

STRATEGIC PLAN 2012-2014

From Disabling Jigger Infestation...to Sustainable Healthy Hygienic Living

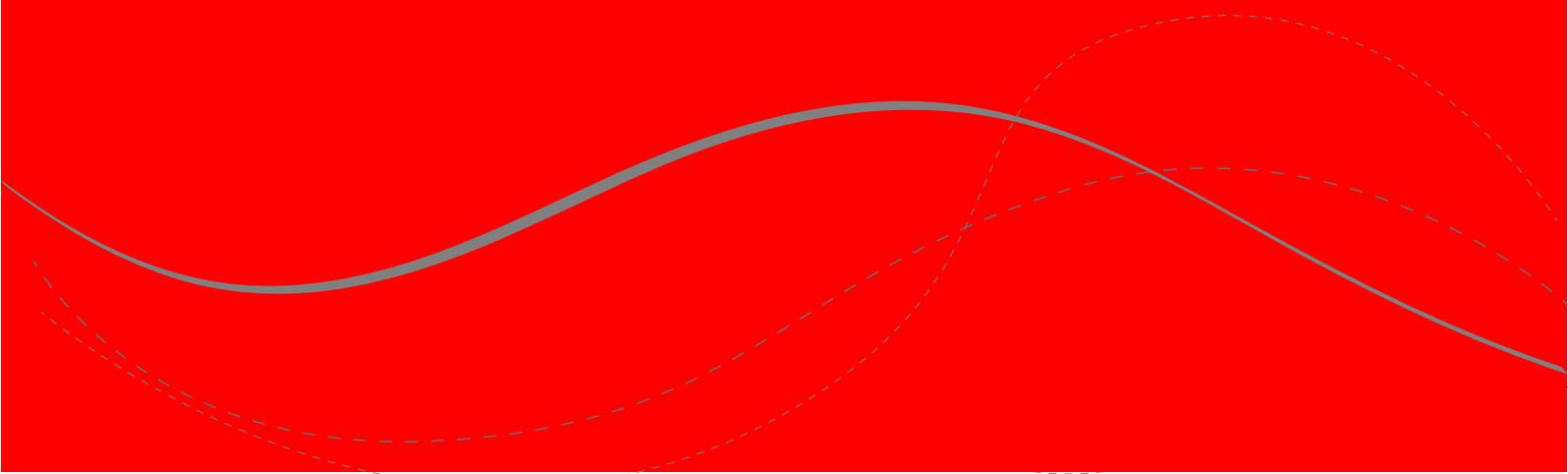


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ABBREVIATIONS AND ACRONYMS

NGOS – Non Governmental Organizations

CSO – Civil Society Organizations

IEBC – Independent Electoral and Boundaries Commission

IEC – Information Education and Communication

KIE – Kenya Institute of Education

M & E – Monitoring and Evaluation

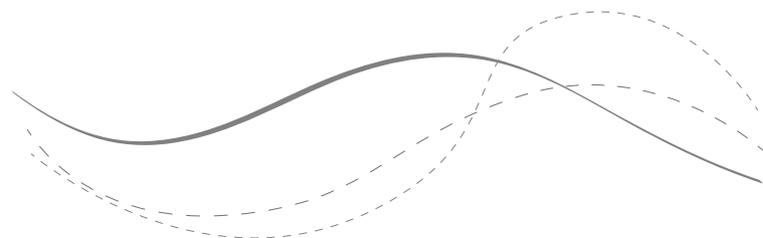
AFIA - International African Achievers Award

TOT – Trainer of Trainers

p.a. – Per Annum

DEFINITION OF TERMS AND TERMINOLOGY

- Strategic Direction – the shared vision of what will be accomplished as the organization fulfills its mission. It describes organizational priorities and frames all of the actions to be undertaken.
- Goal – A broad outcome statement that defines what an organization is trying to accomplish with its programs and operations. Most people differentiate goals as being longer term and broader than objectives, which are considered to be specific and measurable.



FOREWORD

The fact that the needy could not walk to a Christmas party specifically organized for them, not because they were not hungry but because they had jiggers made me concerned about how such a tiny pest would cause such havoc in our society. I asked myself and the neighbours a question that I believe crosses everyone's mind when you see the victims. Why do they let themselves be attacked by jiggers to this extent? It was worse mind boggling when I came across a boy who had contracted HIV Aids in the process of removing jiggers and I realized that if only somebody had talked about the dangers of sharing pins, this boy and many others could not have suffered.

