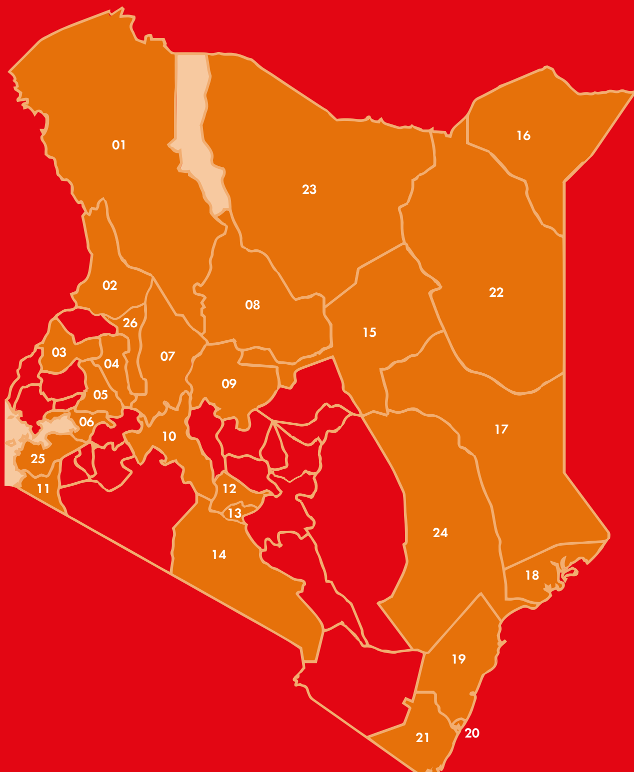
act
change
transform

Strategic Plan 2025 - 2029

CELEBRATING 25 YEARS OF DRIVING TRANSFORMATIVE CHANGE

Our Presence



KEY

Counties for Strategic Period

01 Turkana	10 Nakuru	19 Kilifi
02 West Pokot	11 Migori	20 Mombasa
03 Bungoma	12 Kiambu	21 Kwale
04 Uasin Gishu	13 Nairobi	22 Wajir
05 Nandi	14 Kajiado	23 Marsabit
06 Kisumu	15 Isiolo	24 Tana River
07 Baringo	16 Mandera	25 Homabay
08 Samburu	17 Garissa	26 Elgeyo Marakwet
09 Laikipia	18 Lamu	

Our **Focus areas**

Environment and Natural Resources Management

Democracy and Human Rights

Peace Building and Conflict Transformation

Key **Impact**

Over **476** CSO Supported

KES Disbursed **61 billion** As grants to CSOs

Award over **758** Sub grants

This Strategic Plan 2025–2029 sets out Act Change Transform (Act!)'s strategic direction and priorities for the next five years, building on our experience, partnerships, achievements, and lessons learned. As we celebrate our Silver Jubilee—25 years of transforming lives and communities in 2026—the Plan reflects on our journey while charting the way forward. It reaffirms our commitment to championing lasting positive community transformation and contributing to a prosperous, inclusive, cohesive, and resilient society living in dignity.

The Plan provides a framework for advancing responsive, inclusive, and accountable governance; peacebuilding and conflict transformation; environmental, natural resources and climate governance; and institutional well-being, while strengthening collaboration, innovation, evidence-based practice and CSO Capacity Building.

It will guide Act!'s programmes, partnerships, organisational development, and resource mobilisation from 2025–2029, providing a foundation for continued learning, adaptation, and collective action towards sustainable and lasting change.

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List of Abbreviations and Acronyms

Act!	Act Change Transform
CoK	Constitution of Kenya (2010)
CSOs	Civil Society Organisations
ECOSOC	Economic, Social, and Cultural Rights
EMB	Electoral Management Bodies
GDP	Gross Domestic Product
ICT	Information and Communications Technology
MEL	Monitoring Evaluation and Learning
NGO	Non-Governmental Organisation
NRM	Natural resource Management
NSAs	Non-State Actors
PFM	Public Financial Management
PVE	Preventing Violent Extremism
SDGs	Sustainable Development Goals
VE	Violent Extremism

Foreword

Act Change Transform (Act!) is a leading Kenyan Non-Governmental Organisation (NGO). The organisation was established in September 2001 as Pact Kenya and rebranded in 2011 as Act!, a fully-fledged local organisation. Act! focuses on building the capacity and resilience of individuals and communities, thus empowering them to actively get involved in the decisions and management of their development. The development initiatives and programs that Act! supports are in the areas of Democracy, Governance and Human Rights; Peace Building, and Conflict Transformation; as well as Environment, Livelihoods, and Natural Resources Management.

This Strategic Plan outlines our strategic direction for the period 2025–2029. The development of this plan is motivated by the need for regular strategic (re)positioning to better align with shifting contexts. This plan puts Act! in a great/strategic growth and development journey and informs the organization's strategic choices and direction, key result areas, overarching strategies, strategic ambitions, goals, and the strategies or interventions for reaching the same. There have been deliberate efforts to align the plan with Kenya's development priorities as well as the global commitments and instruments.

This strategic plan is the product of a rigorous co-creation process that entailed a thorough analysis, broad consultations, and reflections by Act! and its stakeholders. It included a detailed review of Act!'s operating context, an analysis of stakeholders, and a reflection of the progress realized against commitments in the previous strategy to draw lessons to inform future practice. Additionally, the strategy development process entailed a review of Act!'s organizational identity, philosophy of change, strategic focus areas, and corresponding objectives, interventions, and strategies.

Overall, this strategic plan is a promise of continued excellence - to lead with integrity and continue inspiring positive change.

The plan is anchored on four strategic result areas that will guide our work during the coming five-year period namely: *1) Responsive, Inclusive, and Accountable Governance; 2) Peacebuilding and Conflict Transformation; 3) Environmental, Natural Resources and Climate Governance; and 4) Institutional Well-being*. The plan is regarded as a broad strategic framework that will be operationalized over the period through specific programmes or projects and detailed annual work plans.

The blueprint is organized into five main sections. The first section presents background information about Act!, while section two provides an overview of the operating context. The third section presents the basis of the strategic choices and the theory of change, while the fourth is a presentation of the plan's objectives, expected outcomes, and interventions. Operational matrices are appended to the plan.

We recognize the need to strategically collaborate with complementary actors to enable and attain sustainable system-level change. We will thus pursue a system orientation, working with multiple stakeholders, while pursuing multiple strategies across multiple levels. We will use these partnerships to scale and accelerate solutions that we have tested and proved to work and to design innovative solutions.

Finally, we wish to express our deepest gratitude to everyone who contributed to the development of this strategic plan. In the same spirit, we especially wish to thank our partners and peers who have and continue to subscribe to our vision by collaborating with us. We are especially grateful to our development partners whose funding has made Act! programs solid, and our previous strategic plans attainable. Allow us to extend a warm welcome to all of you to join hands with us as we venture into the exciting, ambitious, and equally positively challenging task of implementing this strategic plan.

Ms. Judith Oluoch
Chair, Board of Directors

Mr. Tom Were
Chief Executive Officer, Act!

1 Introduction and Background

1.1 About Act Change Transform

Act Change Transform (Act!) is a leading Kenyan non-profit Non-Governmental Organisation (NGO). The organisation was established in September 2001 as Pact Kenya and rebranded in 2011 as Act!, a fully-fledged Kenyan local organisation. The focus of Act! is on building capacity and resilience of individuals and communities, thus empowering them to get involved in the decisions and management of their own development.

Act! supports programs in the areas of Responsive, Inclusive and Accountable Governance; Peace Building and Conflict Transformation; and Environment, Livelihoods, and Natural Resources Management. Further, Act! provides platforms for articulating issues, shares its expertise, experiences, and best practices related to capacity development, organizational development, and grants management. For over a decade, Act! has worked with grassroots organizations to make a lasting change to the communities in Kenya and neighboring countries such as Uganda.

1.2 Organisational Identity

Act! has a well-defined organisational vision, mission, and values as elaborated below:

Vision Statement: A prosperous, inclusive, cohesive, and resilient society living in dignity.

Mission Statement: To champion lasting positive community transformation

Core Values: Act! is guided by the following ideals.

1. *Humanity:* We passionately support communities' quest to attain full potential and dignity.
2. *Justice:* We promote universal and equitable access to human rights, resources, and opportunities.
3. *Flexibility:* We consistently adapt and innovate to better respond to changing contexts.
4. *Integrity:* We commit ourselves to the highest standards of transparency, honesty, and prudence.
5. *Progressive:* We are committed to excellence, professional rigour, and continuous improvement.

Philosophy: Act! understands that all human beings are entitled to a dignified and quality life. We further believe that people can sustainably free themselves from exclusion or indignity and build resilience if effectively enabled to attain their full potential and access their universal rights and entitlements. We therefore invest in empowering people, strengthening service delivery systems, and influencing policy and practice as assured ways of accelerating and sustaining human and ecological wellbeing.

1.3 Value Propositions

We propose to add value to our key stakeholders as follows:

Constituency	Value Addition
Funding Partners/ Investors	1. Opportunities for joint research, innovation, and knowledge management. 2. Credible systems and structures that assure efficiency, accountability, and value for money. 3. National partner with strong legitimacy, local presence, context knowledge, and expertise. 4. Impeccable track record in grant making, civil society strengthening, and program delivery.
Civil Society Actors Authorities/	1. Facilitate the leveraging of resources for socio-economic development. 2. Provision of high-quality capacity development support services. 3. Provide collaborative leadership toward civil society rights, credibility, and sustainability. 4. Sharing knowledge and innovative technologies, models, and best practices. 5. Act! is a think tank, research leader, and Monitoring, Evaluation & Learning (MEL) coach.
Government	1. Valuable partner/contributor to legal, policy, and institutional reform processes. 2. Contributions to State development agenda via various development initiatives. 3. Sharing knowledge/evidence and innovative technologies, models, and best practices. 4. Support towards civil society effectiveness, credibility, compliance, and self-governance.
Private Sector	1. Complementarity in areas of innovation, research, and knowledge management. 2. Facilitation of spaces and platforms for enhanced visibility. 3. Use of our infrastructure and expertise to deliver corporate social responsibility actions. 4. Potential for new markets/customers/contacts and business opportunities.

