



Targeting Policy 2018 - 2021

Introduction

Aidlink exists to improve the lives of people living in poverty in Africa. Our 2017 – 2021 Strategic Plan¹ identifies Aidlink's target group as:

People, especially women and girls, living in the poorest communities in Africa who are unable to achieve healthy and fulfilling lives as a consequence of interconnected deficiencies in basic resources, facilities and services, self-efficacy, social capital, organisational capacity, law and rights and fundamental security.

In the context of Aidlink's current funding situation, a prioritisation exercise was carried out by management and staff to decide the focus and direction of our work over the next 4 years. The decision was made to prioritise:

- The poorest communities in the countries where we currently operate: Kenya, Uganda and Ghana
- Partners who have demonstrated strong evidence of positive performance and results over the last 5 years, and shown a capacity to engage in both community capacity building and the mentorship of potential new partners in line with Aidlink's Strategic Plan
- The thematic areas of Education – most notably ensuring improved access to child-friendly and gender-sensitive primary schools which can act as the entry point for wider community engagement; and Capacity Building – of individuals, communities and Civil Society within our target countries.

This targeting policy has been developed in light of those decisions:

Africa

Aidlink currently has active partnerships in 3 African countries: Kenya, Uganda and Ghana. There are no plans to expand operations outside of these 3 countries within the timeline of the current strategic plan.

Within those target countries, the primary focus for the period 2018 – 2021 will be on Kajiado and Turkana Counties in Kenya, Karamoja sub-region in Uganda; and, funds permitting, Northern Ghana. These regions are populated by traditionally nomadic pastoralist communities (see below).

As current Aidlink partners operating in Kajiado, Turkana and Karamoja, *Girl Child Network* (GCN – Kenya) and *Voluntary Action for Development* (VAD – Uganda) will be the lead partners for Aidlink's primary programme of work in the period 2018 – 2021. In Ghana, we will work through our Immersion Programme hosts *the Spiritans Province of Ghana* to support their work in the Northern regions on a project-by-project basis.

Poorest Communities

The term 'poor' denotes a condition characterised by social, political and economic disenfranchisement. For Aidlink, that means specifically targeting communities that have been "left behind", i.e. those that have not met national progress targets in terms of access to basic needs and resources (access to water, health facilities, education and livelihoods).

¹ [Aidlink Strategic Plan 2017 - 2021](#)

With the primary focus on Kajiado, Turkana and Karamoja, Aidlink is specifically targeting the nomadic pastoralist communities who populate these counties/regions: The Masai, the Turkana and the Karamojong who score below the national average across almost all development indicators

Table 1: Kenya (Data taken from Kenya Demographic and Health Survey 2014 and Uganda National Census 2014)

Key Indicators					
Indicator	KENYA			UGANDA	
	National Average	Kajiado (Masai)	Turkana	National Average	Napak ² (Karamojong)
Access to a Protected Water Source ³	71%			71%	59%
Access to Improved Toilet Facility ⁴	23%	33%	7%	34%	23%
Literacy Rate	92% (male) / 88% (female)	89% (male) / 83% (female)	53% (male) / 25% (female)	77% (male) / 68% (female)	26% (male) / 13.6% (female)
% of Population who have Completed Primary School	26% (male) / 27% (female)	16% (male) / 18% (female)	8% (male) / 3% (female)	59% (male) / 58% (female)	13%
% of Children aged 6-13 Attending Primary School	85% (boys) / 87% (girls)			87%	19.7%
Formal Employment Rate	80% (male) / 61% (women)			27% (male) / 26% (female)	21%

People

Targeting of communities and individuals within each operational area is refined based on the specific aims of the project/programme in question. This process is carried out by partners in coordination with key stakeholders including local government and target communities to ensure aid harmonisation, consistency with national and local development plans, and to promote community participation and local ownership of our interventions.