Even with the introduction of free primary education, I still found many children at home due to 'jiggers', several school drop outs as a result of inability to walk and adults who could not attend to their farms due to jiggers hence living in total poverty. The disability and incapacity that has

been caused by the jiggers has caused these communities to be marginalized and therefore, most of the victims have little or no information on developmental issues in the country.

Determined to change the situation and lives of these people and many others in the country; with the help of other likeminded people, Ahadi Kenya Trust was born with the objective of eliminating jiggers in Kenya and in March 30th 2007, Ahadi launched the Anti-jigger Campaign.



~The Executive Director and Founder of Ahadi Trust Kenya

Dr. Stanley Kamau Maina

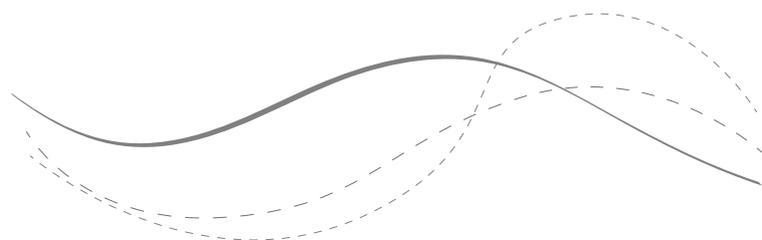
1. EXECUTIVE SUMMARY

The secretariat of Ahadi Trust in consultation with the directors and stakeholders developed this strategic plan to provide for a three years plan for organizational development; the activities, objectives and goals that will enhance this development as well as ways of addressing the challenges of the future. This course of action takes into account our external and internal environments with a view to help Ahadi define its purposes, what it intends to become, and how it will attain its goals. This strategic plan is a tool that will not only develop direction but also create a picture/definition of what success should look like for Ahadi Kenya Trust. The plan outlines how Ahadi Kenya Trust will continue to build onto its promise for a better healthier life in ways that are sustainable and reflective of our target audiences needs. The strategic interventions of Ahadi will be mainly on the development and strengthening of Ahadi as an institution, its networks and partners with a view to extend our impact throughout Kenya and across our borders.

Ahadi Kenya Trust began in 2007 and since its inception has visited many parts of the country and made tremendous achievements in its fight against the jigger menace. Among our achievements is that; Ahadi has have raised awareness on the jigger menace not only in Kenya but also in East Africa, i.e. Kenya, Uganda and Tanzania alongside with setting up jigger help centers; that provide treatment, medication, rehabilitation and fumigating services that have reached over 300,000 people with treatment and fumigated over 15,000 homes. Through our partnerships Ahadi has been able to distribute 23,000 pairs of shoes, clothing to schools and communities in an effort to help with rehabilitation of the children who had previously dropped out of school as result of jigger infestation. Ahadi has been able to train over 2,000 social workers and has created a database of the jigger infested Kenyans with a view to track their progress once the treatment and rehabilitation is implemented. Ahadi Kenya has facilitate the initiation of Sustainable livelihood projects among the adult jigger infested population such as; bee keeping and planting through providing skills, seedlings and even fertilizers. Hygiene being an integral part of health, Ahadi has initiated hygiene clubs in school.

With the vision of a jigger free society far from achieved; Ahadi has put in place strategic actions and directions which will guide this realization by the year 2018. Ahadi will carry out a mapping of the jigger infested population in Kenya with a view to run an all inclusive area specific project, create awareness on the jigger menace and build the capacity of care giver and communities through the use of media, formal and informal workshops, volunteers, 'barazas', to better enable the affected, victims and caregivers effectively deal the menace. In enhancing hygiene Ahadi will work with Ministry of Education and the Kenya Institute of Education in inculcating into the curriculum hygienic training as will be guided by a training manual that will be developed in partnership with Ahadi Kenya Trust.

Ahadi will lobby government for the development of a policy on management of jiggers in Kenya as well as a jigger awareness day that would play a key role in awareness creation on the jigger plight. Ahadi will also lobby the Ministry of Public Health and that of Sanitation for the provision of one medication that will act as both treatment and a fumigant. Ahadi will work towards creating an umbrella body that will bring together all organizations at all levels working on the jigger plight with a view to cut down on replication while enhancing complementary activities for cost effectiveness and progress in the fight. Ahadi feels strongly that there is need to previous the jigger causing flea as one of the important records of history in the national archives, in this regard Ahadi will lobby government specifically the Ministry of Heritage and culture towards this end.



