets of our work is essential to deepen our impact and foster coherence between our offices and shops, enabling us to work together effectively as a united movement.

Our vision

We believe that every person is equal before God and has been given unique potential by Him. Yet we live in a broken world where people suffer due to poverty, exclusion, climate change and other crises. Still, we see the extraordinary resilience of people. We envision a world in which people unlock their potential and restore their dignity so that people and communities can flourish!

Our mission

We are called to stand up for people in need. We take action in the face of poverty, exclusion and crisis. We come alongside marginalised people and communities and together create opportunities for them to flourish. This is how we follow Jesus' example.

Our values

We are determined, ...

We act with conviction and do not give up. Where there is need, we take action and get things done. We go the extra mile to make a lasting impact.

...we act together, ...

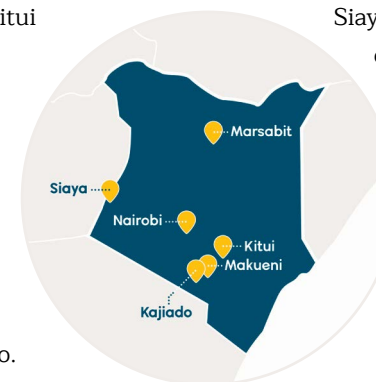
We are a movement that pursues sustainable change. We work alongside people in need and join hands with everyone who shares our mission. Only together can we make a real difference.

...out of love.

We are driven by compassion. We follow Jesus' example - out of love for our neighbour. We stand beside you - whoever you are.

Where we work

Dorcas Kenya operates in Marsabit, Kajiado, Makueni, Kitui and Siaya counties, targeting arid and semi-arid areas with high poverty rates. Climate change programmes focus primarily on Marsabit, Kitui, Makueni and Kajiado.



WASH interventions operate in Siaya and Kajiado. Social empowerment and protection work takes place in Siaya and Kajiado. Protection and inclusion are mainstreamed across all geographical areas.



02 | Our context

Challenges shaping our response

Economic challenges and poverty

Poverty affects around 40 per cent of Kenyans, and female-headed households and rural communities face even higher poverty rates. Kenya's debt burden diverts government resources from basic services and development. For example, agriculture receives scarcely one per cent of government funding despite driving the economy and employing over 60 per cent of

Kenya's rural majority. And youth unemployment is 60 per cent, even though young people are the biggest group in Kenya's population.

Climate change

Kenya is increasingly vulnerable to extreme weather events, with over 80 per cent of its land being arid or semi-arid. Climate change poses a significant threat to water supplies,

food production, and livelihoods, primarily through erratic rainfall, rising temperatures, droughts, and floods. It also facilitates the spread of invasive species, pests, and diseases that disrupt ecosystems and spur inter-ethnic conflicts over resources. Kenya's greenhouse gas emissions have increased, primarily due to agricultural activities and land use changes. While policies exist, implementation capacity and financing remain a major gap.

Social barriers and people in vulnerable situations

Social protection budgets in Kenya have decreased, leaving many people living in vulnerable situations exposed. Youth unemployment remains high despite a good third of the population being aged 15-35 years. Arid and semi-arid counties are recording low school enrolment. In some communities, harmful cultural practices, such as early marriages and female circumcision, and inequality persist, affecting progress on inclusion.

Donor and funding landscape

Over 15,000 registered public benefit organisations (PBOs) operate in Kenya, creating intense competition for dwindling resources. The sector faces a narrowing funding landscape, political uncertainty, and policy changes. Once enacted, the PBO Act 2013 will open up new opportunities for PBOs to engage in economic activities and reinforce self-regulation and transparency.

Technology

Technology in Kenya is growing fast through mobile banking, e-commerce, and digital education, boosting financial inclusion and access to services. However, rural communities, low-income earners, and those lacking digital literacy or internet access face barriers, limiting equal participation in technological progress.

Water and sanitation access

Only two-thirds of Kenyans can access drinking water, with stark urban-rural disparities. Basic sanitation reaches barely half of the population. The government faces a huge financing gap in its efforts to achieve water sector priorities by 2030. Climate change, weak governance and high energy costs compound the crisis.

Food security and agriculture

Agriculture accounts for approximately one-quarter of the GDP but receives only a scant one per cent of the government budget. Climate change, skills gaps, post-harvest losses, poor value addition, limited market access and low technology adoption also constrain the sector. Food security is a serious issue, and almost one-third of the population suffers from undernourishment. The sector is trapped between outdated practices and low investment in innovation and extension services.

