

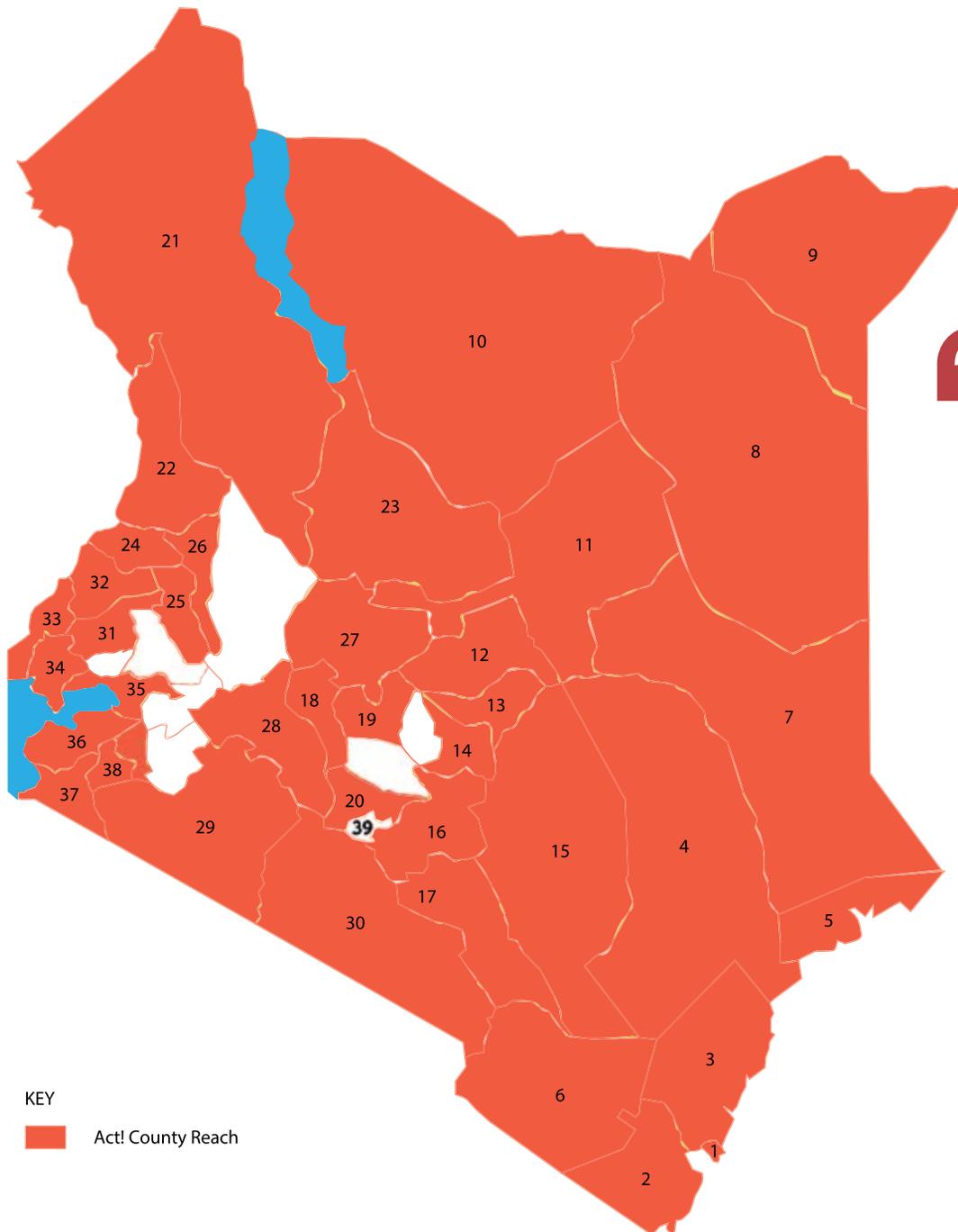


Our Strategy for 2016-2019



**Collaborating for
Sustainable Impact**

Our Presence



“For more than a decade, we have worked with grassroots organizations to make a lasting change to communities in Kenya and neighbouring countries”

Quick Reference



Acknowledgements

The development of this Strategic Plan would not have been possible without the involvement of quite a number of people. So, though it may not be possible to mention all of you by name, please receive our utmost gratitude for your invaluable input.

Our special mention goes to Paul Savage for reviewing the initial draft and engaging the Board of Directors in discussions that generated a number of paradigm shifts; the entire Board of Directors for reviewing various drafts of this Plan, particularly Titus Syengo for leading the final development process of this Plan. Henry Kuria, the Director of Programs on whose shoulders the drafting role of this plan rested and for enabling the staff to own and translate the Board's vision into this final product.

We also salute our funding partners for their steadfast support, particularly the Embassy of Sweden, the UK's Department for International Development (DFID), the Embassy of Denmark, and the United States Agency for International Development (USAID).

Foreword

It is our great pleasure to share with you Act!'s Strategic Plan 2016–2019. This plan is the result of over a year of consultations with our staff, the Board of Directors, external stakeholders, various institutional assessments, and external reviews that informed the organisation's approach to its work and future development.

This strategic plan is generally incremental, building on past successes, responding to current challenges while anticipating future risks. Its overarching goal is to (1) consolidate the institutional transformation that began with the organisation's rebranding from Pact Kenya to Act! in 2011 and (2) improve Act!'s quantity and quality of service delivery as a development actor in its areas of work. It nevertheless contains a number of shifts that are worth elaborating.

The first shift is towards a more partner-centered approach. Act!'s experience, right from the days of Pact Kenya, has taught us that partnerships are essential to our success. Therefore, henceforth, Act!'s leadership, management and staff will ensure that our partners are at the heart of all our undertakings—if they succeed, we succeed; the reverse is equally true.

The second is to re-orient the organisation's management of people and performance to align with its medium-term goals. To achieve this, we have:

1. Restructured the organisation to provide clearer leadership at the top;
2. Concretised the organisation's work around three themes;
3. Strengthened the management's oversight on operations;
4. Began retooling staff to multi-task and be development workers who are experts in their field while supporting other team members.

Driven by commitment, fairness, flexibility and integrity, we will ensure future recruitment keeps us on this new path. Additionally, we will continue to sharpen our development approach and enhance how we track and measure results in order to better demonstrate the impact of our work.

The third is in the explicit recognition of Act!'s critical role as an effective intermediary organisation. In addition to the work we do with partners, we will act directly to develop our partners' technical and governance capacities. We will also constructively engage the Government of Kenya (GoK) and the private sector in order to improve the enabling environment for our partners' work and leverage on social entrepreneurship for the sustainability of our results.

We welcome all our stakeholders to another momentous four years and look forward to continuing our engagement in this exciting journey!



A handwritten signature in black ink that reads "Francis A. Aywa".

Francis A. Aywa
Board Chairman



A handwritten signature in black ink that reads "Anne Nyabera".

Anne Nyabera
Executive Director



OUR VISION

Empowered citizens and communities living a productive life in dignity.

OUR MISSION

To support, partner with and develop local organisations to be effective agents of lasting positive change.

OUR CORE VALUES

- 1. Commitment:** We are committed to the process of empowering marginalised communities to better their lives.
- 2. Fairness:** We believe that all human beings are equal under the law and deserve the opportunity to live a productive life, feel safe and secure, and participate in the building of the nation.
- 3. Flexibility:** We are flexible in the way we work, applying our methods, tools and approaches as the context demands and adapting to the changing demands and needs of our partners.
- 4. Integrity:** We behave ethically at all times, utilise the resources entrusted to us responsibly and efficiently, and remain accountable to our partners, communities and benefactors.

We are a leading Kenyan, not-for-profit, non-governmental organisation involved in diverse developmental initiatives in Kenya.