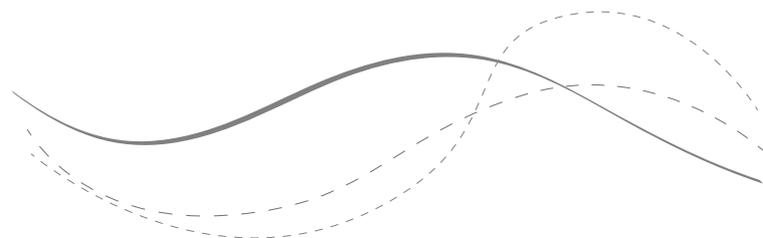
Resources having been a big impediment to the sustainability of projects in Kenya; Ahadi has not only diversified its resource development strategies but has also tapped onto local resources such as the use of volunteers and the initiation of locally sustainable income generating projects. Organizational Capacity Assessment (OCA) is pertinent to Ahadi will ensure annually OCAs that will target governance and leadership with a bias to board diversity and involvement, project management, technical competence, human resources and knowledge management with a bias to exit strategies of directors or management to evaluate the progress and adherence to policy.

For the next three years Ahadi will invest in strategic growth programmatically by adding depth to initiatives at all levels in a sustainable and cost effective approach towards the reduction of jiggers and jigger infestation by half by 2015 and the realization of a jigger free society by the year 2018.

2. CONTEXTUAL ANALYSIS

With over 2.6 million jigger infested Kenyans registered by Ahadi Kenya Trust, then jigger infestation is of great concern and even though no comprehensive survey has been carried out, making it difficult to give the actual number of those affected; the effects of jigger infestation are not vague. With school going children dropping out of school, and the spread of HIV/Aids among the infested through sharing of pins and other removing equipment; these are but just a few of the effects of jigger infestation. Jigger victims also have to deal with stigmatization and ridicule, being unable to exercise their voting rights due to disability, poverty and in extreme cases, death. Jigger infestation, caused by poverty and subsequently lack of proper hygiene, has so far claimed the lives of over 400 people in the last five years. There is no doubt this number could be higher, as most cases go unreported.

Lack of political goodwill has been one of our biggest challenges in the fight against this menace, as political leaders feel embarrassed to come out and talk about jiggers. But our partnership with the Government ministries, especially the Ministry of Public Health and Sanitation, has boosted the Anti-Jigger campaign. The media, corporate bodies, religious organizations, opinion leaders, as well as support from individual well wishers has been overwhelming. Through that support, Ahadi Kenya Trust has had the joy of seeing children who a while ago could not walk, get back to school and adults who depended on handouts get involved in income generating activities. As we look forward to completely eradicating jiggers in Kenya by the year 2018 plans are also underway to take jigger eradication campaigns to other African countries soon. Galatians 6:9- 'Let us not grow weary of doing good, for in due season we shall reap if we do not lose heart!'



3. CURRENT SITUATION

3.1. Who we are

Ahadi Kenya is a Non Governmental organization dully registered with National NGO Board of Kenya; it was started five years ago and its major activity is to eradicate jiggers in Kenya. Ahadi Kenya works in partnership with the Ministry of Public Health, Ministry of Provincial Administration, corporate bodies, NGOs, Media and communities. In the five years of its operation, Ahadi Kenya has won the Global Leadership and management award 2009 from USAID, has received Head of State Commendations from H.E the President of the Republic of Kenya and has won Volunteers of the year Award winner 2010. Ahadi has also received the Millennium Development goals Award, 2011, the International African Achievers Award 2011 – AFIA and Ambassador for Peace Award – Universal Peace Federation.

3.2. Where we are

Since its inception in 2007, Ahadi Kenya Trust has made tremendous progress. We have raised awareness on the jigger menace not only in Kenya but also in East Africa, i.e. Kenya, Uganda and Tanzania alongside with setting up of jigger help centers; which provide treatment, medication, rehabilitation and fumigating services which have been able to reach over 300,000 people with treatment and fumigating over 15,000 homes. In addition through our partnerships Ahadi has been able to distribute 23,000 pairs of shoes, clothing to schools and communities in an effort to help with rehabilitation of the children who had previously dropped out of school as result of jigger infestation. Ahadi has been able to train over 2,000 social workers and create a database of the jigger infested Kenyans with a view to track their progress once the treatment and rehabilitation is implemented. Ahadi Kenya has facilitate the initiation of Sustainable livelihood projects among the adult jigger infested population such as; bee keeping and planting through providing skills, seedlings and even fertilizers. Hygiene being an integral part of health, Ahadi has initiated hygiene clubs in school.