03 | Our strategic ambitions and focus

Growing impact and recognition

Strategic ambition

Dorcas Kenya's strategy centres on three pillars: **growth** in reach and resources, **quality** through evidence-based programming and expertise development, and **positioning** as a

recognised leader in climate adaptation and water solutions. These ambitions will guide our transformation into a locally governed organisation driving sustainable change.



Grow

By 2030, we will **more than double our income and the number of people participating in our programmes.**

We will find more diverse funding sources, including foundations, bilateral and multilateral partners, and private sector actors. Staff numbers will expand to support this growth. We will maintain our commitment to working primarily through local partners, as well as with the government and the private sector. **Local partners will implement**

70 per cent of our programmes. Capacity strengthening, co-creation, and co-financing will remain central to our approach.

Quality

Quality improvement will be driven by robust monitoring, evaluation, accountability and learning (MEAL) systems. We will align all programme indicators with national and global standards, use sector-specific methodologies for impact measurement, and integrate digital tools, including artificial intelligence. Our systematic documentation of lessons learned will enable **adaptive programming that continuously improves effectiveness** and demonstrates our contribution to change.

Position

We will establish Dorcas Kenya as a **recognised expert in climate adaptation and WASH** through strategic communication and engagement. A **comprehensive communication strategy** will showcase our track record through diverse channels, including website content, social media, infographics and impact stories. Active participation in relevant networks and consortia, combined with increased media coverage and strengthened advocacy efforts, will elevate our visibility amongst stakeholders.

Strategic focus

1

Evidence and impact to have a compelling, evidence-based story

We will gain a better understanding of our impact by continuing to develop evidence-based programmes and building strong track records. Our programme indicators will align with national and global commitments across all projects. By 2030, our partners will translate findings into actionable recommendations and adaptive programming, ensuring our work demonstrates a measurable contribution to change.

2

Expertise and innovation to be relevant and strongly present

We will improve programme quality and impact by investing in the development of specialised technical expertise across the programmatic themes. We will recruit and retain experts in climate change, WASH, livelihoods and economic development, MEAL,

Dorcas Kenya can only achieve these ambitions if it excels in five interlinked key areas that form our strategic focus.

protection and communication. By 2030, we will test and document innovations in collaboration with universities, private sector actors and communities, particularly in water and climate technologies.

3

Fund diversification to increase our donor base

We will increase the use of impact stories and evidence-based track records to become more attractive to funding agencies. We will map new development partners, establish strategic contacts, join relevant networks and consortia, and explore blended funding through public-private partnerships. Enhanced communication channels, including videos, infographics, and social media, will showcase our expertise and track record.

4

Positioning to be well-known and attractive to supporters and networks

We will strengthen our partnerships and diversify our funding by clearly positioning Dorcas Kenya as a leading partner in development cooperation. A comprehensive communication strategy will increase website engagement, social media followers and media coverage.

5

Local power to increase local capacity

We will assess all local partners and develop tailored action plans. Partners will receive organisational capacity development training through initiatives spearheaded by Charter 4 Change and the Core Humanitarian Standard. By 2030, local partners will have systems, policies and quality standards that enable them to become frontline actors in their own community development.



04 | Our approach

Three programmatic themes



Economic
Development



Climate Adaptation



Water

How we do things

As a faith-based organisation, Dorcas Kenya follows eight principles that enable us to help people and communities flourish:

- We focus on people who are most **marginalised** and believe in their potential.
- We facilitate the **flourishing and well-being** of individuals and communities.
- We implement community-based and **locally led** projects.
- We cooperate with local **community-based** organisations and strengthen their capacities.
- We realise sustained change through **long-term** commitments.
- We connect people and organisations around shared values for **partnerships** with impact.
- We seek to be **impartial** in who we hire, support, or partner with.
- We uphold a high level of **integrity** in all aspects of our work.

These principles guide all our programmes. Dorcas Kenya will focus on three key programmatic themes as we work toward 2030.

Our three themes

Dorcas Kenya will apply three programmatic themes to sharpen expertise, strengthen our track record, and define clear organisational positioning. By 2030, we aim to harmonise and standardise these programmes through a lens of inclusion and vulnerability, with community-based programming as our core approach.





Economic Development

We empower people to improve their job skills, start small businesses, and connect to inclusive markets to secure income and reduce poverty.

Through the Future for Children project, Yie Ratego has grown into a vibrant network of caregivers united by a common goal of empowerment and resilience. What began as simple table banking has evolved into thriving businesses and a strong community support system where members uplift one another with new economic opportunities.