1.4 Looking Back: Track Record and Lessons Learnt

1.4.1 Track Record

1. **Civil Society Development:** A key area of Act!'s work is strengthening the capacity of Civil Society Organisations (CSOs), individuals, and communities which include among others empowering them to effectively participate in governance processes, hold duty-bearers accountable, and claim their rights, as well as training them on data collection, analysis, and advocacy techniques. Act! has in the last 25 years, strengthened capacities of 475 CSOs.

2. **Service Delivery Systems Strengthening:** Act! has over the years invested in technical support to various service providers, including public institutions. This includes strengthening capacities of the national and county governments on policymaking and implementation as well as enhancing/ strengthening systems, tools, and strategies for increased integrity, transparency, and accountability. In this regard, Act! has over the last 10 years supported (re)formulation of 36 policies and regulatory frameworks and strengthened the capacity of 47 county governments and 30 State Ministries, Departments, and Agencies in diverse areas.

3. **Championing Participatory and Inclusive Governance:** Act! supports the participation of youth, women, and marginalized groups such as persons with disabilities in governance processes across all levels. This has been realized among others through mass and civic education conducted by civic educators, public forums on voter education, radio programs, theatre shows, and road shows amongst others. Over 3 M people have been reached through these actions over the last 5 years.

4. **Credible Elections:** In collaboration with other CSOs, Act! has contributed significantly to strengthening the quality of electoral institutions and processes in the country, resulting in positive outcomes across several election cycles. Examples of actions in this regard included collaboration with the Independent Electoral and Boundaries Commission (IEBC) in conducting voter education and holding the National Elections Conference.

5. **Research and Knowledge Incubation:** Act! has been able to generate and share quality data for improving program delivery, learning, and accountability as well as informing policy and practice. Some of the pioneering studies conducted in the last 5 years include a National Study on Voter Apathy; a Rapid Conflict Study, a National Study on the Impact of Emerging Political Dynamics; Rapid Conflict Study; National Study on Voter Apathy, National Study on Impact of Emerging Political Dynamics on Communities amongst others.

6. **Civil Society Credibility:** Act! has been at the forefront of establishing or using regulatory frameworks and practices that enhance civic space. These actions have led to strengthened engagements with communities, civil society, the private sector, and development partners to enhance a 'whole of society' approach.

7. **Institutional Administration:** Act! is a frugal organization with robust management systems, structures, and a rigorous set of policies and procedures. No compliance issues have been raised by our auditors over the years. The organization has over 20 competitive professional specializations within its staff complement, in addition to a huge portfolio of associates and consultants. Act! has over the years offered competitively priced high-quality professional services to dozens of clients within and outside Kenya.

1.4.2 Lessons Learnt

1. **Strategic Partnerships:** Act! continues to establish new strategic partnerships and collaborations with CSOs, academia, government, and international funders. These entities have proven invaluable as they have facilitated the exchange of knowledge, resources, and expertise, thereby enhancing our effectiveness, including ensuring system orientation and complementarity. Act! will continue deepening and diversifying these partnerships and collaborations across all levels and sectors.

2. **Relations building:** Relationships are the building blocks for all development work. Relationships that are rooted in respect and trust and driven by effective communications and feedback are critical in ensuring partners/ stakeholders feel appreciated and recognized. Act! will thus endeavor to establish a shared understanding of development goals and approaches that will help in laying the groundwork for equitable partnerships and effective collaborations moving forward.

3. **Growth:** Act! has grown over the years with both the programs and staff numbers increasing. Act! is aware of potential challenges that such growth could pose and thus strives to ensure program growth matches internal organizational capacity, including in terms of staff numbers, systems, and technology. Additionally, Act! will aim to engrain organizational core values, principles, and culture as well as clarity of growth strategy in terms of where, when, and how the growth is envisaged.

4. **Financial Sustainability:** Fairly good progress has been witnessed in the last couple of years as regards institutional resourcing. That said, changing funding contexts requires that the organisation continuously develop or review clear strategies for resource diversification that would broadly comprise initiatives such as business development/social enterprises, team capacities and structures amongst others.

5. **Digitization:** Immense digital growth has been witnessed within Act!. This comes within the backdrop of new technological advancements and innovations that are not showing any signs of slowing down. Act! recognizes the need for continued investment in Information and Communication Technologies (ICT), for enhancing organizational efficiency, reach, and visibility. Furthermore, Act! will actively address potential risks that come with these advancements in digitization.

6. **Disruptions:** The frequency, complexity, and severity of various disruptions have significantly increased. These are among others linked to factors such as climate change and political factors. Act! will thus deliberately invest in its sensing and adaptive capacity, establish business continuity plans, and strengthen its risk management and mitigation strategies.

7. **Knowledge Management/MEL:** There is a growing need for data-driven decisions, learning, accountability, and advocacy. Act! recognises that this not only requires greater investments in research and analysis but also the need to further enhance our research, documentation, and evidence-building capabilities.

8. **Partners' and Own Capacity:** Act! works with and through partners, as the key to maximizing reach, scale, and impact. It is therefore critical for Act! to continue investing in their strengthening. On the other hand, given the rapid changes in the development space, Act! will review and implement strategies for diversifying and stabilizing its institutional resources. This includes further consolidation of its enterprise/ business approaches and market-based or driven programming.


PEACE & SOCIAL COHESION
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Denmark in Kenya
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2 Context Analysis

2.1 External Context Analysis

2.1.1 Overview of the Political, Policy and Institutional Contexts

Legal, Policy and Institutional Context: Kenya has made considerable political, structural, and economic reforms since the promulgation of the Constitution of Kenya (CoK) 2010. Notable reforms realized through the CoK,2010 include the institutionalization of devolution; the establishment of several constitutional commissions and independent offices; and the introduction of programme-based budget practices. Other measures include the enactment of laws and policies and strengthening the capacity of both national and county governments and institutions to implement their respective functions.

The noted successes notwithstanding, Kenya faces a growing disregard for and/or selective application of the rule of law[1] linked to the erosion of constitutionalism, political interference, privileged impunity, and undermining of independent institutions. Furthermore, there is weak operationalization of various policy, legal, and institutional frameworks. These challenges are driven by, among others, poor resourcing, weak institutional capacities, ethnicity and identity politics, dominance by the executive,[2] insufficient civic engagement, and political capture of independent institutions.[3] Other manifestations of weak governance include chronic insecurity, pervasive violations of fundamental rights, marginalization of certain groups, and persistent attacks on the media The effects of poor governance are exacerbated by Kenya's pervasive poverty. There is thus a need for continued push for policy reforms, institutional strengthening, and civic education on governance.

Devolution: Devolution is perhaps the biggest gain from CoK,2010[4], having brought the government closer to the people, providing spaces for citizens to actively engage in political and socio-economic decision-making[5], facilitating equitable national social and economic development, and shaping how resources are allocated to meet communities' priorities, and ensuring that their need is addressed. Administrative processes at the counties have also progressively improved over time.[6] Kenya is presently implementing the third cycle of devolved governance.

The implementation of devolution as a system of governance has, however, not been devoid of challenges. Key concerns include a lack of consistent and harmonized public participation processes, inadequate capacity and human resources skills to deliver the required quality of services to citizens, corruption, delayed transfer of equitable funds to devolved units, and ineffective citizen participation and accountability.[7] Further, most counties still face challenges in developing and implementing critical regulatory and institutional frameworks. These situations constrain the possibility of effectively delivering the devolution dividends of shared prosperity, enhanced service delivery, and improved management of public resources.

1. Patricia K. M., and Migai A. 2001. Kenya Justice Sector and Rule of Law. Accessed on 15th December 2020 from https://www.opensocietyfoundations.org/uploads/38762285-51db-4bac-b8f9-285cf0ef2efc/kenya-justice-law-20110315.pdf
2. Open Society Publications. Kenya: Democracy and Political Participation. Accessed on 15th December 2020 from https://www.opensocietyfoundations.org/publications/kenya-democracy-and-political-participation.
3. http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/Kenya_HumanRightsCommission_web.pdf
4. The World Bank. 2020, Kenya Country Overview. Accessible at https://www.worldbank.org/en/country/kenya/overview
5. IEA Kenya 2019. A Political Economy Analysis of Devolution in Kenya. Accessed on 15th December 2020 from https://www.ieakenya.or.ke/publications/research-papers/a-political-economy-analysis-of-devolution-in-kenya
6. https://www.undp.org/kenya/projects/strengthening-devolved-governance-kenya
7. https://repository.kippra.or.ke/bitstream/handle/123456789/2258/transformation-of-lives-since-inception-of-devolution-issue-10-3-january-march-2019.pdf?sequence=1&isAllowed=y

Limitations of citizen participation and accountability are due to inadequate civic awareness, limited political consciousness, insufficient political goodwill, limited access to information, and inadequacy of structures for state-citizen engagement. There is thus a need for continued investment in citizen participation and social accountability, with emphasis on marginalized groups such as women, youths, and persons living with disabilities. Further, there is a need for strengthening Public Financial Management (PFM) reform as an essential element of ensuring robust, transparent, and accountable governance; and strengthening cooperation, coordination, and consultation between the two levels of government for improved service delivery. The capacity of the county legislatures must be enhanced to ensure that they effectively perform their oversight, representation, and law-making roles,

Elections and Political Transitions: A raft of constitutional, legal, and institutional frameworks govern the conduct of elections to ensure these are free, fair, and peaceful. Despite these provisions, elections in Kenya have historically been marred by incidents of unrest, violence, and allegations of election fraud, leading to heightened tensions, constriction of civic space, and deep ethnic rifts.[8] Key concerns have often included allegations of electoral manipulation and fraud; lack of independence of Electoral Management Bodies (EMB); weak citizen agency; misinformation and voter bribery; as well as political violence and attendant violation of rights by security agencies. These situations call for continued support towards civic education, strengthening EMBs and the justice actors to promote electoral accountability, and rebuilding public confidence in the integrity of electoral processes and outcomes.