4. THE PLANNING PROCESS

This Plan, which presents the strategic intentions of Ahadi Kenya Trust for the next three years (2012 – 2014), was developed with consultations and inputs from staff and other stakeholders. It provided for a review of Ahadi's history, strength, weaknesses and opportunities with a view to guide the structure and methods to be employed towards sustainability.

4.1. Our vision

Communities are actively involved in sustainable initiatives that advance quality life, alleviate poverty and enhance a jigger free nation.

4.2. Our mission

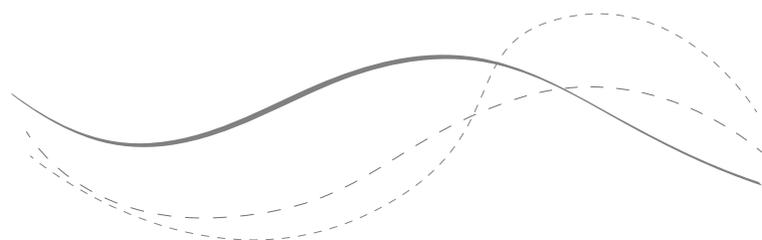
To create a better life for people, to promise to bridge the poverty gap by empowering poor communities.

4.3. Organizational values

1. **Professionalism:** The Staff and volunteers engaged by Ahadi acts at all times with integrity, providing quality service, being reliable and responsible.
2. **Responsiveness:** Ahadi Kenya will advocate and influence the development of policy that will inform the management of jiggers in Kenya.
3. **Diversity:** Ahadi embraces the diversity of all Kenyans. We believe that both men and women must be equitably and actively involved in decision making and problem solving in order for the community to thrive.
4. **Partnership:** Ahadi will nurture and foster partnership with relevant stakeholders with a view to achieve its objectives.
5. **Advocacy:** Ahadi will continue to create awareness and build capacity on pertinent issues towards our goal of bridging the poverty gap and enhancing the realization of jigger free society.
6. **Financial Sustainability:** Ahadi believes that our work must never be challenged by lack of resources and therefore commits to sustainable financial and fundraising strategies

Ahadi Kenya Believes That

1. All Kenyans have equal rights and all Kenyans deserve a healthy life.
2. Solutions of community specific problems can only be sort by the community people themselves through their active involvement.
3. To achieve lasting solutions to most of our community problems, the root causes of the problems must be addressed along with the symptoms.
4. It is possible to bridge the poverty gap, to have a healthy and jigger free Kenya.



5. STRATEGIC ANALYSIS

An analysis of the strength and weakness allows an institution to appreciate its capacity to fulfill its mandate

5.1. Strengths

- Ahadi has in place administrative structures;
- Good leadership and management practices;
- Energetic and competent personnel;
- Ability to provide quality services;
- Good relations with development partners;
- Contribution by our networks towards projects in the communities
- Well developed networks and centers
- Availability of human, financial and physical resources;
- Strong linkage with government

5.2 Weaknesses

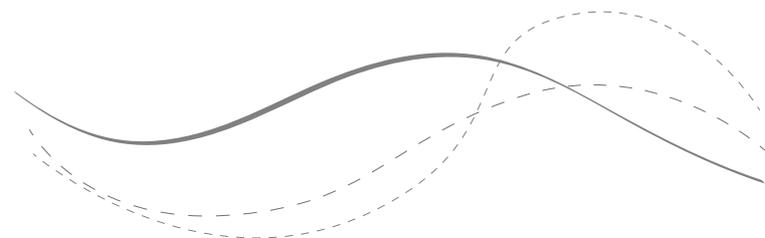
- Limited programmatic scope
- Lack of proper job descriptions and staff policies;
- Lack of job security resulting to high staff turnover;
- Inadequate knowledge transfer structures;
- Lack of sufficient goodwill and support from the government

5.3. Opportunities

- Availability of professionals;
- Strong linkages with corporate
- Availability of volunteers.
- Strong linkage with government
- Usage of media
- The new Constitution

5.4. Threats

- High cost of living
- Rising donor fatigue
- High taxation rates;
- High inflation rate,
- Increase of poverty among the poor.
- Family disintegration i.e. poor upbringing of children and trial marriages.