Climate Adaptation

We enable farmers and citizens to adapt, protect themselves, build resilience and flourish in the face of climate change impacts.

Nzuli Muema abandoned beekeeping after earning just KES 1,600 from two hives that yielded low returns due to climate change. After Dorcas Kenya training, he joined a cooperative and now he manages 60 thriving hives that produced 410 kilograms this season. He uses his earnings to pay his children's school fees and expand his business.



Water

We provide communities with access to clean water and promote its sustainable use so everyone can flourish as environmental conditions change.

Gladys Njama once trekked two kilometres carrying her baby and water jerricans to get water from a contaminated river. Now, a five-kilometre pipeline extension brings clean water to 73 households in Marlal village, freeing women's time and dramatically reducing disease burden.





Looking after people and the environment

Our people

Dorcas Kenya will create a conducive environment that prioritises staff welfare, particularly in terms of work-life balance, safety, and mental health. We will achieve continuous capacity building through Dorcas Academy e-learning, relevant training offered by other actors and forums, peer-to-peer

learning among regional experts, and enrolment in professional platforms with communities of practice. We will retain experts by providing career growth opportunities, offering better remuneration, and utilising staff satisfaction surveys and feedback mechanisms to enhance staff welfare. We will invest in the recruitment and

development of country office expertise. Staff will receive ongoing training aligned with emerging programme trends, including new developments in climate change, water governance, WASH approaches, protection protocols, entrepreneurship, market systems development, and Core Humanitarian Standard principles. Support staff in finance will continue to receive training on the reporting and auditing protocols of diverse development partners. All staff will undergo leadership training to enhance effectiveness.

Our capacity

By 2030, Dorcas Kenya will operate as a registered international organisation branch with a local board having at least two international representatives. The local board will operate under its own constitution registered with the Kenyan Public Benefit Organisation Regulatory Authority. It will have a decentralised governance system with autonomous decision-making processes while recruiting national expertise. We will continuously develop the local board to ensure diversity in skill composition, gender representation, fundraising acumen, increased corporate positioning and advocacy capabilities. Context-specific systems and policies will be regularly reviewed to ensure adherence to Kenya's registration status, revenue, human resources and other regulatory requirements. Assets will be developed in parallel to programme growth.

Our country operations will become less dependent on the international office. We will recruit, retain and train key national expert staff with the requisite skills in resource mobilisation, partnerships, climate change, WASH, social protection, entrepreneurship, MEAL and communication. They will be supported by a robust finance department. This independence will enable Dorcas Kenya to operate more autonomously while maintaining strategic alignment through a memorandum of understanding with the international office.

Our environment

By 2030, Dorcas Kenya will make environmental sustainability a central principle in all its work by promoting resilience and responsible use of natural resources. Our climate adaptation and resilience programmes will advance renewable and clean energy, including solarisation of water schemes and processing units, alongside energy-efficient solutions for households. We will promote afforestation, reforestation and nature-based solutions, while supporting rangeland management, ecosystem restoration, sustainable land use, catchment protection and water-efficient technologies. Protection and climate adaptation will be mainstreamed across all projects, ensuring that our interventions reduce environmental impact and strengthen long-term sustainability.



Driving change

Dorcas Kenya's income will double by 2030 through the strategic diversification of funding sources. We will seek, foster and maintain relationships with different funding partners. This diversification aims to achieve 80 per cent external funding, with the remaining 20 per cent coming from private funds.

Our growth will be catalysed through blended funding from the private sector, built around sustainable and bankable business cases. We will explore opportunities to participate in economic activities via a separate investment vehicle aligned with the Kenyan PBO Act 2013. The proceeds generated will be used to support development work. We will improve funding success rates by enhancing the proposal writing skills of country office and partner staff, especially for business-related proposals.

Partnerships will play a key role in our resource

mobilisation and programme delivery. We will foster co-creation and co-financing arrangements with other actors, enabling the joint implementation of programmes that pool resources and expertise. Strategic partnerships with private-sector actors interested in water-sector financing will unlock opportunities for blended funding. Our active membership of various networks will create visibility and opportunities for collaboration.

We will comprehensively map new potential Kenyan and international development partners, establish contacts and build relationships. Enhanced corporate positioning through repackaged experience and track records, particularly in WASH and climate change, will attract funding partners.

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exclusion and crises. We come alongside
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jointly create opportunities for them to flourish.
This is how we follow Jesus' example.