Our Focus areas



Environment and Natural Resources Management



Democracy and Human Rights



Peace Building and Conflict Transformation

Our Key Impact



390+

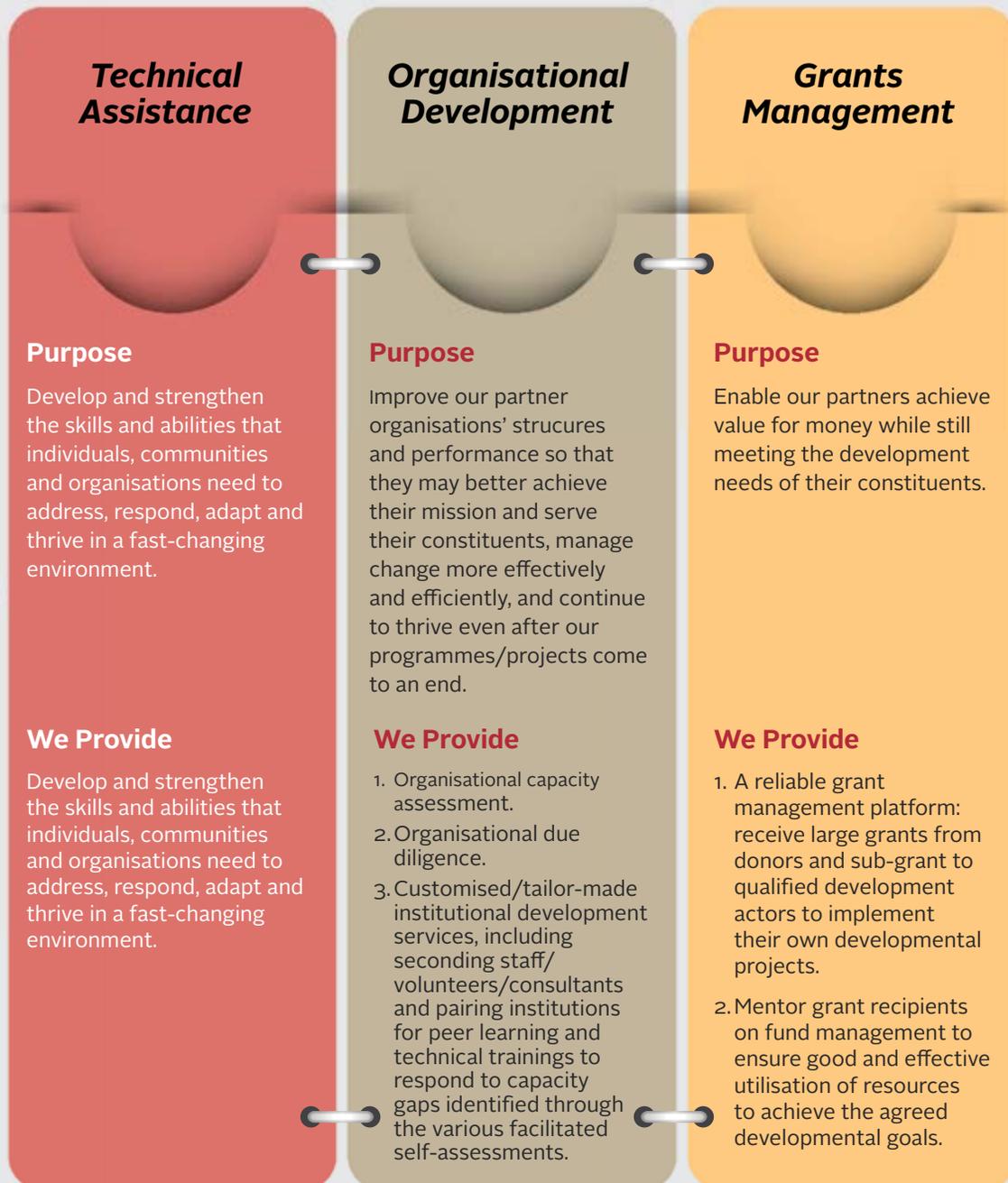
CSOs supported



1.8+ Billion

Ksh. awarded as grants

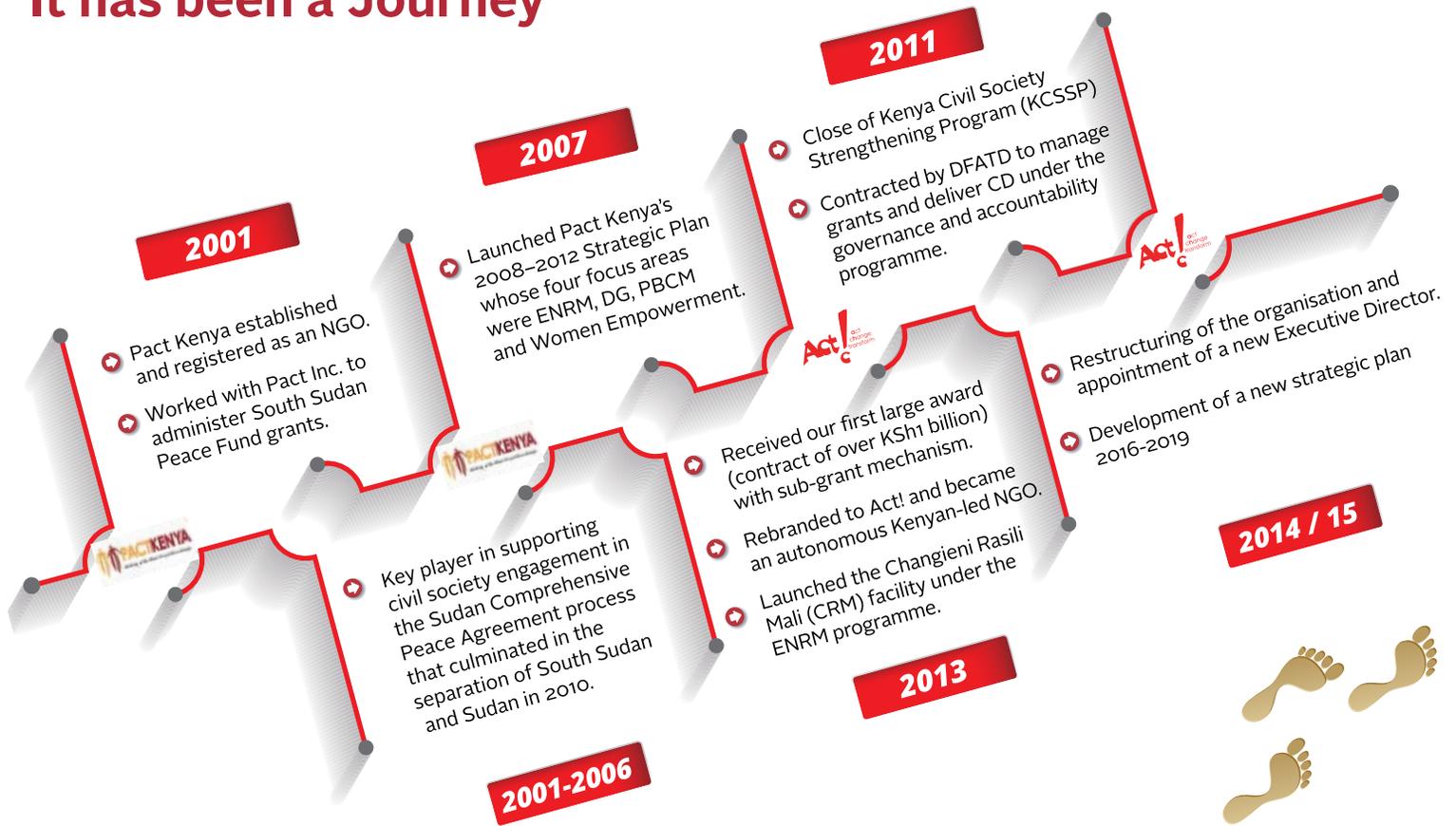
What We Do



A photograph showing three people in a meeting. On the left, a woman with long braids and a man are looking at a large yellow board. On the right, another man is pointing at the board. The woman is holding a marker. The text is overlaid on the yellow board.

Our Capacity Development approach is anchored on strengthening the capacities of institutions to effectively meet the development needs of their target communities

It has been a Journey



Seven Key Lessons Learnt

Below are the seven key lessons that we have learnt along the way, lessons that will be adhered to in the implementation of this strategy.