6. COMPETENCY AND SKILL ANALYSIS

6.1. The Board of Directors

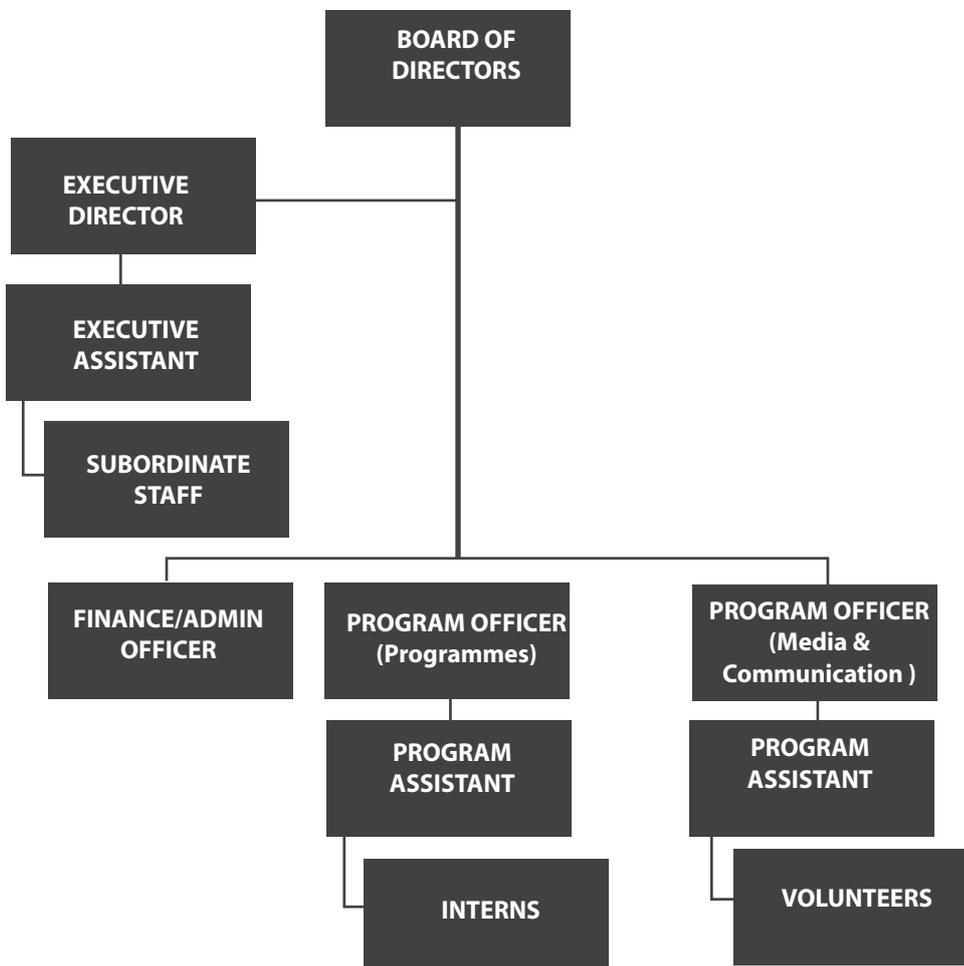
The Board of Directors will review progress on quarterly basis, review and update the plan annually as needed. The principle role of the Board of Directors is to provide a strategic framework within which Ahadi secretariat executes programmes/projects. There is need harness other professionals to join the board who with them will bring value by contributing their competencies. Ahadi will work on a knowledge transfer structure to enhance internal capacity for continued sustainability.

6.2. The Secretariat

Strengthening institutional capacity will go a long way in increasing the ability to carry out the activities whose impact can be felt in the long term. Lack of capacity, up to date facilities (slow internet and age and state of computers, power back-up), and inadequate staff policy and guidelines are some of the major hindrances. There is need for induction capacity building training on the secretariat.

Ahadi will reorganise its structure for more effective delivery of its goals and objectives. The proposed new structure will bring on board a media and communication officer.

6.3. Proposed secretariat of Ahadi Kenya Trust



7. STRATEGIC DIRECTION

The strategic direction and goals included in this plan are the Ahadi Kenya Trust response to its understanding and need to halt and reverse the spread of jiggers while sensitizing communities on key topical issues with a view to bridge the poverty gap. Ahadi Kenya Trust key focus will be on research, capacity building, awareness creation and dissemination of materials to key stakeholders including; the government ministries, relevant civil society, corporate and the public at large. The activities will be structured by Ahadi's project activities in communities.

Our goals

Advocacy

Ahadi will make an effort to advocate and lobby for policies and practices that are supportive of jigger eradication processes and sustainable livelihood projects.

Resource development

Ahadi will continue building a strong financial base that incorporates multiple funding sources, strategies and methodologies so as to ensure a strong healthy financial base for operating Ahadi Kenya Trust.

Organizational Leadership and Governance

Ahadi will ensure diversity of the board and place emphasis on participatory approach structures in project management. Ahadi will have clearly defined and distinguished roles and responsibility for both directors and the secretariat.