Respect for Rights and, Fundamental Freedoms: Fundamental human rights in Kenya are covered in Chapter 4 of the CoK, 2010. The State has, however, been proposing, enacting, and implementing laws that limit these rights. These include, for instance, freedom of peaceful assembly and association, as well as rights to life, security, and expression[9]. To exemplify, there are numerous cases of security forces engaging in kidnappings, enforced disappearances, and extrajudicial killings. Rather than hold security services accountable, the state has often responded to critical press coverage with harassment, threats, criminal charges, and violence against journalists, in addition to enacting regressive and punitive media and security laws.[10]

Regarding Economic, Social, and Cultural Rights (ECOSOC) guaranteed under Articles 41-46 of the CoK 2010, Kenya still grapples with poverty, inequality, insecurity, unemployment, food insecurity, and economic instability[11]. According to the Kenya National Bureau of Statistics (KNBS), 60% of Kenya's wealth is in the hands of 20% of the population[12]. Despite these alarming statistics, the state has been slow to embrace ECOSOC rights as a vehicle for social transformation[13]. The Executive has exhibited a disregard for these rights by either not implementing legislation or refusing to comply with court orders that would help implement them.[14]

2.1.2 Peace and Security Situation

Regulatory and Institutional Frameworks: Kenya has made significant strides in developing policy, legal, and institutional frameworks that promote a just, cohesive, and peaceful society. The effectiveness of these frameworks is, however, challenged by funding and operational gaps, unclear delineations of mandates and responsibilities, and weak institutional capacities.[15] These are in addition to poor coordination, limited analytical capability, and weak preventive and disruptive strategies. There is thus a need to invest in advocacy for the allocation of sufficient resources at both the national and county levels to ensure effective implementation of peacebuilding policies and practices, along with strengthening peacebuilding infrastructure in the country.

Violent Extremism (VE): Kenya has made good progress in containing VE despite sporadic attacks by fundamentalist militants especially along the Northern and Coastal regions bordering Somalia, as well as a few urban and rural centers. Violence perpetrated by Al-Shabaab and militias continues to bring insecurity in Northern and Southeastern parts of Kenya[16]. The

8 Kandie E., 2017. Kenya Elections accessed from https://www.knchr.org/Articles/ArtMID/2432/ArticleID/1028/The-2017-Kenya-General-Elections.
9 Katiba Institute. 2019. The state of human rights and freedoms in Kenya https://katibainstitute.org/the-state-of-human-rights-and-freedoms-in-kenya/
10 Henry O Maina, "An Audit of the Constitution of Kenya: Friend or Foe – The Government of Kenya and Freedom of Expression
11 The World Bank. 2020, Kenya Country Overview. Accessible at https://www.worldbank.org/en/country/kenya/overview.
12 KNBS 2016 Basic Report on Wellbeing in Kenya.
13 Mwendwa M. 2019. The Jurisprudence of Kenya's Court of Appeal on Socio-Economic Rights. Accessed on 15th December 2020 from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3379560
14 Katiba Institute. An Audit of the 2010 Constitution of Kenya. Accessed from https://katibainstitute.org/wp-content/uploads/2020/06/An-Audit-of-the-2010-Constitution-Katiba-Institute.pdf on 15th December 2020.
15 http://kmco.co.ke/wp-content/uploads/2021/05/Towards-Peacebuilding-and-Conflict-Management-in-Kenya.docx-Kariuiki-Muigua-MAY-2021x.pdf
16 https://acleddata.com/2024/04/19/kenya-situation-update-april-2024-kenyan-security-forces-combating-al-shabaab-pastoralist-militias-and-mob-violence/

root causes of VE in Kenya include social exclusion, alienation, and eroded community rights ushering in grievances and inequalities.

Kenya has also taken important steps towards reducing both legal and operational gaps in Preventing Violent Extremism (PVE), guided among others by the National Strategy to Counter Violent Extremism.[17] Efforts towards PVE are however impacted negatively by resource challenges, under capacity, mistrust between citizens and enforcement agencies, corruption and the mutating nature of terror networks. There is thus a need to advocate for additional resources to the relevant authorities involved in PVE, besides greater investment in the youth and women empowerment in at-risk countries.

Political Violence: As already mentioned, escalation of violence happens during election periods when negative ethnicity is at its highest in Kenya[18] Kenya's winner-take-all electoral system creates high-stakes, and zero-sum contests between political factions, and reliance on politicians on hate speech and identity politics as the basis for patronage and mobilization often fuels such political violence[19]. The police response to political conflicts or protests has traditionally applied lethal force leading to killings and injuries of thousands of citizens.[20] These contexts call for the continued push for adequate resourcing for elections work in between elections, supporting political party development, citizen education, and media training for reporting purposes.

Resource-Based Conflicts: Extreme climatic conditions in parts of Kenya have had devastating effects on the environment and the livelihoods of communities, pushing groups into conflict over scarce resources. These resource-based conflicts, exacerbated by climate change, have led to insecurity, undermining socio-economic development[21]. In this context, access to and control over land and other resources have long been sources of competition and conflict, besides being used to secure patronage along ethnic lines. Together with the above, easy access to illegal small arms has compounded traditional practices such as livestock raiding to the current destructive cattle rustling and banditry. Kenya has also witnessed increased activities within the extractives sector that are bound to have environmental, social, and economic consequences that could disproportionately affect citizens and may lead to conflicts in some instances.

2.1.3 Natural Resources Management

Natural resource Management (NRM): Whilst having vast and diverse natural resources, degradation of the same and critical ecosystems continues unabated.[22] To exemplify, Kenya faces challenges of encroachment into forests and fragile ecosystems; the absence of a comprehensive disaster preparedness system; and limited investment in research and technology on climate change.[23] Further, although Kenya has developed diverse laws and policies towards environmental protection, a few attempted or actual claw backs emerged. As an example, in November 2021, Kenya's Parliament proposed to repeal Clause 34(2)(a) of the Forest Conservation and Management Act, 2016, which could pave the way for land grabbing and the destruction of public forests.[24]

Challenges in the governance of natural resources, including opaqueness in the management of natural resource revenues often fuel cycles of corruption, conflict, and poverty. This is worsened by the exploitation of local communities and environmental degradation. This therefore calls for fundamental shifts in how the country sustainably governs and manages its natural resources to position natural resources as true engines of Kenya's sustainable development.

Devolved NRM: The system of natural resources and environmental governance in Kenya confers some functions to the County governments. These include for example implementation of specific national government policies on natural resources and environmental conservation and control of air/ noise pollution. However, some of the conferred functions are still of national interest hence the need for better coordination between the national and county governments.[25] Several other gaps are notable in this regard: the county environmental committees are nonexistent in some counties, and where present, are

17 Ministry of Foreign Affairs, Republic of Kenya, President Kenyatta Launches Strategy on CVE, www.mfa. go.ke/?p=744, 2018.
18 https://link.springer.com/chapter/10.1007/978-3-031-15854-4_16
19 https://www.wilsoncenter.org/blog-post/kenyas-electoral-violence
20 https://www.aljazeera.com/podcasts/2023/7/24/whats-behind-the-kenya-protests
21 https://www.iom.int/project/kenya-enhancing-peace-through-prevention-natural-resource-based-conflicts-northwestern-kenya
22 https://apps.worldagroforestry.org/downloads/Publications/PDFS/WP15330.pdf
23 https://wedocs.unep.org/bitstream/handle/20.500.11822/9530/-Climate_Change_and_Human_Rightshuman-rights-climate-change.pdf.pdf
24 https://www.internationaltreefoundation.org/news/victory-for-kenyan-conservationists
25 https://www.acts-net.org/images/Publications/Policy-Briefs/MLEG-in-Kenya-Emerging-Issues.pdf

dysfunctional. Further, in the absence of established guidelines, conflicts often arise between county and national governments regarding the sharing of benefits accruing from environmental resources. Additionally, limited technical capacities and weak legal enforcement by county and national governments significantly affect the delivery of devolved NRM functions.

2.1.4 Climate Change Governance

Legal and Policy Frameworks: Kenya was one of the first countries in Africa to enact a comprehensive law and policy to guide national and subnational climate action. Kenya's priorities as articulated through these instruments include adaptation, reducing emissions, afforestation and reforestation, landscape restoration, climate-smart agriculture, geothermal and clean energy development, energy efficiency, and drought and flood risk management.[26] Further, through the African Landscape Restoration Initiative launched in 2022, Kenya seeks to plant 15 billion trees by 2032, a move aimed at: reducing greenhouse emissions, stopping and reversing deforestation, and contribute to increasing the country's forest cover from the current 8.8% to the required 10% by 2030.[27] This initiative directly contributes to the government's Bottom-Up Economic Transformation Agenda initiative that seeks to improve the lives of all Kenyans and achieve inclusive and sustainable growth.