1 Partnership is Essential

We have learnt that change and societal transformation is multifaceted, hence the need to involve a whole range of actors and stakeholders. It is for this reason that we consider **partnerships to be vital** for shared learning, which provides the opportunity for proven approaches to societal transformation to be adapted to local contexts and circumstances.

2 Networking is Vital

Advocacy for policy and legislative change and implementation has been at the core of the approaches we have adopted to drive deep, inclusive and lasting change. In the course of implementing programmes and projects that have adopted advocacy as an approach, we have learnt that building a critical mass through **networking and collaboration** is important in achieving advocacy outcomes.



3 Importance of Diversifying Revenue Sources

To diversify our revenue sources and in turn ensure our sustainability, we need to have sound, efficient and effective systems for managing resources as well as develop and implement sound resource mobilisation strategies.

3

4 Capacity Development is Multidimensional

Our **core competency** is building the capacity of our partners in key areas, such as grants management, organisational development and technical assistance. We have learnt that capacity development is complex, incremental and ongoing. Therefore, our capacity development work needs to be broken down into initiatives that can be implemented over short- and medium-terms and that build upon each other in the long-term.





5 Need to Monitor and Adapt

The operating environment changes, sometimes rapidly. Therefore, there is need for us to invest in the **constant monitoring** of our operating environment as well as develop specialist knowledge that will enable us to identify projects and programmes relevant to the changing context as well as adapt our interventions accordingly, and in so doing, continue to deliver **relevant, high impact** and timely development results.

6 Demonstrable Impact is Vital

Achieving **demonstrable developmental impact** coupled with the ability to effectively and in a timely-manner **communicate** the results of one's work on the ground builds the reputation of the organisation—makes an organisation be perceived as effective and reliable. It is therefore important that we and our partner organisations continue to improve on this.



7 Succession Planning is Crucial

Our **growth and continuity** continues to evolve. Therefore, succession planning must be a central concern in our programming and institutional development at both the organisation and partnership levels if the sustainability of the organisation is to be secured.



Our Theory of Change

1

If we enhance the capacity of our partners to effectively execute their mandates...

THEN they will increasingly use their new knowledge and abilities to mobilise communities to demand good governance, contribute to sustainable management of natural resources and peacefully resolve conflicts and grievances.

2

If we improve participation of marginalised groups in governance processes in Kenya including their capacities to hold national and county governments to account on their performance...

THEN the poor and the marginalised will have greater voice in public affairs and there will be more equitable distribution of public resources.

3

If we support sustainable management and utilisation of environment and natural resources and enhance communities' participation in management of resources within their localities...

THEN there will be greater ownership and better stewardship of these resources as well as enhanced resilience to external shocks such as climate change and droughts.

4

If there is improved co-existence and peaceful resolution of conflicts including enhancing communities' resilience to conflicts and violent extremism...

THEN there will be increased opportunities for communities to engage in income generating and other livelihood activities – and this will in turn reduce susceptibility to conflicts and violent extremism.

5

IF THE FOUR CHAINS OF EVENTS OCCUR...

THEN CITIZENS AND COMMUNITIES WILL BE EMPOWERED AND LIVING PRODUCTIVE LIVE IN DIGNITY



Context Analysis

Kenyans face a myriad of challenges, including poverty, growing inequality, insecurity (characterised by increasing incidences of violence attributable to terrorism and violent extremism), lack of access to essential public services (such as quality education and health care), volatility of the global financial markets, and climate change and degradation of the environment. All these factors have an effect on the work of development actors such as Act!.

In this section, we provide an overview of the six levels (political, economic, social, technological, environmental and legal) within which Act! will operate during the period covered by this strategy to address these key challenges faced by Kenyans.

Level of Intervention	Focus Area(S)	Context
Political Level 	Collaborating with County Governments	<p>The Constitution of Kenya (CoK 2010) enacted in 2010 established a devolved system of government with legislative and executive functions being shared between two levels of government: the national government and the 47 county governments. The 47 county governments presents a widened scope for programming by Act!, as interventions hitherto implemented at national level will be required to be implemented at the county levels too.</p>
	Facilitate a free, fair and peaceful general election in 2017	<p>While the first general election held under the new constitution in March 2013 was hailed as largely peaceful, free and fair,¹ there were notable challenges, such as the failure of the Electronic Voter Identification Devices (EVID) and the collapse of the Electronic Transmission of Results System (ETRS). Additionally, in spite of the constitutional promise of a just and peaceful Kenya, political and ethnic intolerance continues to be experienced across the country. Disputes between the key political actors on who is responsible for the continuing high level of corruption and wastage of public resources continue, too. This state of affairs is worsened by the conflicting signals and reduced zeal by the executive to fight corruption. These challenges provide some valuable lessons for review and improvement of the electoral system in Kenya, as disputes over elections have potential to degenerate into large-scale violence as was witnessed during the 2007 elections, thus reverse any gains made with regard to peaceful coexistence between communities.</p> <p>We will address this through our peacebuilding and conflict management programming by supporting interventions that address violent conflicts associated with elections as well as contribute to national cohesion while at the same time addressing issues of accountability and integrity, which often takes on an ethnic dimension.</p>

Level of Intervention	Focus Area(S)	Context
<p>Economic Level</p> 	<p>Equality and Access to Opportunities</p>	<p>Kenya became a middle-income country in 2014 after its GDP was recalculated. While spending patterns indicate a growing middle class with disposable incomes as demonstrated by a proliferation of shopping malls catering to the high-end clientele, high poverty levels continue to be witnessed across the country. High levels of unemployment, especially amongst the youth, low wages and increasing cost of living further exacerbate the poverty status.</p> <p>Inequality too remains high with the top 20% of income earners holding 53.2% of national income, whilst the bottom 20% account for just below 2% of income. Rural and low-income households in particular are significantly disadvantaged. This is reflected in the spending on social protection by the Government of Kenya (GoK); whilst GoK's expenditure rose from KSh33.4 billion in 2005 to KSh57.1 billion in 2010, 88% of the total social protection budget was spent on civil service pensions.</p> <p>Increase in inequalities and skewed income distribution have precipitated violent conflicts and revolutions across the world. It is therefore imperative that measures to address income inequalities are urgently implemented and in the interim, social safety nets, such as cash transfers (whether conditional or unconditional), are implemented to cushion low-income households against the rising cost of living. Therefore, we will continue to support initiatives that monitor the use of public resources as well as pilot projects that increase the voice of the citizens in resource allocation and distribution.</p> <p>Also, the rebasing of the Kenyan economy on the account of increased GDP growth and continued infrastructure development, plus the increase of private sector involvement in traditional NGO space, are factors that are starting to constrict the space for NGO-led interventions. Major donor agencies, for instance, are opting to fund private sector players and this is largely crowding the donor landscape. It has therefore become necessary for Act! to explore and implement innovations that will diversify its resource base.</p>

“Poverty levels in 1981 were 48%, just 2% higher than the reported levels today.”