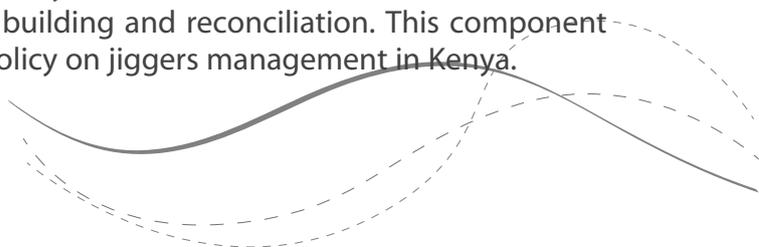
Staff

Ahadi will create an environment which staff members and volunteers feel valued and supported in what they do and understand their contribution to our mission. We will continually encourage volunteers to contribute through awareness creation on their key role in eradicating stigmatization. Ahadi will provide staff with the resources necessary to successfully meet the goals of the organization effectively and accountability. An internal knowledge transfer strategy will be established to enhance the capacity of staff at all times.

Strategic Direction plan for 2012 -2014

7.1. Democracy and Governance Component

Ahadi Kenya Trust will enhance the realization of rights and effective exercise of civic duty among its constituent through training. This component will focus on awareness creation on different topical issues e.g. the new Constitution and upcoming legislation that is of relevance to our target audience with a view to enhance the effective participation of this marginalized group in democratic processes. This component activity will focus on awareness creation on the Constitution and upcoming legislation and peace building and reconciliation. This component will also advocate for the development of official policy on jiggers management in Kenya.



Strategic actions:

- a) Hold capacity building and awareness creation trainer of trainer (TOT) workshops with all social workers within our networks.
- b) Hold awareness creation workshops (formal and informal) with the communities.
- c) Identify and facilitate sustainable peace building initiatives that could be adopted among our constituents.
- d) Partner with the Independent Electoral and Boundaries Commission (IEBC) with the registration of jigger infested population.

7.2. Wellness, hygiene and health Component

Ahadi's goal is halt and reverse the spread of jiggers, in this regards Ahadi will seek to advance the fight against the spread of jiggers with a view to realize better healthier lives for all as well as bridge the poverty gap. This component will focus on the treatment of jigger infested persons, the fumigation of their homes and schools, home visits of the affected and the registration of the jigger infested persons for statistical records and tracking of progress. This component activity will include treatment, fumigation, registration and home visits.

Strategic actions:

- a) Baseline survey on jigger infestation and trends in Kenya
- b) Mobilize sufficient resources.
- c) Build capacity of affected communities, home based care givers and other volunteers.
- d) Initiate and facilitate hygiene clubs in schools.
- e) Develop Information Education and Communication (IEC) and training material on jiggers.
- f) Lobby government and the relevant ministry for the provision of one medication that will serve as both treatment and a fumigant.

7.3. Empowerment and livelihood Component

Key to the realization of our vision, Ahadi will build the capacity of the communities with a view to enable their sustainable existence and development. This component will focus socializing the jigger infested population (adult or children) back into society through formation of youth and women empowerment groups and rehabilitation which includes facilitating income generating and livelihood projects as well as facilitating school dropout access to education. The component activity will include training and provision of equipment/seedlings for bee-keeping and banana planting projects for the adults and provisions of shoes, books and other stationery for the school going children. Jigger infestation is one of the causes of disability; there is therefore need for Ahadi to partner with persons with disability as key stakeholders in the fight against disability as a result of jiggers.

Strategic actions:

- a) Create awareness on the jigger menace, its causes and preventative measures.
- b) Offer training on livelihood projects.
- c) Community seminars on the plight of the jigger infested population and their role in socializing the victims back to society
- d) Consultative forums with schools and teachers on the victim stigmatization.

7.4. Communication and External relations Component

Ahadi will endeavor to establish and maintain partnerships with government ministries, like minded civil society organizations (CSO) and other relevant stakeholders in the fight against the jigger menace and poverty in Kenya and beyond the borders.

Strategic actions

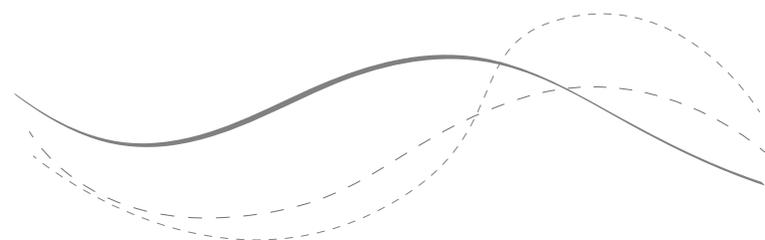
- a) Identify likeminded CSOs and relevant stakeholders.
- b) Establish an umbrella body of likeminded CSOs and stakeholders
- c) Lobby government for a jigger awareness day
- d) Advocate for preservation of jigger samples at the national archives as historical records.
- e) Lobby Ministry of Education for the inculcation of training on jiggers.
- f) Forge partnership with Media.