Traditional roles and cultural norms in our target communities mean that women lack access to the capabilities, resources and opportunities that permit the enjoyment of social, economic and political power, as well as health and well-being. In line with our Rights Based Approach (RBA) to Development and Gender Policy (2016)⁵, Aidlink therefore mainstreams gender equality and the empowerment of women and girls. This is realised by identifying the underlying causes of gender inequality in target communities, and addressing them through targeted interventions covering the three main domains in which women and girls are disadvantaged, namely: capabilities; access to resources and opportunities; and security.

Interventions under our primary thematic areas of education and capacity building will therefore specifically seek to tackle the social and cultural practices which negatively impact upon women and girls, thus reducing the barriers which limit them from engaging fully in education and wider societal development.

With a primary focus on education, notably ensuring improved access to a child-friendly and gender-sensitive primary school, school-based interventions will target:

- Government-aided or community-owned primary schools;
- Schools with poor or inadequate sanitation facilities (defined by the pupil-stance ratio being over 1:40);
- Schools without access to an improved water source within 30 minutes walking distance and where the journey is unsafe for children;

² Statistics for Napak in relation to access to protected water source and an improved toilet facility have been provided by the Napak District Water Office for 2016

³ Protected water source includes piped water, borehole, protected well/spring, gravity flow and bottled water.

⁴ Improved toilet facility includes flush toilet, VIP latrine, covered pit latrine with a slab, compost toilet that is not shared with other households.

⁵ [Aidlink Gender Policy](#)

- Schools which express a willingness to contribute to capital investments as well as Operation and Maintenance.

Humanitarian

Aidlink is not a humanitarian agency; our primary focus is on long-term development projects/programmes to support people in our programme areas to achieve *healthy and fulfilling lives*. That being said, when a humanitarian emergency begins to threaten the communities with whom we are working and impact upon our projects/programmes, Aidlink feels a moral obligation to respond.

In recent years, Aidlink has supported school and supplementary feeding programmes in Kajiado (2011, 2014) and Turkana (2017) in response to drought in these areas. In the same way as our long-term development projects/programmes, any humanitarian interventions are implemented through our local partners according to the principles set out in Aidlink's Partnership Approach to Development⁶. Given their position "on the ground", their understanding of the local context and needs, and capacity to reach the most vulnerable, partners are responsible for the identification of beneficiaries and the most appropriate means of intervention in collaboration with local government and Aidlink.

Partners

Since its establishment in 1982, Aidlink has worked through a partnership approach to development that is defined by:

A shared vision and a commitment to work together to bring real and sustainable benefits to the poor and marginalised; a long-term commitment; clearly defined expectations and shared responsibility for achievements; valuing of the unique contribution and strengths of all partners; working together in an open, accountable and transparent manner.

We believe that working through partnership with local organisations is the most sustainable and effective way to bring about lasting, positive change for the world's poorest and most marginalised people. Unlike outsiders, our partners understand the power dynamics within their communities. They have the local knowledge to understand how decisions are made, what formal and informal processes matter and how potential patronage networks can help or hinder the prospects of achieving the overall goal.

In the context of the 2017 – 2021 Strategic Plan, the outcomes of the aforementioned prioritisation exercise and this targeting policy, the lead partners for the period 2018 – 2021 will be:

- Development Programme (Education focus): GCN and VAD;
- Capacity Building: GCN and Caritas MADDU.

This decision has been made based on all three organisations capacity to 1. Deliver on development objectives and outcomes, and 2. To engage and mentor potential new partners.

In identifying potential new partners, Aidlink will target smaller, local NGOs who are working with the 'poorest communities' as defined by this policy. Once identified, these potential partners will be assessed by Aidlink in line with our Partnership Approach, notably:

- Their fit with the values and ethos of Aidlink;
- The fit between the organisation and the overall aims and priorities of Aidlink (geographic focus, theme, scale of project);
- The fit between their work and Aidlink's thematic priority areas;
- An assessment of their readiness to engage in long-term capacity building work and partnership arrangements.

⁶ [Aidlink Partnership Approach](#)