Level of Intervention	Focus Area(S)	Context
Social Level 	De-radicalisation	<p>The 2009 population census and figures from the 2013 Kenya National Bureau of Statistics (KNBS) note that the population of Kenya is 41.8 million with an annual growth rate of 2.97% and life expectancy of 63.3 years. The population is largely youthful with age-groups below 14 years and 25 years constituting 43% and 62% of the total population respectively. On one hand, this provides tremendous opportunities in the country's development agenda; on the other, it poses quite the challenge: Kenya's Vision 2030 is driven by the call to provide universal access to opportunities for all Kenyans to lead a quality life in a clean and secure environment. This primary blue print has been linked to the Millennium Development Goals (MDGs) as a deliberate effort to balance economic growth and human development. Kenya lags behind in achieving majority of the MDG targets. It is therefore looking upon the Sustainable Development Goals to consolidate the gains made in MDGs to usher in new development prospects.</p> <p>Indeed, the engagement of the youth through social capital development has been a hallmark of the national youth service recently. However, the penetration has been limited by the institution's holding capacity. Therefore, various other stakeholders need to supplement government efforts in reaching the vast proportions of youth.</p> <p>Also, there has been an increase in extremist ideologies around the world, including Africa. Kenya in particular continues to face unprecedented security challenges driven by proliferation of violent extremist groups as well as local conflict, violence and crime. We will therefore continue to focus on these security-related challenges, such as issues of radicalisation and violent extremism.</p>

“The population of Kenya is **41.8 million** with an annual growth rate of **2.97%** and life expectancy of **63.3 years**”

Level of Intervention	Focus Area(S)	Context
<p>Technological Level</p> 	<p>Take advantage of the high penetration of mobile phones and increased access to internet for increased impact</p>	<p>Over the last decade, the country's rapid infrastructural development has seen the opening of new areas and markets and improved rural participation in the economy. However, poor infrastructure and poor provision of services continues to make life a constant struggle for the majority of Kenyans. Also, Kenya is still threatened by corruption, which results in diversion of funds that have the potential to transform the country's socio-economic standing.</p> <p>Nonetheless, according to the Communications Authority of Kenya, mobile phone penetration is currently at 80%², with mobile phone subscriptions being more than 32 million.</p> <p>This—coupled with the emergence of third and fourth generation (3G and 4G) networks and the growth in mobile data/internet subscriptions—present immense opportunities for monitoring the performance of public officials and institutions in real time. It also provides a means to access early warnings of conflict and conduct public education on issues covered by our programming areas. Therefore, during the period covered by this strategy, we will harness the opportunities of new/emerging technologies to reach wider audiences as well as deepen the impact of our work.</p>
<p>Environmental Level</p> 	<p>Promote sustainable environmental governance</p>	<p>For the last five years, the economy has grown within the range of 4.4% and 5.7%³. However, the country's economic growth potential has not yet been realised due to a number of challenges, including the decrease of earnings from tourism due to insecurity and consequent travel advisories, and recurrent droughts associated with climate change, which have been a major drawback to the growth of the agricultural sector. Undeniably, the impact of years of poor natural resource management, especially deforestation, has been compounded by climate change, which makes for even more erratic weather patterns. This affects the livelihood of most Kenyans. Nevertheless, Kenya drives the region's growth and development and is part of Africa's policy framework for agricultural transformation, wealth creation, food security and nutrition, and economic growth and prosperity under the Comprehensive Africa Agriculture Development Programme (CAADP).</p>

Level of Intervention	Focus Area(S)	Context
Environmental Level		<p>During the period covered by this strategy, we will continue to support legal and institutional frameworks that provide opportunities for citizen participation in management of environment and natural resources. Additionally, we will support the piloting of innovative projects that reduce vulnerability of communities to shocks associated with climate change and erratic weather patterns.</p>
Legal Level 	<p>Harmonise interventions at the county level with those at the national level</p>	<p>The country has various institutional and structural mechanisms to guide structured development efforts, among these are the CoK 2010 and the devolved form of government created by the CoK 2010. The promulgation of the CoK 2010 in August 2010 provides for the transfer of a minimum of 15% of budgetary resources to each of the 47 Counties. County governments have also taken charge of provision of the most basic services to drive socio-economic development. There is therefore need for development actors to align and harmonise their interventions in tandem with devolution. It is against this background that Act! will continue to work with partners to bring about meaningful development to where it matters most: at the community level. We will operate within local, national and international contexts, an act that demands flexibility and also commitment to the outcomes for which we seek to address.</p>

(Footnotes)

- 1 <https://www.ndi.org/files/Kenya-ELOG-PVT-statement-030913.pdf> and http://eeas.europa.eu/eueom/missions/2013/kenya/pdf/eu-eom-kenya-2013-final-report_en.pdf
- 2 <http://ca.go.ke/index.php/what-we-do/94-news/285-kenya-s-mobile-penetration-hits-80-per-cent>
- 3 KNBS Facts and Figures 2014





Rationale Behind Our Strategic Choices

We exist to support the quest of communities and citizens to lead productive and dignified lives. We believe that exclusion and marginalisation weakens the ability of communities to withstand external shocks, such as those attributable to political instability, violence/conflicts and climate change. Therefore, to ensure inclusion, we will build the resilience of communities by partnering and undergirding our work across the following three thematic areas:

- 1. Environment and natural resources management**, which will focus mainly on access to energy, climate change and resolving land issues in the country;
- 2. Democracy and human rights**, which will focus on strengthening devolution;
- 3. Peacebuilding and conflict transformation**, which will focus on countering violent extremism.

These areas have been selected as they are aligned with the pillars of the long-term national development blueprint of the country, Vision 2030, particularly the three key pillars stipulated under the second Medium Term Plan (MTP II), namely:

- 1. The Political Pillar of Vision 2030:** Issues noted in the vision's political pillar set out by the MTP II include low levels of awareness of the devolved system of governance and inadequate or delayed release of resources by the national government. To contribute to meeting these priorities, we will integrate capacity building on devolution in our programmatic interventions during the period covered by this strategy. Additionally, initiatives on policy, legal and institutional review to accord with the devolved system of governance and the CoK 2010 as envisaged by MTP II will continue during this period.
- 2. The Economic Pillar of Vision 2030:** Our work in the thematic areas of peacebuilding and conflict transformation as well as under the environment and natural resources management will contribute towards the realisation of this particular pillar of Vision 2030.

A key priority under the economic pillar is the increase in the number of tourist arrival from 1.8 million in 2012 to 3 million in 2017. There has been a decrease in tourist arrivals. This is attributable to insecurity and travel advisories. Therefore, our work in addressing the root causes of conflicts



and violent extremism and strengthening community policing mechanisms, especially in the coastal region, will provide the secure environment necessary for the resumption of arrivals by tourists. Additionally, our work on climate, smart agriculture, development of coastal beach ecosystem management and access to smart/renewable energy for off-grid populations—all under environment and natural resources management programming area—are consistent with the MTP II priorities under the Economic Pillar of Vision 2030.

Additionally, we will continue to support another goal under this particular economic pillar: the rehabilitation and protection of water towers. This will include supporting water resource user associations to develop and—in collaboration with county and national government agencies—implement catchment and sub-catchment management plans. This will make water resources needed for the generation of hydropower, which is required for economic growth, available.

- 3. The Social Pillar of Vision 2030:** The goal of the Environment, Water and Sanitation Sector of the Social Pillar of Vision 2030 is to attain a clean, secure and sustainable environment. This is consistent with the strategies and key activities we will pursue under our environment and natural resources management programming area. During the period covered by this Strategic Plan, we will also continue to support another one of the priority projects under MTP II of the Vision 2030: the strengthening of environmental governance, including the harmonisation of sectorial policies, legislation and regulations to accord with the CoK 2010.

The need to align our objectives and results with national development priorities is based on the realisation that long-term/sustainable developmental impact is best achieved when the various stakeholders and development actors contribute to the collective enterprise.

“Act!’s programming on **women empowerment and livelihoods** will be subsumed under the environment and natural resources management thematic area. This is informed by increased attention into the value chain analysis alongside deepening of our interventions in the area of agriculture and food security.”

We believe that transparency and accountability of duty bearers coupled with effective participation of citizens and communities are not only essential for the realisation of dignified and productive lives, but also necessary for stability and transformational change. It is for this reason that Transparency, Accountability and Participation (TAP) will be reinforced throughout the implementation of this Strategy. The reinforcement of TAP and the focus on public participation are consistent with both the CoK 2010 and the political pillar of Vision 2030, which envisages a political system that is issue-based, people-centred, results-oriented and accountable.

We will build on lessons learnt in implementing programmes in our three core areas. This will enable us better support our CSO partners and the communities they serve to move beyond survival to developing thriving and resilient communities that utilise the available natural resources in a sustainable manner, participate in governance and other public processes, and have the tools and resources to resolve conflicts and grievances in a peaceable manner.