7.5. Finance, Personnel and Administration Component

Ahadi has clear financial guidelines that guide financial reporting and annual audits, the administrative and personnel policies incorporate the ownership of programme and project activity. Ahadi will endeavour to enhance its institutional capacity of the staff.

Strategic actions:

- a) Resource development
- b) Strengthening our financial technical capacity by reviewing and updating financial systems, practices and documentation.
- c) Harmonizing financial systems and processes to bring them in line with any new requirements of our funders and programme partners.
- d) Ensure that all staff have appropriate position titles and job description
- e) Enhance orientation programs and support staff participation and advancement in professional development



8. MONITORING AND EVALUATION

Ahadi is committed to monitoring overall progress as well as a systematic assessment of the accomplishments and effectiveness of the strategic plan objectives and strategies. The indicators specified in the attached logical framework will be used to monitor project activities.

8.1. Action Plan

Democracy and Governance Component

Outcomes	Activity	Timeframe			Budget
		2012	2013	2014	
Outcomes 1: The marginalized jigger infested population (adult) effectively participate in democratic processes and governance	Awareness creation forums on different relevant topical issues with the targeted communities				Kshs 4,582,500
	Partnership with IEBC in the registration of the jigger infested adult population.				
Outcomes 2: A well rounded pool of trainers is developed.	Trainer of trainer workshops with the volunteer social workers and staff at all centers				
Outcomes 3: Peaceful coexistence among communities	Fostering Sustainable peace building initiatives among communities				

Wellness, Hygiene and Health Component

Outcomes	Activity	Timeframe			Budget
		2012	2013	2014	
Outcomes 1: Sufficient Resource development	Develop a database of donor and corporate				Kshs 63,000,000
	Forge strategic partnerships				
	Develop resource mobilization strategy and plan				
Outcomes 2: Affected families, schools, communities and home based care givers have enhanced capacity to deal with the jiggers and the infested.	Educative forums with the families, schools and home based care givers				
	Formation of hygiene clubs within the schools				
	Development of IEC material on jiggers and related issues.				
Outcomes 3: Policy on the management of jiggers in Kenya.	Lobby government for policy formulation on jigger management.				
Outcomes 4: Jigger training inculcated in the school curriculum	Lobby government for policy formulation on jigger management.				

Empowerment and livelihood Component

Outcomes	Activity	Timeframe			Budget
		2012	2013	2014	
Outcomes 1: The jigger infested population (adult/ children) is socialized/ rehabilitated back to society.	Awareness creation on the jigger menace (community at large)				Kshs 9,045,500
	training and facilitation into livelihood projects				

Communication and External relations Component

Outcomes	Activity	Timeframe			Budget
		2012	2013	2014	
Outcomes 1: Umbrella body formed	Identify and initiate partnerships and networks with likeminded stakeholders				
Outcomes 2: A national day for jigger awareness set aside,	Lobby government for a jigger awareness day				
	Advocate for the preservation of jigger samples for historical records at the national archives				
Outcomes 3: The use of media to sensitize wider audience on the jigger menace.	Forge and maintain partnerships with the media				

Finance, Personnel and Administration Component

Outcomes	Activity	Timeframe			Budget
		2012	2013	2014	
Outcomes 1: Resource development	Resource mobilization strategy developed and implemented				Kshs 7,300,000
Outcomes 2: Guidelines and policies in place and up to date.	Financial and personnel policies developed and in line with new legal and professional requirements				
		Clear roles and responsibilities of staff, volunteers and interns put in place.			