Effects of Climate Change: The effects of climate change have significantly heightened fragility, including food and livelihood insecurity, competition over resources, and displacements. Communities living in the Arid and Semi-arid Lands are most affected. The growing natural resource scarcity and resultant competition have often contributed to conflicts.[28] More than 75% of Kenyans' livelihoods depend on agriculture, with the sector accounting for more than 25% of Kenya's Gross Domestic Product (GDP). However, agriculture is largely subsistence, [29] and mostly rainfed, thus very susceptible to climate change impacts. Adopting regenerative farming practices presents a promising solution to address these challenges.[30]

Separately, most Kenyans lack access to sustainable, reliable, and affordable energy to produce, store, and process food, resulting in significant food losses. Further, agri-food chains account for about 30% of global energy consumption and greenhouse gas emissions.[31] Climate change has had devastating impacts on human health and well-being. Such impacts include increasing heat-related illnesses and deaths; changing patterns of infectious disease transmission; worsening maternal and child health outcomes; and intensifying health impacts from extreme weather events such as floods, droughts, and windstorms.[32]

Women commonly face higher risks and greater burdens from the impacts of climate change, especially in situations of poverty.[33] To exemplify, as climate change drives conflict across the world, women and girls face increased vulnerabilities to all forms of gender-based violence, including conflict-related sexual violence, human trafficking, child marriage, and other forms of violence.[34]

2.2 Economic, Cultural, and Social Context

National Economic Indicators: Kenya's economy is the largest and most diversified in East Africa. Significant policy, structural, and economic reforms have led to sustained economic growth and social development over the past two decades.[35] Kenya's development challenges remain poverty, inequality, climate change, food insecurity, corruption, and vulnerability to internal and external shocks. Kenya struggles with a heavy debt burden that hit US$ 80 billion (Kshs 10.4 Trillion) as of 2024.[36] Currency depreciation has also put pressure on external debt obligations, besides increasing import costs, inflation, business profitability, and economic growth.

Kenya's real GDP growth is projected to stand at 5.6% in 2025, driven by private sector confidence, services, and household consumption. Inflation is expected to fall to 5.5% in 2025, as food and global inflation declines.[37] Further, the fiscal deficit is projected to narrow to 5% of GDP in 2025 in response to a revenue-led fiscal

26 https://www.usaid.gov/climate/country-profiles/kenya
27 https://www.asalrd.go.ke/towards-15-billion-trees-2032
28 https://cdn.sida.se/app/uploads/2020/12/01105650/working-paper-climate-change-and-conflict.pdf
29 https://www.usaid.gov/kenya/document/agriculture-and-food-security
30 Regenerative agriculture broadly encompasses both conservation agriculture and more sustainable agroforestry techniques.
31 https://openknowledge.fao.org/server/api/core/bitstreams/29d17480-ee46-405d-a8fd-413cf900d039/content
32 https://napglobalnetwork.org/wp-content/uploads/2022/01/napgn-en-2022-kenya-NCCAP-2018-2022
33 https://unfccc.int/gender
34 https://www.unwomen.org/en/news-stories/explainer/2022/02/explainer-how-gender-inequality-and-climate-change-are-interconnected
35 https://bti-project.org/en/reports/country-report/KEN
36 https://www.worldeconomics.com/Debt/Kenya.aspx
37 https://www.afdb.org/en/countries-east-africa-kenya/kenya-economic-outlook

consolidation program. Unemployment is especially high among the youth at 7%.[38] These worrying trends come against the backdrop of new taxation measures being implemented by the government, which led to protests in the country in 2024 with tens of fatalities.[39] These situations erode the rights of citizens to access quality basic services such as food, clean water, decent housing, health care, and education.[40]

Poverty, Inequality, and Exclusion: Inequality in Kenya manifests in unequitable access to opportunities, resources, and decision-making spaces, often perpetuated by State power.[41] Kenya has a national equality and inclusion index of 58.9%, implying that over 42.1% of the population do not benefit from various public services.[42] The gap between the richest and poorest in Kenya is alarming: less than 0.1% of the population own more wealth than the bottom 99.9%.[43] According to the Kenya Continuous Household Survey, 38.6% of the population lives below the poverty line. It is believed that a reduction in such inequalities could reduce inter-group grievances and violence[44]. Discriminatory socio-cultural norms or perceptions and unequal power relations play a key role in excluding minority groups from engaging in important social, economic, and political spaces. Further, there exists pervasive discrimination against women, persons with disabilities, refugees, indigenous groups, stateless persons, and other minority groups.

2.3 Other Relevant Context Developments

Development Funding Context: The last decade has seen significant changes in the development policy arena: a reduction of development financing,[45] a gradual shift in favor of trade diplomacy away from aid support,[46] and a preference to support direct implementation rather than working through intermediary organisations. Further, there is an increased push towards systems thinking and multisector cooperation. Other notable trends by development partners include reduced investments in governance work and direct support to State programs. Furthermore, there is growing attention towards the demonstration of value for money and higher degrees of transparency and accountability by implementing agencies. These are besides the push for localization and shifting the power agendas as well as the inclination towards working through consortia arrangements.

ICT and Digitization: Kenya has experienced dramatic advances in ICT, internet access, mobile telephony, social media, and other web-based platforms. The government is also increasingly exploring digital strategies for service delivery. However, whilst these advances provide opportunities for service delivery efficiencies, there are growing risks of data insecurity, privacy infringements, as well as use of ICT to silence dissent or free expression and spread of propaganda. There is thus a need to continually assess digital risks and establish safeguards to protect individuals and organisations.

38 https://www.statista.com/statistics/1319860/unemployment-rate-in-africa/
39 https://democracyinafrica.org/kenya-has-changed-the-gen-z-protests-and-what-they-mean/
40 https://sites.uab.edu/humanrights/2023/09/12/understand-the-impact-of-poverty-on-kenyan-society-unveiling-the-struggles-faced-by-vulnerable-ommunities
41 Readings on Inequality in Kenya: Sectoral Dynamics and Perspectives, SID East Africa, 2006
42 NGEC 2016. Report of Status of Equality and Inclusion in Kenya
43 https://www.oxfam.org/en/even-it/kenya-extreme-inequality-numbers
44 http://inequalities.sidint.net/kenya/about_us/
45 Accessed at www.gov.uk/government/organisations/department-for-international-development.
46 Building partnerships for changes in developing countries' - https://ec.europa.eu/europeaid/home_en.

2.4 Overview of Strengths, Weaknesses, Opportunities and Threats

A synthesis of the emerging trends and patterns from the operational context analysis revealed the following strengths, weaknesses, opportunities and threats:

STRENGTHS

1. Strong organizational and brand reputation.
2. A well-defined Act! identity and philosophy.
3. Competent and credible leadership and staff.
4. Clear position as a learning organisation and regular reflections and introspection.
5. Good experience in grant management; Strong institutional integrity and credibility.
6. Good staff complement (team, expertise experience, commitment, culture).
7. Excellent working relations with partners.
8. Good organizational culture.
9. Robust structures, systems and policies.
10. National organisation, well rooted in addressing felt community needs; with extensive reach.

WEAKNESSESS

1. Funding base not yet optimally diversified.
2. Closed and uncompleted communication and feedback loops for partners are not always closed or completed.
3. Not all funders fairly contribute to overhead costs and staff costs.
4. Slow start to mobilize capital for Act! social enterprises (this is on course now).
5. Reporting results at impact levels including communication, pitching, and showcasing the work.
6. Lack of structured capturing, repackaging, and sharing information for internal and external needs.
7. Weak business continuity strategies for better risk management.

OPPORTUNITIES

1. Growing public awareness of citizen rights
2. Growing attention for localization by funders
3. Extensive networks and partnerships offer the potential for wider coverage and reach
4. Potential of Act!'s social enterprise, Tenda Advisory to grow and diversify its resource base.
5. Use of ICT advancements – platforms, Artificial Intelligence, and data analytics to grow reach and efficiencies.
6. Existence of suitable legal, policy, and institutional framework to hinge interventions and advocacy) initiatives
7. Opportunity to grow Act!'s role as a prime contractor and/or grant manager.

THREATS

1. Impunity and culture of disregard for the rule of law.
2. Shrinking civic space and human rights violations.
3. State capture of key institutions.
4. Shifting focus of donors (priorities, policies, interests) and growing competition for reducing resources.
5. Shifting global politics – nationalism, right-wing extremism amongst others.
6. Digital risks – surveillance, cyber-attacks, and risks of data breaches; data protection laws.
7. Economic downturns (inflation, debt, over-taxation, corruption, increasing inequalities).
8. Increasing frequencies and severity of shocks & disruptions (natural/ climate change, political, conflicts, etc.)


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DRC DANISH REFUGEE COUNCIL

3 Analysis of Strategic Options

3.1 Conceptual Grounding

Sustainable Development Goal (SDG) 16 (peace, justice, and strong institutions) underscores the importance of effective governance for sustainable development[47]. Such effective, responsive, and accountable governance entails among others engaging the people in all governance processes.[48] In the same vein inclusive governance and accountability are central to ensuring access to rights and entitlements and addressing the political and or socio-economic factors that drive conflict, as well as perceptions of corruption, injustice, and feelings of political marginalization.

Act! also recognizes the intricate relationship between poverty, exclusion, weak capacities of people or institutions, and poor governance.[49] Subsequently, the facilitation of access to universal rights and environmental justice and community empowerment are essential to attaining a prosperous, cohesive society with appropriate human-ecological balance.[50] This integration of socio-political and environmental justice with empowering peoples presents a powerful basis for building resilience and enhancing human and ecological wellbeing[51].

Based on the foregoing, Act! believes that investments in improved governance, ecological well-being, and national cohesion significantly contribute to inclusive, cohesive, and flourishing communities living in dignity. Consequently, Act! will champion positive community transformation through, amongst others, influencing regulatory frameworks, changing retrogressive norms and attitudes, and developing people's capacities and resilience of individuals and communities.