This strategy also envisages more organisational cohesion—a shift from the previous project-focused organisational structure to a more matrix structure that will encompass supporting departments, CD and MERL working across the programs rather than supporting specific projects. In addition to tracking project performance, MERL will assess organisational performance in the implementation of this strategic plan and the annual work plans. The capacity of staff will be developed to enable them acquire multiple skills. This will in turn enable them to support partners in a more holistic manner. Additionally, NSAs will be provided with more focused support to oversee service delivery and act as watchdogs at the county level. There will also be more use of technology in management, communication to stakeholders, and impact and performance measurement.



Overview of our Strategic Priorities



During the period covered by this plan, we will focus on achieving five inter-related and mutually reinforcing objectives: the three programmatic, strategy level objectives, which will be complemented by two additional objectives covering the institutional and financial sustainability of Act! and the capacity of our civil society partners to deliver on their programming and institutional objectives.

The chart below represents the five objectives to be achieved during the period covered by this plan; it also shows the relationship between the objectives and our thematic areas.

Democracy, Human Rights and Governance	Improved participation of citizens' groups in governance processes in Kenya
Environment and Natural Resources Management	Sustainable environmental and natural resources management and utilization
Peace Building and Conflict Transformation	Improved coexistence and peaceful resolution of conflict
Capacity Development	Enhanced capacity of our partners to execute their mandates
Act! sustainability	Enhanced organizational and financial sustainability



Strategic Objective

Improved Participation of Citizens' Groups In Governance Processes In Kenya



This objective will be implemented against the background of the changed legal, political and governance arrangements in Kenya, which were brought about by the coming into effect of the CoK 2010.

One of the notable changes introduced by the new constitution—and which will form part of the context within which this objective will be implemented—is the two-tier system of government comprising of the national government and the 47 county governments.

The period during which this strategic plan will be implemented coincides with the transition to devolved government. Therefore, devolution will invariably have an effect on initiatives proposed under this strategy. In view of this, our interventions will involve a wide-range of stakeholders and will be implemented at both national and county levels

with a view of ensuring that the citizens participate in governance process at both levels of government.

The 2013–2015 period has been characterised by growing constraints on the operating environment for civil society organisations (CSOs). The most notable ones have been the failure to gazette the commencement date for the Public Benefits Organisations (PBO) Act 2013 as well as attempts to amend this legislation to, among others factors, limit the amount of funding that CSOs can receive from foreign sources. As CSOs have traditionally played the role of empowering and mobilising citizens to participate in civic affairs, the continued threat to restrict their operating environment will invariably affect the implementation of the constitution, particularly the requirement for public participation.

Action Plan

To implement this objective, we will:

- Continue providing technical support to the CSO Reference Group in advocacy efforts to have the commencement date for the PBO Act published in the Kenya Gazette.
- Incorporate into our capacity building programs for CSOs a component on inclusive development as well as strengthening of the capacity of our CSO partners to implement interventions on monitoring delivery of

services by both national and county governments.

- Continue to build the capacity of CSOs to design and implement effective advocacy campaigns to address exclusion and marginalisation, seeing that programs and projects implemented by public sector institutions are based on legal and policy frameworks.
- Strengthen the capacity of public institutions at national and county levels as duty bearers to design and implement effective and inclusive programs and policies.

Measure of Success

- National and county governments increasing accessibility to high quality essential services while ensuring equitable access and community participation.
- Greater inclusion of men, women and youth previously excluded in decision-making at subcounty, county and national levels.
- Legal, policy and social factors and practices that reinforce discrimination and exclusion are challenged and changed.
- Improved enabling environment for the operation of CSOs.

Strategic Objective

Sustainable Environmental and Natural Resources Management and Utilisation

The focus of this objective is to support NSA initiatives that address and respond to vulnerabilities related to climate change, and enhance the voices of communities in the climate change discourse at the county, national and international levels.

Action Plan

Taking into account the role of environment and natural resources in supporting livelihoods, we will achieve this objective by:

- Strengthening the capacity of state and NSAs at both national and county levels on (1) sustainable management of environment and natural resources and (2) implementation of sound and evidence-based climate change programming interventions.
- Generating knowledge through research and piloting as well as linking our implementing partners with research institutions and universities to increase their access to knowledge and technology.
- Taking into account that the process of reviewing the legislation and policy framework in the ENRM sector to accord with the CoK 2010 is ongoing, we will specifically partner with research and learning institutions to develop innovative models for management of resources, such as Payment for Environmental and Ecosystem Services (PEES) and Nature-Based

Enterprises (NBE). These will be implemented on a pilot basis, with successful pilot projects and lessons learnt documented and disseminated for scaling up and replication.

- Scaling up of successful pilots.
- Supporting the review and analysis of existing and proposed frameworks, legislations and policies, through advocacy roundtables and generating content for inclusion into the proposed legal/policy frameworks.
- This will be in addition to supporting interventions that mobilise the citizens and community groups to participate in processes of reviewing legal/policy frameworks, monitoring performance of public institutions in delivery of ENRM services, and advocating for the allocation of resources by county and national governments during the budget-making processes.
- Supporting partners to develop and implement programmes that transform the use of natural resources in ways that create jobs,

sustain livelihoods, and contribute to economic recovery.



Measure of Success

- Improved organisational capacity of NSAs to deliver their mandates in the environment and natural resources sector.
- Improved participation of citizens and marginalised groups in governance, management and utilisation of natural resources.
- Improved policy and legislative environment for sustainable natural resources management at both the national and county levels.

Strategic Objective

Improved Coexistence and Peaceful Resolution of Conflicts

This objective will be implemented in the changed context of a two-tier system of government, hence the need to involve a wide-range of stakeholders, such as county executives, county assemblies and county policing authorities, in peacebuilding and conflict transformation.

Action Plan

To implement this objective we will:

- Continue to partner with CSOs, FBOs and CBOs, peace committees, traditional conflict resolution institutions and councils of elders, and networks, youth and women groups to advocate for peaceful resolution of conflicts and counter violent extremism.
- Support effective, community-owned conflict mitigation programs that address the root causes of insecurity, conflict and extremism at the county level while strengthening the capacity of CSOs at the local and county levels to advocate for improved security and conflict-sensitive governance.
- Strengthen the capacity of county and national government institutions as duty bearers to develop and implement policies and programs that contribute to improved security and peaceful coexistence.



Measure of Success

- Strengthened community resilience against violence extremism and conflicts.
- Enhanced institutional functionality, technical capability and coordination of targeted CSOs and state agencies to address root causes of conflict and violent extremism in the context of devolution.
- Strengthened evidence base to inform the policy framework and decision-making on security, peacebuilding and conflict transformation.

Strategic Objective

Enhanced Organisational And Financial Sustainability

We have consistently achieved results that have exceeded expectations and created a reputation for Act! as the 'to-go-to' local organisation with respect to management of grants and capacity development. Indeed, over the last couple of years, we have grown steadily in size, while diversifying of our funding base and coverage.

This growth is attributable to the increased confidence of our development and implementing partners in our capability to:

- Effectively manage large-scale funding;
- Deliver capacity development interventions that positively impact the technical capacity of our partners as well as enhance their staying power and viability as a going concern;
- Implement effective programs that deliver demonstrable change in the lives of our constituents while at the same time delivering return on investment and value for money to our donors/development partners.

The impressive growth notwithstanding, there have been attempts to restrict the operating environment for CSOs, notably through proposals to amend the legal/regulatory framework governing the sector and limiting the level of funding CSOs can receive from foreign sources. There is a high likelihood that these attempts to restrict the operating environment for CSOs will increase as the general elections, scheduled for August 2017, draws near.

Additional factors that may affect the implementation of this strategic objective is the classification of Kenya as a middle-income country following the statistical re-assessment of its economy, which increased the Kenyan economic size by 23.5%, hence making Kenya the ninth largest economy in Africa. This rebasing of the economy is likely to affect flow of aid, as traditional development partners divert their resources to countries with smaller economies.