Monitoring and Evaluation

Outcomes	Activity	Timeframe			Budget
		2012	2013	2014	
Outcomes 1: Monitoring and Evaluation Plan	Develop project specific monitoring and evaluation plan Engage a monitoring and evaluation expert.				Kshs 150,000

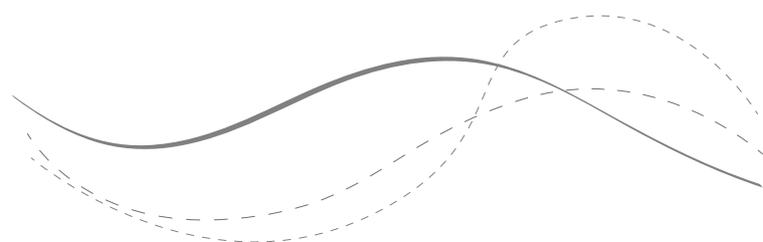
8.2. Logical Framework

Outcome	Indicators	Means of Verification
The marginalized jigger infested population (adult) effectively participate in democratic processes and governance	No. of marginalized persons trained. No. of marginalized persons participating in the elections and registering as voters.	sign in sheets Workshops reports IEBC voter register
A well rounded pool of trainers is developed.	No. of trainers trained	Sign in sheets Workshops reports
Peaceful coexistence among communities	No. of peace initiatives formed	Interviews Surveys
Resource Development	No. of new donors Amount of funds delivered	Donor database Financial reports
Affected families, schools, communities and home based care givers have capacity built.	No. of target audience trained	Sign in sheets Forum report
Policy on jigger management	Policy on management of jiggers	Policy
Jigger infested population rehabilitated and socialized back to society	No. of persons and children empowered or rehabilitated	School reports Livelihood projects
Umbrella body formed	No. of likeminded stakeholders	Registration certificate
A National day jigger awareness set aside	No. of consultative forums with government and other stakeholders	Press release Gazette notice
Jigger training inculcated In the school curriculum	No. of consultative forums with Kenya Institute of Education (KIE)	Ministry of education Curriculum
Baseline survey	No. of respondents interviewed	Baseline report
Forged Media partnerships	No. of shows or features on the jigger plight.	Memorandum of Association/ Agreements
Financial and Staff Guidelines and policy developed	No. of meetings and consultations with regard to the development of the said policies.	Staff policies Financial guidelines
Project specific monitoring and Evaluation Plan developed	Monitoring and Evaluation Officer hired/engaged	M & E plan developed.

9.0. Budget

Activity	Timeframe	Estimated cost
Immediate goals and funding needs		
Registration of jigger infested population as voters (DG)	2012	Kshs 1,269,000
Staff Capacity Building	2012	Kshs 100,000
Baseline Survey	2012	Kshs 32,000,000*
Monitoring and Evaluation Plan	2012	Kshs 150,000*
Short term goals and funding needs		
Empowerment (Continuous training and facilitation)	2012 - 2013	Kshs 6,697,500
Livelihood (Seedlings)	2012 - 2013	Kshs 2,350,000
Long term goals and funding needs		
Awareness forums (WHH)	2012 -2014	Kshs 11,045,000
Treatment and fumigation and Rehabilitation	2012-2014	Kshs 20,000,000
Awareness creation forums (DG)	2012 - 2014	Kshs 3,313,500
Administration Cost	2012 -2104	Kshs 7,200,000
Grand Total		Kshs 84,125,000

NB: * shows the costs that are one off



Before

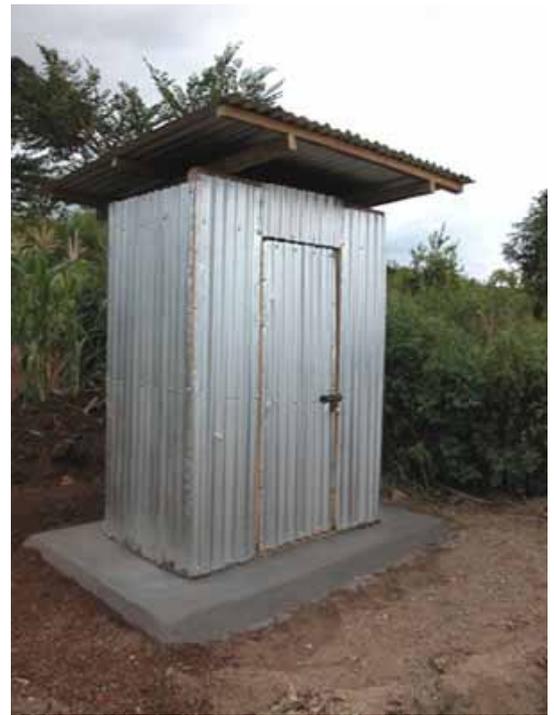
4-year-old John
Kariuki
in Kianmbu
County



After



Outdoor toilet
in Machakos
County



House of a family
of eleven
in Kiambu
County



Farmland for
recovered jigger
victims
in Muranga
County





ahadi
KENYA TRUST
THE ANTI-JIGGER CAMPAIGN
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