3.2 Theory of Change

Act!'s overall aim is to champion the lasting positive transformation of communities and their institutions, enabling people to live in dignity and to harmoniously coexist with each other and their environment. We recognize that such a status is often inhibited by prevailing exclusion, inequality, and capacity limitations, which in turn constrains peoples' choices, voices, and ability to effectively tap into existing opportunities or resources.

We recognize poverty as a function of economic growth, benefit distribution, social-political power relations, and ecological imbalances. We believe therefore that eliminating poverty requires addressing of the underlying systemic drivers of the same, often in the areas of formal laws, policies and institutions, social norms, and individual or collective capacities.

We therefore invest in empowering people; strengthening service delivery systems; influencing policy, practice, and norms; brokering strategic partnerships and knowledge products; as well as leveraging access to productive resources and opportunities.

Our interventions will be concentrated in four strategic focus areas:

1. Responsive, Inclusive and Accountable Governance;
2. Peacebuilding and Conflict Transformation; and
3. Environment, Natural Resources and Climate Governance.

We will equally devote resources towards strengthening our own capacity (Organizational Excellence) to deliver on our ambitions and mandates as well as place sufficient focus on our own sustainability.

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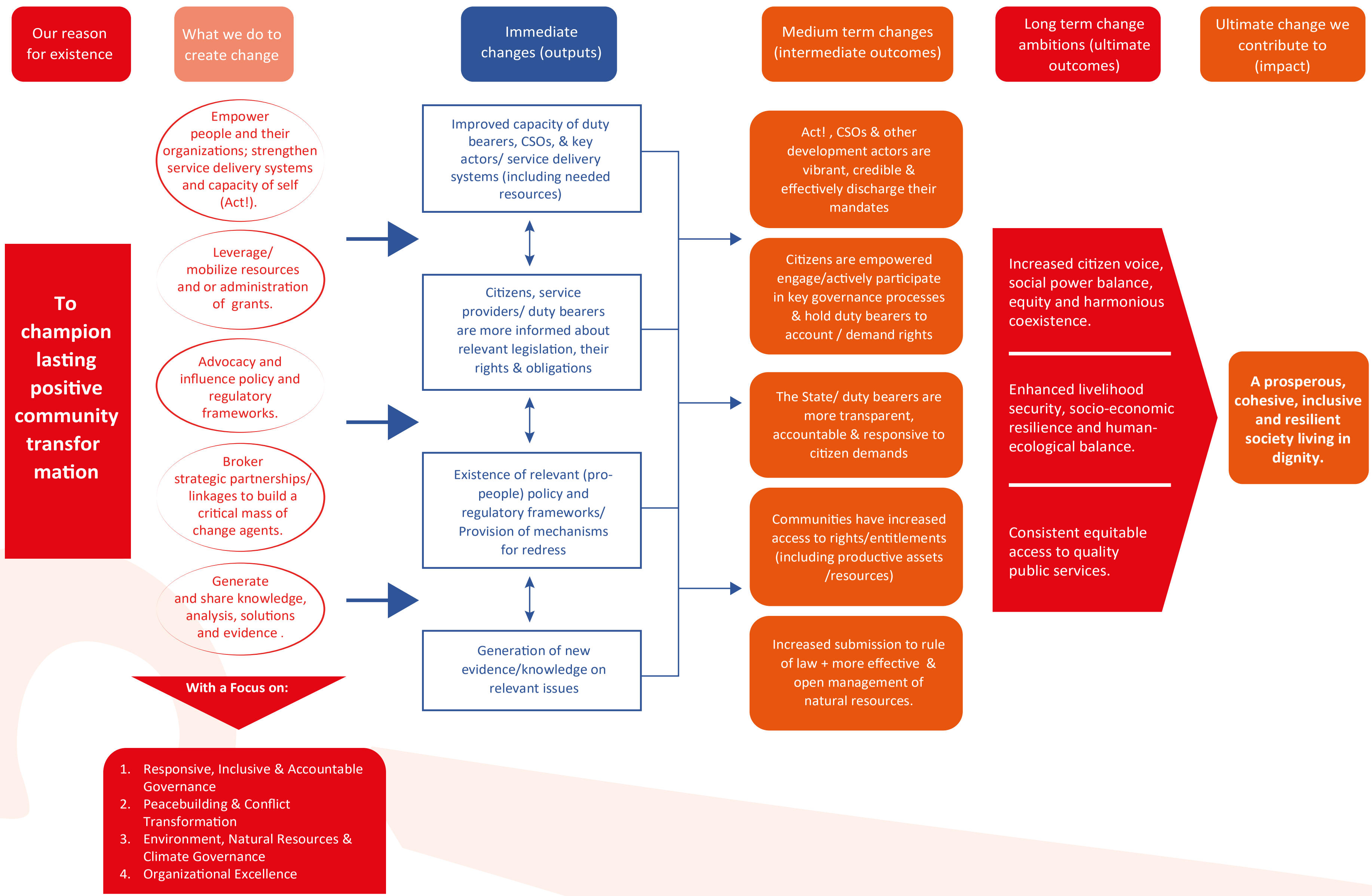
[47] https://sdg.iisd.org/news/desa-report-explores-institutional-innovation-to-achieve-sdgs/
[48] https://sdg.iisd.org/news/desa-report-explores-institutional-innovation-to-achieve-sdgs/
[49] UNDP - Governance for Poverty Eradication and Sustainable Development: Issues in Development Co-operation.
[50] See United Nations, 2005. Human Rights and Poverty Reduction, A conceptual Framework
[51] Accessed at http://www.sustainable-livelihoods.com/pdf/Governance_for_Poverty_Eradication.pdf

NOTE: A diagrammatic representation of this theory of change is presented in figure 1 below

Fig 1: **Schematic Presentation of Act! Theory of Change**

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4 Objectives, Interventions and Strategies

4.1 Overview

This section highlights the strategic objectives, expected outcomes, and strategic interventions for all the established result areas that Act! will focus on during the strategy period. The section does not present detailed activities for the result areas, rather these will be part of detailed annual work plans, or project proposals.

4.2 Responsive, Inclusive and Accountable Governance

Overview: Good governance thrives on effective electoral and political processes, active and meaningful citizen participation, and effective, open, and accountable governance. The Overall Objective of this result area is 'Citizen-centric leadership and governance that is transparent and accountable'. Act! will focus on three sectors under this result area namely: i) Meaningful Citizen Engagement, ii) Effective Electoral and Political Processes, and iii) Effective, Open, and Accountable Governments. The priority challenges/ issues, specific objectives, expected outcomes, and planned interventions for each of these are detailed in the sections below.

4.2.1 Meaningful Citizen Engagement

Priority Issues: Through this sub-area, Act! will contribute to addressing challenges around civic and political education; access to information; engagement in democratic and governance processes; social accountability; rule of law and partnerships and collaborations.

Expected Outcome: Meaningful and effective citizen participation in governance processes.

Key Performance Indicators

1. Change in citizen participation in governance processes (including oversight).
2. Change in the responsiveness of duty bearers to governance issues raised by citizens.
3. Change in access to credible information (knowledge) by citizens.
4. Change in oversight by civil society towards duty bearers/ corporates.

Strategic Interventions

1. Support collection, analysis, repackaging, and or dissemination of information/ data/ evidence to enhance access to information and address challenges of misinformation and disinformation.
2. Strengthen social accountability towards responsive and value for money in public service delivery by building collective actions in policy and budget making, and oversight on the use of public resources.
3. Facilitate capacity development of CSOs working in democracy, accountability, and governance (e.g., knowledge base, advocacy capacity & any other identified/ prioritized areas, etc.)
4. Support civic and political education and digital democracy of the public on democratic and governance issues through civic education and capacity building for responsible citizenship.
5. Support to influencing policy and legislative reforms that open the civic space, and improve citizens' participation in governance, including holding the government accountable.
6. Support advocacy and strategic public interest litigation on adherence to the rule of law and policies and practices to enable citizens to hold leaders and authorities accountable.

4.2.2 Effective Electoral and Political Processes

Priority Issues: Through this sub-area, Act! will contribute to addressing challenges around the quality of elections management; independence and capacity of EMBs; voter awareness; management and governance of political parties; free, fair, credible, and peaceful elections; political inclusion; legal and regulatory framework on elections, and transition management. Deliberate efforts will be made to integrate and use electronic/ digital democracy in election administration, civic and voter education, and public engagement.

Expected Outcome: Electoral and political processes are transparent, peaceful, and credible.

Key Performance Indicators

1. Change in transparency and independence in electoral processes
2. Change in citizen participation in electoral processes
3. Change in the capacity of electoral institutions.
4. Change in adherence to, legal and policy frameworks on elections.

Strategic Interventions

1. Advocate for reform and/or implementation of applicable electoral policy and legislative frameworks.
2. Support civic awareness, political empowerment, and leadership skills, especially among youth, women and persons with disability to enhance participation, positioning & advocacy through application of electronic democracy technologies.
3. Strengthen capacity of electoral and peacebuilding institutions on prioritized capacity areas.
4. Strengthening political party democracy by supporting political systems to be responsive and inclusive.
5. Facilitate reform and/or implementation of legal and policy frameworks that enable credible elections.

4.2.1 Effective, Open, and Accountable Governments

Priority Issues: Through this sub-area, Act! will contribute to addressing challenges around decentralization and multi-level governance; functionality of service delivery systems; citizen participation systems; access to information and data systems; public financial management; legislative oversight; political and legal reforms and compliance and performance management systems.

Expected Outcome: Public service delivery is responsive, effective, efficient, and open.

Key Performance Indicators

1. Change in effectiveness of public services to citizens at county and national levels of government
2. Change in capacity of governments to function and deliver services effectively.
3. Change in accountability over public resources management.

Strategic Interventions

1. Facilitate capacity development of relevant institutions on performance management for improved service delivery and public accountability.
2. Support policy and legislative reforms to strengthen and institutionalize public finance management, service delivery, and performance management systems.
3. Facilitate systems that promote access to information and citizen engagement.
4. Implement fellowship programs to support young people to invigorate public service delivery.