Action Plan

To address these concerns, we will:

- Continue to deepen our relationships with existing partners while at the same time adopting market-oriented approaches so as to leverage funding from the private sector.
- Build and retain a high-performing and multi-skilled team of staff who have the necessary tools and expertise across the organisation's core areas of work in order to deliver the technical support our partner organisations need.
- Continuously review and improve our systems, policies and procedures to make them fit for our purpose and ensure our organisation has strong internal controls that consistently add value to its operations.

Measure of Success

- Efficient organisational systems, strong internal controls and sound policies that provide a framework for effective management and governance of Act!
- Effective and accountable systems that meet industry standards and donor-funding requirements as well as identify Act! as a capacity development organisation with high standards of integrity.
- Sound understanding of the donors and the sector trends in order to respond to calls for proposals and provide approaches that will guarantee results and impact.
- Visibility of Act! as an organisation that works effectively with partners to achieve results and maximise impact.



Strategic Objective

Enhanced Capacity of our Partners to Execute their Mandates

Sustainability of CSOs continues to be a cause of concern; consequently, this is one of the factors that will influence the implementation of this strategy.

According to the 2013 CSO Sustainability Index for sub-Saharan Africa, CSOs in Kenya are still largely reliant on funding from foreign donors to sustain their operations and implement their programmes and projects. This affects their ability to fully determine developmental outcomes independent of any external influences as well as their ability to involve their grassroots constituents in designing programming interventions. Failure to involve grassroots communities affects the legitimacy and credibility of the CSOs in the eyes of the constituencies that they serve, a factor that is further exacerbated by weak downward accountability mechanisms.

As aforementioned, the last two years have witnessed consistent efforts to review and amend the legal framework governing the civil society sector, including limiting funding from foreign sources to 15%, a factor that will affect CSOs ability to deliver services, such as monitoring the extent to which state institutions and officers comply with the CoK 2010's requirement of participation and inclusion. This will in turn affect the sector's legitimacy since results of their interventions are not known to the public. Consequently, the CSOs will be unable to offer any narrative to counter the attempts at portraying the civil society as being of little value to national development.



Action Plan

To address these concerns we will:

- Continue to deliver a suite of customised capacity development support to our implementing civil society partners. This will include equipping them with communication skills to better articulate the results of their work.
- Provide capacity development that is focused on enabling our CSO partners to deliver sound interventions in our core focus areas as well as to monitor their work, learn from experience, and apply these lessons to current and future interventions.
- This ability to deliver sound and relevant programmes, monitor results and effectively communicate the results to all the stakeholders will increase the CSOs' legitimacy, enable them attract more resources and in the long-term, increase their staffing power.
- Continue to invest in improving our internal capacity in the technical focus areas (democracy and human rights, peacebuilding and conflict management, and environment and natural resources management) as well as our approaches to capacity development and grants management.
- Prioritise the improvement of the technical capacity of our partners while providing them with institutional development with a view of ensuring that these partners become more viable, sustainable and high-performing entities.

“*Act! exists to support communities and citizens' quest for leading productive and dignified lives and this strategy sets out the priority programming areas for the period 2016-2019*”

Measure of Success

- Successful implementation of activities proposed within the funding proposal.
- Achievement of institutional/organisational strengthening targets set out in the institutional improvement plan and identified through the organisational assessment process.
- Demonstrated mentorship to peer organisations at lower levels of capacity.



How We Will Work

We believe in change. Therefore, this strategy sets out our approach to tackling exclusion, marginalisation and disempowerment.

It puts the empowerment of citizens and communities (through our CSO partners) at the center of our thinking. It recognizes the need for communities to participate in their development, to be heard and have their voices taken into account in all aspects of decision-making. It also underlines the right of communities to accountable and transparent leadership. It is for this reason that our work will focus on two key approaches: (1) a partnership-focused approach and (2) a human rights-based approach.

1. A Partnership-Focused approach to development

Our experience has taught us that change best happens when citizens and communities demand for it—and the wider the network of agencies and individuals seeking for change, the greater the impact on exclusion, marginalisation and discrimination. It is for this reason that we will continue being a partner-focused organisation that works through partnerships to achieve social change in our key focus areas.

Our partnership-focused ideology is informed by the reality that civil society groups are closer to the citizens that they serve and thus are able to identify with the community's struggles against marginalisation and exclusion and thanks to their legitimacy, are able to implement development solutions that are locally-driven and owned. It is for this reason that we aim to equip CSOs with the skills and resources that will enable them leverage their local connections and legitimacy to drive lasting and inclusive change.

The agent for change might be a brave activist exposing corruption or women and men sharing family responsibilities more equally or even an organisation that is linking smallholder farmers with the supply chains of multinational corporations. Each of the actions of these individuals count, but when united behind a shared vision of *'empowered communities and citizens living a productive and dignified life'*, the opportunity to create inclusive and lasting change is created. Our task as Act! will be to create and build relationships that can turn our expertise and efforts into wider and practical impact. The quality of the relationship that we build with our partners is crucial, as these relationships must be founded on shared values and mutual accountability, and not convenience or external influences.

Our partnership approach will be inclusive, as to tackle exclusion, discrimination and marginalisation, the private sector, governments (national and county), intergovernmental bodies and civil society are natural allies. CSOs have been at the center of our work and we will strengthen our partnership with them. However, in order to effectively address exclusion and marginalisation, we must actively seek to enter into partnership with a much wider group of actors and stakeholders.

“Our experience has taught us that change best happens when citizens and communities demand for it and the wider the network of agencies and individuals seeking for change, the greater the impact on exclusion, marginalisation and discrimination”

Our Four Key Partners

We have identified four groups of partners who are necessary to the realisation of this plan, namely: civil society (including FBOs, professional associations and trade unions), government (at the national and county levels), private sector, and communities (including individual men and women whose initiative and leadership can lead to sustainable impact).

1 Civil Society

CSOs have demonstrated courage and dexterity in confronting government where necessary. They skillfully take advantage of rapidly changing situations to achieve change, especially in the legal and policy environment. They provide a challenge to unaccountable governance, especially where public priorities are narrowly defined to suit the interests of business and political elites. Additionally, they create space for debate, nurture a sense of belonging, and by virtue of their aggregating and representing the community's interest, they can mobilise frontline expertise and legitimacy that outsiders lack. Indeed, they have played a crucial role in the transformation experienced in Kenya over the last three decades.

We have experience in building the capacity of the civil society through sharing knowledge, trainings, and accompaniment and linkages. During the period covered by this strategy, we will expand our approaches in the capacity development of CSOs to include online social networks, use of appropriate technology and links with the private sector.



2 Private Sector

Businesses have a critical role to play in addressing poverty one of the biggest barriers to dignified lives as they create employment. Enlightened business leaders are increasingly realising that fair relations with all those involved in the various stages of the supply chain are essential for sustainable profitability and that sustainable development is good for the private sector as well the poor, excluded or marginalised. Such awareness can be harnessed and the resources and engagement of the private sector be brought together with our experience in capacity development, advocacy, and lobbying at grassroots and national levels to create the conditions necessary to address issues of economic exclusion and marginalisation.

2

3 National and County Governments

Democratic governments protect minorities, prevent discrimination on the basis of gender or other identities, and ensure that national revenue—whether raised through taxes, grants and/or loans—is utilized equitably and justly. Conversely, weak and unaccountable governments disregard the voice of people in development planning and fail to provide infrastructure and services (healthcare, education, rule of law and access to justice) upon which development is built.

We will support our civil society partners with resources and capacity to hold governments and other power-holders to account, monitor governments at national and county levels to ensure that decision-making is participatory and that commitments are delivered.



4 Communities

We recognise that the power to change emanates from individuals and since supporting groups and individuals to claim their rights is at the heart of this strategy, we will be alive to initiatives started by individuals that are transforming the society. Where innovative and transformative ideas have been identified, we will work with the originator of the initiative to identify appropriate institutions to drive the change agenda.

The implementation of this strategy will support our partners' leadership and ownership of the development agenda and encourage initiatives to develop innovative, scalable and sustainable solutions. This relationship will be characterised by a facilitative-approach to achieving both our mission and our partners' mission, including transfer of knowledge through innovative and proven ways as well as provision of financial support to implement project and programming ideas.