4.3 Peacebuilding and Conflict Transformation

Overview: The Overall Objective of this result area is 'a just, peaceful, and cohesive society'. Act! will dedicate resources towards enabling communities to equitably access and share resources in addition to ensuring open, accountable, and ethical accountability of public resources. Further investments will go towards addressing concerns around radicalization and Violent Extremisms (VE). Act! has prioritized 3 sub-themes under this strategic area, being: i) resource-based conflicts; ii) political conflicts; and iii) prevention of VE. The specific objectives, expected outcomes, and respective interventions for these three sub-areas are elaborated below.

4.3.1 Resource-Based Conflicts

Priority Issues: This sub-area will focus on resource governance, including access to and equitable sharing of the same. Act! will pay attention to among others ethnic incitement; unequal distribution of public resources and opportunities; competition over scarce resource resources; and gender, equity, and social inclusion. These will be in addition to efforts towards improving the quality of regulatory frameworks; systems and structures for dispute resolution; and benefit distribution; as well as addressing the effects of climate on resources.

Expected Outcome: Public resources are equitably and harmoniously accessed/ shared.

Key Performance Indicators

1. Change in communities' involvement in peaceful dispute resolution over resources.
2. Change in regulatory frameworks, systems, and structures for dispute resolution and resource governance.

3. Change in equity in the distribution of public resources and opportunities.

Strategic Interventions

1. Strengthen regulatory and institutional frameworks that address root causes of conflict.
2. Strengthen the capacity of (in)formal institutions[52] and actors including youth, women, persons with disabilities to facilitate conflict prevention and transformation; and the capacity of communities to resolve and prevent conflict using nonviolent methods.
3. Support intercommunity/cross-border dialogue, mediation, and reconciliation, including conflict resolution efforts of key actors, including media, State, and Non-State Actors (NSAs).
4. Strengthen reform or operationalization of policies, laws, norms, and practices to address root causes of resource-based conflicts.
5. Support social cohesion initiatives such as Sports, Art and Culture.
6. Support peace dividends and livelihood projects and other applicable initiatives that contribute to addressing key drivers of conflict, whilst integrating peace-building interventions and climate action.
7. Invest in Early Warning and Early Response Mechanisms at local and regional levels.

4.3.2 Political Conflicts

Priority Issues: Act! will through this sub-area address challenges around political incitement/mobilization along ethnic lines; gender, equity, and social exclusion; quality of regulatory frameworks and the rule of law.

Expected Outcome: Open, accountable, and ethical citizen-driven social accountability and political decency.

Key Performance Indicators

1. Change in the capacity of (in)formal institutions in facilitating conflict prevention and transformation.
2. Change in participation of minority groups in political processes.
3. Change in prevalence of political conflicts among focus groups.

Strategic Interventions

1. Support initiatives that promote civic, political, and peace education.
2. Champion and promote changes in behavior to influence political regressive norms, cultures, and attitudes.
3. Advocate for reform and development of policies and legislation that address political conflicts.

[52] This includes technical assistance to regional government institutions such as EAC, AU , IGAD etc.

4. Strengthen the capacity of formal and informal institutions to facilitate conflict prevention and transformation.
5. Provide technical assistance to relevant government institutions to enhance capacities for the prevention and management of conflicts.
6. Strengthen electoral conflict and resolution structures; promote political settlements to resolve conflicts and build communities that are resilient to political manipulation.

4.3.3 Prevention of Violent Extremism

Priority Issues: Achieving security, peace, and stability is critical to addressing the affected population's basic needs, such as dignified livelihoods and access to social services. Act!'s efforts will give particular attention to addressing inadequate regulatory frameworks and policies; weak implementation of policies and legislation; public awareness of VE; the legacy of political, social, and economic marginalization; lack of trust between security and communities, and government excesses in countering VE.

Expected Outcome (s):
1. Effective cooperation between state and Non-State Actors (NSAs) in tackling radicalization and VE.
2. Improved police performance in providing human rights-based approaches to security.

Key Performance Indicators
1. Change in collaborations and partnerships between state and NSAs tackling radicalization and VE.
2. Change in communities' social-economic resilience to deter VE.
3. Changes in implemented models and innovative solutions for PCVE, including Early Warning Systems.

Strategic Interventions
1. Collaborate with relevant actors to address underlying drivers of insecurity, radicalization, and VE.
2. Strengthen institutional capacities, trust, and coordination among actors involved in preventing VE.
3. Develop, strengthen, and promote models and innovative solutions for PVE, including Early Warning.
4. Invest in strengthening community social-economic resilience to deter VE.

4.4 Environment, Natural Resources and Climate Governance

4.4.1 Overview

Overview: Kenya, as is the case with many countries in the region, faces increasing vulnerability to climate change, manifested through more frequent and intense extreme weather events. These challenges pose threats to food security, water safety, and availability. The Overall Objective of this result is to contribute to efficient, effective, and accountable management of natural resources and build community resilience to climate variability. Act! has prioritized three sub-themes under this strategic focus area: i) environment and natural resource management; ii) community resilience building; and iii) climate change response. The specific objectives, expected outcomes, and interventions for these three sub-areas are discussed below.

4.4.2 Environment and Natural Resource Management

Priority Issues: The issues to be addressed under this sub-area include challenges around environmental and land degradation; diminished food safety and security; and diminishing inter-generational civic education, awareness and response.

Expected Outcome: Sustainable utilization of natural resources and the environment.

Key Performance Indicators
1. Change in acreage of land, catchments, and water bodies under conservation initiatives.
2. Change in equity in the distribution of natural resources.
3. Change in coordination between National and County governments in the governance of natural resources.

Strategic Interventions
1. Support reform or implementation of policies and laws that promote the use and access to renewable energy.
2. Support locally led initiatives that promote access to and use of green energy (biogas/solar/electric cars).
3. Conduct citizens' education campaigns to raise awareness on preservation, sustainable utilization, conservation, and restorative initiatives.
4. Strengthen Early Warning and Early Response systems through the integration of digital approaches to early warning and response for priority and at-risk resources and populations.

5. Facilitate water and water catchment resources management initiatives to promote sustainable use of resources and integrated agro-economic activities that support co-management and utilization.
6. Promote intergovernmental relations between the two levels of government for effective implementation compliance, public education, policies, and inclusive governance.

4.4.3 Community Resilience Building

Priority Issues: The key issues to be addressed under this subarea include sustainable livelihoods; youth employment, climate SMART agriculture, sustainable farming system, market access/ Business Development Services and circular economy; water scarcity; renewable energy; food safety and security, and poor markets.

Expected Outcome: Increased ability of communities to prepare for, respond to, and recover from disruptions.

Key Performance Indicators

1. Change in citizens' knowledge, awareness, and practice of circular economic activities.
2. Changes in livelihood diversification for communities (including from renewable energy initiatives).
3. Changes in the use of agroecological initiatives to improve food security and protect the environment.

Strategic Interventions

1. Promote circular economy initiatives (awareness raising, regenerative/ climate SMART agriculture etc.).
2. Promote inland blue economy initiatives to diversify the utilization of existing water resources for increased livelihood opportunities.
3. Advance sustainable use of forest resources to link community livelihoods and forest conservation.
4. Support renewable energy actions to create employment opportunities and enhance forest conservation.
5. Promote value chain approaches in agricultural production to promote better reach and value in livelihoods, market research and promotion, post-harvest management.
6. Livelihoods and economic opportunities (ecotourism, value addition, beekeeping, compost making, commercial agriculture/forestry, etc.)
7. Support various agroecological initiatives to promote biodiversity protection, soil and human health, and crop productivity.

4.4.3 Climate Change Response and Adaptation

Priority Issues: Act! will through this sub-area seeks to address challenges around vulnerability by communities to climate-related disasters; gender disaggregated impacts of climate change; health-related climate challenges and global warming and carbon credits.

Expected Outcome: State and NSAs take integrated actions to effectively address climate change and its effects

Key Performance Indicators

1. Changes in actions by communities and governments to address climate change and its effects.
2. Changes in accountability and transparency in climate finance projects and carbon markets.
3. Changes in coordination by NSAs for integrated climate change response and financing.

Strategic Interventions

1. Strengthen the capacity of communities, state, and NSAs capacity to respond to climate change effects (including climate change response and adaptation) through climate education.
2. Support advocacy for review and implementation of climate change regulatory frameworks and mainstreaming of climate change in government planning and development.
3. Foster partnerships between government, businesses, and communities to fund and implement climate adaptation and mitigation projects
4. Conduct research, analysis, and knowledge utilization to inform interventions.
5. Integrate technology and digital approaches to climate change (early warning systems)

4.5 Institutional Well-being

This strategic result area will focus on enhancing sustained growth, strengthening compliance, transparency, and a collaborative culture that aligns with Act's identity. The Overall Objective of the result area is to consolidate Act!'s position as a 'dynamic, relevant, effective and resilient institution'. Five sub-areas will be addressed in this regard: i) Asset and resource management; ii) Strategic communications, knowledge management, and partnership development; iii) Human capital and leadership development; iv) Compliance and risk management; and v) Systems, structures, and policies. The priority issues to be addressed, expected outcomes, and key performance indicators are interventions for these sub-areas are elaborated below.

4.5.1 Asset and Resource Development

Priority Issues: Act! aims to consolidate, grow, and diversify its resources. To achieve these ambitions, this sub-area will be centered on operationalizing Tenda Sasa Advisory, and financial sustainability, diversity, unrestricted funds, office space, and institutional capacity. Ultimately, the sub-area is aimed at enabling the growth and diversification of Act!'s resources.

Expected Outcome: Increase in the resource base (amount, diversity) of Act! Resources.

Key Performance Indicators
1. 25% annual growth in funding level over the strategic plan period.
2. 25% growth in the number of funding sources over the strategic plan period.
3. 50% growth in the diversity of funding sources.
4. 50% growth in long assets value.

Strategic Interventions
1. Operationalize Tenda Advisory Limited through recruitment of personnel, budget allocation, acquisition of systems and equipment, and establishment of an investment and business development unit within Act! and Tenda Advisory Limited.
2. Develop and operationalize applicable policies and strategies including but not limited to investment policy; resource mobilization tools; business development strategies; and tracking/ Monitoring, Evaluation, and Learning (MEL) tools.
3. Strengthen Act!'s competencies and structures in resource mobilization and business development.

4.5.2 Strategic Communication, Knowledge Management & Partnerships Development

Priority Issues: Act! will, through this subarea, optimize its partnership development and communication strategies to enhance its visibility and brand image; enhance internal and external communication and feedback systems; strengthen media engagement; as well as knowledge management.

Expected Outcome: Increased Act! Brand recognition, and visibility.

Key Performance Indicators:
1. Changes in visibility and presence in strategic spaces/ places.
2. Changes in the quality of media and digital communication engagement and strategic communications.

Strategic Interventions
1. Further invest in marketing, branding, and visibility, including through public relations and networking, etc.
2. Strengthen Act!'s media and digital communication engagements and strategic communications.
3. Establish a resource center to act as an acknowledged repository for preserving institutional memory and sharing impact stories.
4. Research to enhance knowledge generation, inform programming, policy reform, and advocacy.

4.5.3 Human Capital and Leadership Development

Priority Issues: The aim of this sub-area is to cultivate and retain a high-performing workforce. It will principally seek to enrich organizational culture; strengthen the capacity of both staff and board; incentivization; gender equality and social inclusion as well as improving the work environment.

Expected Outcome: Increased staff and leadership complement, quality, performance, and retention.

Key Performance Indicators
1. Changes in the quality of work environment
2. Changes in capacities of Act! Board and staff.
3. Changes in the levels of performance of Act! Staff and board.

Strategic Interventions
1. Further strengthen cultural transformational programmes, work-life balance, and employee recognition and involvement programs.
2. Invest in and operationalize talent acquisition and retention processes; competitive compensation packages; and facilitate remote work and flexibility and wellness programmes.
3. Undertake regular capacity building of staff and board based on identified need areas
4. Create a safe and conducive work environment for Act! staff in Compliance with Directorate of Occupational Safety and Health Services requirements.
5. Implement Gender Equality and Social Inclusion measures.
6. Incorporate more collaboration with volunteers, interns, fellowships, and experts.
7. Conduct periodic reviews of Human Resource policies to incorporate expanded models for staffing and staff arrangements.

4.5.4 Compliance and Risk Management

Priority Issues: This sub-area will provide a basis for identifying, mitigating, and allocating risks at all levels of the organization. Act! will detail strategic mitigation approaches tailored to each challenge.

Expected Outcome: Strengthened compliance to minimize Act! threats and losses.

Key Performance Indicators
1. Changes in adherence to donor, legal, and regulatory requirements.
2. Changes in risk identification, assessments, and mitigation.

Strategic Interventions
1. Conduct internal and external annual and periodic institutional and program audits.
2. Build the capacity of Act! staff and partners on various donor regulations and requirements.
3. Establish and operationalize comprehensive risk management policy framework and structures.
4. Enhance Act! Grant Management Systems.
5. Conduct periodic review of Act! policies, procedures, and systems.

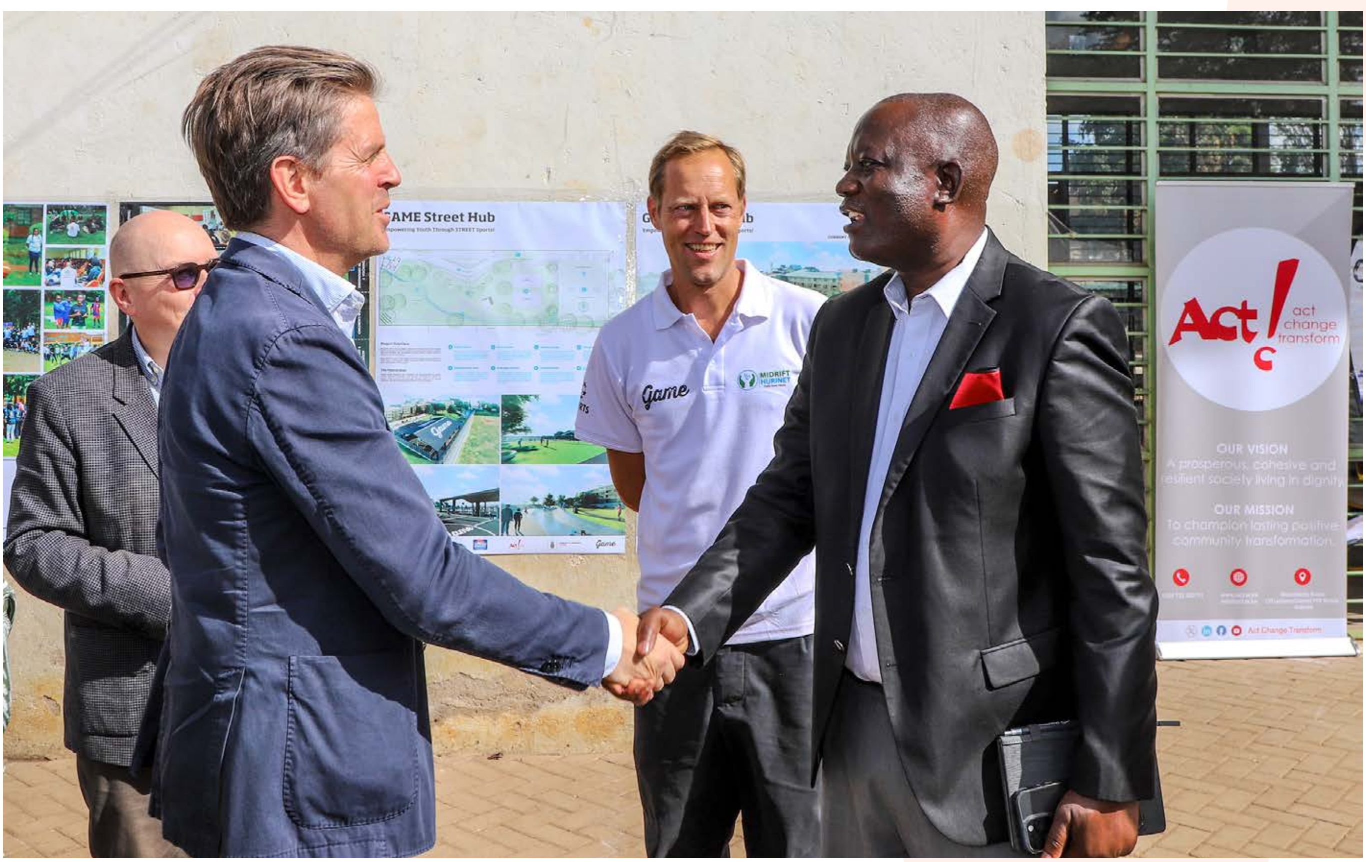
4.5.5 Systems, Structures and Policies

Priority Issues: For Act! to achieve what it has set out to do in this strategy, it has to fortify its internal capabilities. As such, attention will be paid to amongst others the quality, efficacy, integrity, functionality, and operationalization of and adherence to set internal systems, policies, procedures, and structures.

Expected Outcome: Increased integrity of internal processes for effective stewardship of Act! resources.

Key Performance Indicators
1. Changes in compliance with all applicable statutory requirements, funder policies, and internal policies.
2. Changes in efficiency and effectiveness of internal operations.
3. Comprehensive up-to-date policies, procedures & structures that promote organizational excellence.

Strategic Interventions
1. Conduct periodic reviews and updates of systems, policies, and processes.
2. Institute frameworks on the safe and smart use of artificial intelligence at Act!
3. Invest in continuous strengthening of systems, records, and management through an integrated automated system and reporting structure.



5 Implementation Modalities

5.1 Monitoring, Evaluation, and Learning

To facilitate the implementation and monitoring of this strategic plan, Act! has developed various operational matrices, including a results framework and budgets. These will be complemented with Annual Work Plans, Monitoring and Evaluation (M&E) Plans, programme budgets, and individual programme log frames. These tools will inform periodic and systematic collection, analysis, reporting, and dissemination of progress data on the result indicators.

In this regard, strengthening of the internal capacity of its Monitoring, Evaluation and Learning (MEL) systems and processes will be treated with utmost importance. Moreover, Act! will strengthen performance data management mechanisms to ensure that indicator data is systematically collected, analysed, documented and used to identify lessons learnt and good practices to be disseminated to various stakeholders.

The Strategic Plan will be subjected to two evaluations namely the Mid-Term Review and Final Review. The mid-term review will assess progress against set targets, mitigate challenges, and exploit new opportunities that may arise during the implementation of the strategy. The final review will build on progress, draw key lessons learnt and provide accountability for the development of impacts to stakeholders, and form a basis for the development of the next strategic plan. Act! will also conduct periodic reviews to gauge the progress of the implementation of the strategy.

5.2 Governance and Management

Act! is governed by a Board of Directors, established by its Constitution, and guided by the Act! Board Manual. The Board is the supervisory body that ensures commitment to the values and objectives of Act!, and who from their own varied, experience and knowledge—can assist Act! to identify and achieve its objectives. The Board sets Act!'s broad strategic direction, acts as a sounding board for management, ensures compliance with agreed values and strategies, offers financial advice, and oversees financial integrity.