2. A Human Rights-Based Approach to Development

A human rights-based approach to development envisions the people as actors with potential to shape their own destiny, and identifies exclusion and marginalisation as barriers that prevent such action.

This approach seeks to identify key systemic obstacles that keep people from accessing opportunity and improving their lives. It focuses on structural barriers that prevent communities and individuals from exercising rights, building capacities and having the capacity to choose. It determines the relationship between individuals and groups with valid claims/entitlements (right holders) and the state and NSAs with correlative obligations (duty bearers). It also identifies right holders (and their entitlements) and duty bearers (alongside their obligations),

Our approach to development programming takes into account that those who are directly affected by an issue know what the obstacles to the realisation of their aspirations are and are therefore essential actors in deciding what requires to be done to remove these obstacles.

Therefore, using this approach, we will work towards strengthening the capacities of (1) the right holders to make their claims and (2) duty bearers to meet their obligations. The following two elements will underpin our methodology in implementing this particular approach:

1. **Identify the human rights claims of right holders and the corresponding human rights obligations of the duty bearers as well as the structural causes for the non-realisation of the rights.**
2. **Assess the capacity of right holders to claim their rights and of duty bearers to fulfill their obligations, then develop and implement strategies to build their respective capacities.**



Our approach to execution of this strategy will include the following seven imperatives:

1 Equity and equality

The deepest-rooted injustice is based on identity, where the weak, vulnerable and the marginalised are discriminated against because of who they are. As an organisation that has adopted a human rights-based approach to development, equality will be at the core of all our strategic objectives: both thematic and institutional.

The key reason for ensuring that equality and non-discrimination is at the core of all our priorities is to hold ourselves and our partners accountable for ensuring the inclusion of women and girls and other excluded and marginalised groups in every aspect of our work. This will entail designing programmes and interventions that are based on sound gender analysis so as to ensure that our interventions are responsive to the needs of women and girls, whilst measuring the extent to which our programming interventions are making an impact on their lives. This will be an addition to increasing our involvement in local and national campaigns to promote gender equality and challenge gender-based discrimination.

Organisational development and technical assistance

Our partner-driven approach to capacity development will aim at analysing the root causes of gaps and shortcomings in our partner organisations. The capacity development component has also been a notable contributor in increasing our partners' capacity to proficiently, competently and successfully manage programs, and capably govern their respective organisations. This is because we provide a nurturing environment that challenges them to really get to the bottom of their issues before we facilitate them to apply their own solutions to strengthening their institutional capacity.



We will continue to strive to ensure that the organisations become self-reliant by equipping them with practical skills to strengthen their technical capacity to design, implement and monitor projects and programmes because this results in the partner organisations becoming viable institutions with better staying power, thereby improving their ability to meet the development goals of their target communities



Grants administration and management

At Act!, we are stewards of resources entrusted to us by development partners to support the achievement of development objectives. Guided by this realisation, we will be rigorous in putting these resources to best use and continuously improve our internal systems to ensure they are fit for their purpose and thus can enable us and our development partners maximise return on investment.

3

Outward looking and innovative

We recognise that the context within which we are operating is rapidly evolving and interventions that worked yesterday may no longer be applicable. Therefore, we will become a truly learning organisation. We will constantly acquaint ourselves with the contexts we are operating in and seek new opportunities to collaborate with and influence new allies as the world changes.

To keep ourselves updated on new and emerging approaches in the world of development, we will, during the period covered by this strategy, implement small-scale pilot projects to assess the applicability of new ideas. Successful pilots will be documented and the approaches disseminated for scaling up and replication. The challenges experienced will form useful basis for learning what will work in what circumstances and contexts. This will enable us to take calculated risks and become a trailblazer in generating tested and proved approaches to development programming.

4

Engage robustly with the national and county governments, intergovernmental institutions and the private sector

5

Partnership is as much about who we are as it is about how we work. While previously our partners have largely been drawn from the civil society sector—and we will continue to strengthen these partnerships—our experience has taught us that in order to accomplish our mission and achieve our goals, we must actively seek to forge partnerships with a much wider group of allies. It is for this reason that we will seek partnerships from more sectors. We will continue to support our partners to hold governments accountable for delivery of services and transparent decision-making. We will also speak out to challenge decisions by national and county governments that ignore the voices of the marginalised and excluded. Additionally, we will support our partners to engage with small- and medium-sized enterprises as well as regulators so that businesses can exploit resources in a sustainable manner that contributes livelihood opportunities to the local communities without degrading the environment.

Attract, recruit, nurture, and retain our staff

The realisation of this strategy is premised on the commitment and dedication of our staff. As an organisation that provides resources and capacity to civil society organisations to enable them meet their development objectives, we will focus on equipping our staff with skills in the multiple disciplines that we work in. This will enable them to effectively provide the required technical assistance to our partners in all stages of their project cycle. Additionally, we will support, motivate and inspire them to be the best they can in their contribution to the achievement of this strategy.



Advocacy and lobbying

Influencing policy and legislation decisions and their implementation is at the heart of what we do. We have learnt that social change is best sustainable where it expresses the needs and desires of the citizens and finds expression in legislative and policy provisions. We also recognise that a policy, legislation or administration action can only contribute to social change if it is implemented. It is for this reason that monitoring and review will be an integral part of our advocacy processes. Our advocacy and lobbying will be informed by robust analysis so that clear and practical policy and legislative proposals are made. This analysis will enable us build a strong case to the policy and lawmakers and those in positions of power for the choices proposed. In addition to the operating environment, key features of our analysis will include gender, power and inequality—this will be applied across all the programming areas covered by this strategy.



8. ANNEX

Performance Measurements

Bsc Level 1		Strategic goals derived from drivers analysis	
Indicator		Number of policies at national and county levels influenced, changed or implemented.	
Indicator Definition		The status of policies that target to influence change both at national and county levels will be determined at baseline and during the start of a project using Act!'s Advocacy Progression Index for each implementing partner funded. This will then be tracked quarterly via the quarterly reports. The number of policies influenced, changed or implemented will be determined annually.	
Methodology		<p>The advocacy progression matrix and index tool have seven levels, namely:</p> <ol style="list-style-type: none"> 1. Problem identification/diagnosis 2. Advocacy initiative/action plan design 3. Pre-formulation and development of policy 4. Finalisation of policy intervention 5. Debate 6. Adoption 7. Implementation and enforcement. <p>Each of these levels has some sub-components that measure within-level progression, which is scored. A policy can thus remain at the same level and still show progress in scores. The policy level of progression will be determined during baseline; subsequent measurements will determine progression. Any policy with a change in level, e.g., from level 1 to level 2 or from level 4 to level 5 will be counted for in this indicator.</p>	
Disaggregation		By level (national vs county)	
Baseline	Year	2015	To be done annually after baseline
Target	Year	2020	30

Bsc level 1		Strategic goals derived from drivers analysis	
indicator		Percentage increase in county budget funding to Act!'s thematic areas as a result of Act!-funded advocacy efforts.	
Indicator definition		Percentage increase in county funding will be measured by assessing annual budget increments to sectors with ENRM, DHR, and peacebuilding and conflict mitigation activities at county level as a result of our partners' advocacy efforts.	
Methodology		The budgets of the counties will be analysed annually to assess the amounts being allocated to the thematic areas in ENRM (which includes agriculture, water, environmental conservation and climate change), peacebuilding and DHR. Increments from previous years as a result of Act!'s advocacy efforts to enhance public participation during the county budgeting process will be noted for this indicator. To calculate the percentage, subtract the budget figure for the subsequent year from the previous year, divide by the previous year's budget and multiply by 100.	
Disaggregation		By county, thematic sector	
Baseline	Year	2015	To be annually after baseline
Target	Year	2020	5% annually from 2015

Bsc Level 2		Beneficiaries: what do they get from your efforts with them?	
Indicator	Change in organisational capacities among implementing partners as measured using the OCA tool.		
Indicator definition	The capacities of organisations are measured using the OCA tool during baseline and at the end of the intervention. The average change in index scores is calculated using the difference between final OCA and baseline.		
Methodology	<p>The Act! OCA tool has seven components, measuring:</p> <ol style="list-style-type: none"> 1. Governance 2. Management and administration 3. Financial Management, Human Resource 4. Thematic sectors, e.g., peacebuilding and conflict management/climate change, depending on program funding 5. Monitoring, Evaluation, reporting and learning; 6. Advocacy programming 7. Sustainability. <p>Each component is measured using a five-level index tool with 1 being the lowest capacity and 5 the highest. An OCA assessment will produce an OCA score which is an average of the average score in each of the seven areas. The average baseline OCA scores will be subtracted from the average close out OCA score for each partner for this indicator.</p>		
Disaggregation	By partner, thematic sector		
Baseline	Year	2015	To be determined from baseline OCAs
Target	Year	2020	2 levels

Bsc Level 2		Beneficiaries: What do they get from your efforts with them?	
Indicator	Percentage of partners achieving at least 80% of their set programmatic targets in the thematic areas.		
Indicator definition	Partner programmatic targets are outlined in their approved proposals and depending on the sector, may include policy engagement work in the counties, supporting public participation, livelihood and climate change awareness and practices, water and sanitation enhancement, and peacebuilding activities (such as reduction of conflicts and activities for enhanced collaboration between communities and government in countering violent extremism).		
Methodology	To measure achievement of partner programmatic targets, Act! will agree with partners on the project targets in the thematic areas they are implementing under ENRM, PBCM and DHR. The percentage of target achievement per partner is measured using an Indicator Performance Tracking tool where all the indicators, their targets and performance progression are tracked. The number (and percentage) of partners achieving 80% of their targets will be determined for this indicator.		
Disaggregation	By partner, thematic sector		
Baseline	Year	2015	80%
Target	Year	2020	100%

Bsc Level 3		Internal Processes: what do you need to excel in to deliver benefits?	
Indicator		Percentage of partner IIPs accomplished to at least 80% by the end of the sub-grant.	
Indicator definition		IIPs will be developed during OCA and follow-up visits undertaken to track implementation and determine subsequent status and final status for each IIP determined at the end of sub-grant.	
Methodology		To measure achievement of partner programmatic targets, Act! will agree with partners on sub-grant targets for projects in the thematic areas they are implementing under ENRM, PBCM and DHR. The percentage of target achievement per partner is measured using an Indicator Performance Tracking tool where all the indicators, their targets and performance progression, are tracked. The number (and percentage) of partners achieving 80% of their targets will be determined for this indicator.	
Disaggregation		By partner, thematic sector	
Baseline	Year	2015	70%
Target	Year	2020	100%

Bsc Level 3		Internal Processes: what do you need to excel in to deliver benefits?	
Indicator		Percentage of relevant staff trained and practising various skills as per organisational work demands	
Indicator definition		Multi-skilled staff, able to effectively perform tasks in various technical areas in program and finance/grants work. For efficient monitoring of partner projects, Act! staff in programs and grants will be trained to handle both financial and programmatic monitoring comfortably (multitasking), e.g., during field visits and when reviewing partner progress reports.	
Methodology		All staff in the program and grants departments will be trained on both financial and programmatic aspects to enhance multitasking. The respective supervisors will include field visit TORs in both aspects of monitoring. The monitoring reports from staff will be checked to assess how well the staff members are able to assess both aspects for the purposes of this indicator.	
Disaggregation		By partner, thematic sector	
Baseline	Year	2015	3
Target	Year	2020	8

Bsc Level 4		Learning and Growth: What do you need to invest in to excel in quality organisational input?	
Indicator		Effective performance management system in place and practiced.	
Indicator definition		Performance management in this indicator include performance of Board Members, senior management and staff. It also includes programmatic performance. This will be measured by the documented use of the Board self-assessment tool, SMT and staff performance appraisal form. Staff appraisal will include performance-based review on multiple skills. Programmatically, this will be assessed using the MERL system for Act! and partners. Programmatic performance will be measured using percentage of planned activities accomplished, from either evaluation reports or an end-of-project report clearly stating the best practices and lessons learnt.	

Methodology		The self-assessment tool is used by Board members to gauge effectiveness in their roles as Board members. The use of the tool by all Board Members and requisite feedback to the Board will be an indication of performance management. Staff appraisals are conducted annually by supervisors and filed with HR department. A report by HR on follow-up of staff appraisal recommendations will be used to measure effectiveness of the system. Partner projects will require to be evaluated or if very small (less than 1 year), to be documented and reported by MERL department for this indicator.	
Disaggregation		By partner, thematic sector	
Baseline	Year	2015	in process
Target	Year	2020	System operational within 2016

Bsc Level 4 Learning And Growth: what do you need to invest in to excel?

Indicator		Effective Management system in place and working.	
Indicator definition		Act! will institute a Total Quality Management system where all programmatic, finance, grants and documents will be centrally managed on a server with different access rights, process maps, and work instructions that will be developed and used to enhance the effectiveness and efficiency of the organisation.	
Methodology		The Total Quality Management System will be developed with staff participation and the staff trained on the process. Process maps, procedures, work instructions and other related documents, such as guidelines, will be systematically organized in the server and staff trained on retrieval, preservation and management of the system. Some staff will be trained to audit the system on a quarterly basis. The presence and utilization of the system within 2016 will be reported for this indicator.	
Disaggregation		By partner, thematic sector	
Baseline	Year	2015	in process
Target	Year	2020	System operational within 2016

Bsc Level 5 Resources: how will you ensure you are adequately resourced?

Indicator		Percentage of actual cash compared to targeted annual budget.	
Indicator definition		Every year, the annual budget to undertake Act!'s work will be determined and fundraising strategies instituted. The amount of actual cash fundraised will be compared to the actual budget and percentage progress determined.	
Methodology		The annual budget requirement figure will be determined from the departmental work plans. The actual amount of money accrued from fundraising will be determined and the difference used to calculate progress in fundraising efforts against the budget.	
Disaggregation		By partner, thematic sector	
Baseline	Year	2015	TBD annually
Target	Year	2020	TBD annually

Acronyms

Act!	Act Change Transform
BSC	Balanced Score Card
CAADP	Comprehensive Africa Agriculture Development Programme
CBO	Community Based Organisation
CD	Capacity Development
CoK 2010	Constitution of Kenya 2010
CRM	Changieni Rasili Mali
CSO	Civil Society Organisation
DFID	Department for International Development
DFTAD	Department of Foreign Affairs, Trade and Development
DG/DHR	Democracy and Governance/Democracy and Human Rights
ENRM	Environmental and Natural Resources Management
ETRS	Electronic Transmission of Results System
EVID	Electronic Voter Identification Devices
FBO	Faith Based Organisation
GDP	Gross Domestic Product
GoK	Government of Kenya
IIP	Institutional Improvement Plan
KNBS	Kenya National Bureau of Statistics
MCA/PAA	Management Control Assessment/Pre-Award Assessment
MDGs	Millennium Development Goals
MERL	Monitoring, Evaluation, Reporting and Learning
MTP II	Second Medium Term Plan (of Vision 2030)
NGO	Non-Governmental Organisations
NSA	Non State Actors
OCA	Organisational Capacity Assessment
OD	Organisational Development
PBCM/T	Peace Building and Conflict Management/Transformation
PBO	Public Benefit Organisation
RDE	Royal Danish Embassy
SDGs	Sustainable Development Goals
SMT	Senior Management Team
SoW	Scope of Work
TAP	Transparency, Accountability and Participation
TBD/TBA	To be decided/To be advised
ToR	Terms of Reference
USAID/Kenya	United States Agency for International Development





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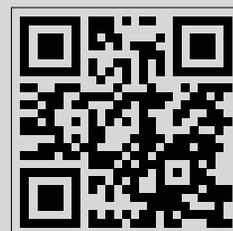
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