The Board of Directors comprises nine highly trained and qualified professionals with diverse competencies and expertise. The backgrounds include amongst others, capacity development, grants management, finance, legal, policy, research, training, and the civil society sector. The Board not only provides institutional oversight but also policy guidance and offering strategic direction.

A Management Team supports the board and is accountable for the daily operations of Act!. The management is also charged with the implementation of the Act! strategy, and board directives excluding programme implementation, and financial management.

The Secretariat is headed by the Executive Director who provides the overall oversight for the institution assisted by the Senior Management Team and is comprised of persons with diverse professional backgrounds and expertise.

5.3 Organizational Structure

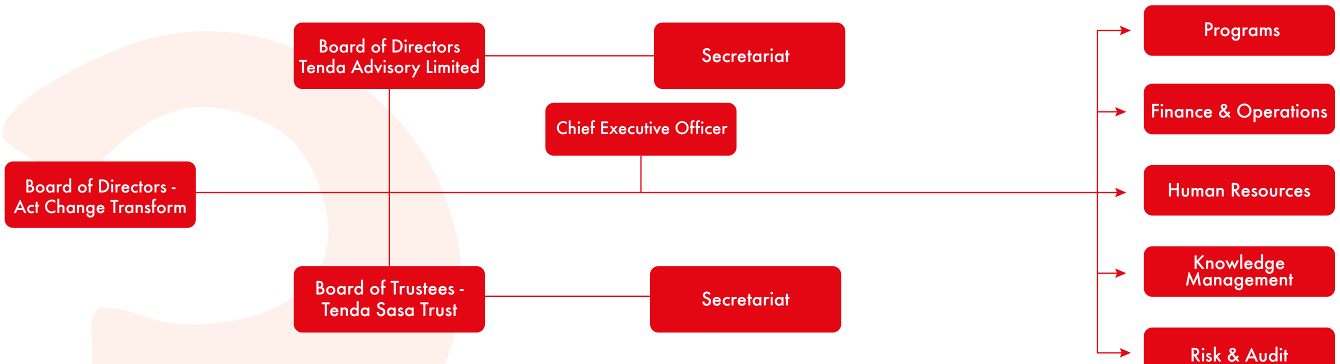


Figure 2: Act Organizational Structure

Annex 1: Risk Matrix

Area	Risk	Probability	Impact	Mitigation Measures	Accountability	Comment/Monitoring Notes
Strategy and Content	Programme interventions fail to produce expected outcomes	Medium	High	Leveraging the capacities of Act! staff and partners. Adaptive programming based on PEA, strong M&E, and feedback loops. Piloting in areas of doubt.	Program managers and MERL	Although Act's complementary capacities of staff and partners position it for success, the region's political socio-and security context is complex and always in flux.
	Weak collaboration with Act! partners	Low	Low	Strong due diligence procedures; close monitoring of implementing partners; and capacity development of partners as appropriate.	Finance and Grants, Program managers	Likelihood of risk reduced substantially due to the development of agreements and mutual trust between Act! and sub granting partners, clear activities and budgets, and structured meetings.
Policy and programme delivery	Reducing civic space for CSOs in the country affects the advocacy roles of implementing partners.	Medium	High	Create capacity of sub-grant partners on changing legislation, maintain high collaboration/ consultation with CSOs, and establish strong relationships with government partners and communities.	CD Department, DG	The role of grassroots civil society is crucial for Act! to achieve her objectives. The reduction of CSO civic space would be counterproductive. Note: Gen Zs civil activity though unstructured has to a great extent complemented CSO advocacy roles in 2025.
	Delay by county and national government in commencing collaborative activities.	Medium	Medium	Engagements between the Act!, national and county government in support of specific issues	Program managers	There has been a delay in the commencement of collaborative activities due to inadequate funding of governments and county governments by the ex-chequer.
People	Political interference with CSO activities	Low	Medium	Act! should engage local politicians and share expectations related to it's thematic and other issues.	Program managers, Partners	Politicians are sensitive to criticism by CSOs on issues of human rights abuse and corruption.
	Transitions of staff	Medium	Medium	Act! implements detailed induction on the need to stay on board when a staff member is joining given the need for continuity and the complexities of replacing staff. Hire members with experience and familiarity working in the regions and themes Act! works in	Act! HR	Act!;s work requires highly committed staff with local experience and awareness of the local dynamics. Quick adaptive actions when complications related to staff arise.

Area	Risk	Probability	Impact	Mitigation Measures	Accountability	Comment/Monitoring Notes
People	Insecurity in some counties of programme delivery.	Medium	High	Enhanced monitoring in hot spots; Collaboration with government, elder's peace committees' partners, and multi-agency security personnel to address violence and for early warning & response.	Act! Security focal point	There has been some recent insecurity in some counties especially the North and northeastern.
Safeguarding	Risks of gender-related harm & abuse during programme delivery.	Low	Low	Operationalize Safeguarding policy by Act! and partners.	Act! HR and partners	Safeguarding policy for Act! and partners developed.
Financial and Fiduciary	Inadequate funding of programmes due to existing donor climate.	Low	Medium	Act! will diversify funding sources as well as strengthen Tenda advisory for resource mobilization.	Program managers, Act! Resource mobilization Team	Act! has established Tenda Advisory and has some seed capital to support fundraising The withdrawal of USAID funding in 2025 has greatly affected the resource basket. The war in the middle East and Eastern Europe had also shifted donor focus to emergency response in those countries.
	Misappro-priation of resources/risk of fraud	Low	Medium	Robust financial oversight, due diligence, staggered payment systems, and sanctions for all sub-grants. Requirement to conduct financial audits.	Act! Finance and Grants, partners	The sub-grantee partners will control the finance systems within their organizations .
Reputational	Misinforma-tion/ disin-formation on civic/citizen engagement and other programming issues	Low	High	Implement civic/citizens' engagement awareness/ education before actual interventions.	Act, project managers, Act! communications Team.	Communication strategy being developed.

Annex 2: Strategic Plan 2025 -2029 Results Framework

RESULT AREA 4.2: Responsive, Inclusive and Accountable Governance								
OUTCOME 4.2.1: Meaningful and effective citizen participation in governance processes.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Change in citizen participation in governance processes (including oversight). * % change of citizens who report to have participated in governance processes (including oversight).	21%	25% Increment from Baseline						The baseline value is per InfoTrack perception survey conducted between Oct-Dec 2024.
Change in the responsiveness of duty bearers to governance issues raised by citizens. * Change in citizens' satisfaction levels on the responsiveness of duty bearers to address governance issues (complaints).	26.1%	30% increment from Baseline						The baseline Value is per the perception survey commissioned by Act!
Change in access to credible information (knowledge) by citizens. * % of citizens reporting satisfaction with the level of access to public information.	31.9%	30% increment from Baseline						The baseline Value is per perception survey commissioned by Act!
Change in oversight by civil society towards duty bearers/ corporates. * Change in perceived effectiveness of civil society organizations on their oversight role. * Number of oversight reports, investigations, or policy briefs published by civil society organizations (CSOs) on duty bearers/corporates.	TBD	10% Increment from Baseline						

Strategic interventions

7. Support collection, analysis, repackaging, and or dissemination of information/ data/ evidence to enhance access to information and address challenges of misinformation and disinformation.
8. Strengthen social accountability towards responsive and value for money in public service delivery by building collective actions in policy and budget making, and oversight on the use of public resources.
9. Facilitate capacity development of CSOs working in democracy, accountability, and governance (e.g., knowledge base, advocacy capacity & any other identified/ prioritized areas, etc.)
10. Support civic and political education and digital democracy of the public on democratic and governance issues through civic education and capacity building for responsible citizenship.
11. Support to influencing policy and legislative reforms that open the civic space, and improve citizens' participation in governance, including holding the government accountable.
12. Support advocacy and strategic public interest litigation on adherence to the rule of law and policies and practices to enable citizens to hold leaders and authorities accountable

Outcome 4.2.2: Electoral and political processes are transparent, peaceful, and credible.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Change in transparency and independence in electoral processes. * % of citizens who perceive electoral processes as free, fair, and transparent. * Level of trust in electoral institutions.	TBD 26%							BL value for Trust levels on IEBC as determined by InfoTrack.
Change in citizen participation in electoral processes * % change is citizen participation in electoral processes	65%	15% increase from baseline						The baseline is voter turnout in the 2022 general elections.
Change in the capacity of electoral institutions. * % change is perceived capacity of electoral institutions	TBD							
Change in adherence to, legal and policy frameworks on elections. * Number of electoral reforms enacted in alignment with legal and policy recommendations (within a certain timeframe)		5						

Strategic interventions

1. Advocate for reform and/or implementation of applicable electoral policy and legislative frameworks.
2. Support civic awareness, political empowerment, and leadership skills, especially among youth, women and persons with disability (to enhance participation, positioning & advocacy through application of electronic democracy technologies.
3. Strengthen capacity of electoral and peacebuilding institutions on prioritized capacity areas.
4. Strengthening political party democracy by supporting political systems to be responsive and inclusive.
5. Facilitate reform and/or implementation of legal and policy frameworks that enable credible elections.

Outcome 4.2.3 Public service delivery is responsive, effective, efficient, and open.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Change in the effectiveness of public services to citizens at county and national levels of government * Percentage of citizens satisfied with accessibility and quality of services as provided by national and county governments	Health- 39.9% Agric. - 27% Water - 36.1% Environt - 41.5%	15% increment from the BL						The baseline Value is per perception survey as commissioned ACT!
Change in the capacity of governments to function and deliver services effectively. * Number of government reforms implemented to improve efficiency, reduce corruption, or enhance service quality	TBD	7						

Outcome 4.2.3 Public service delivery is responsive, effective, efficient, and open.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Change in accountability over public resources management. * Change in citizen trust in government accountability mechanisms	TBD	15% increment from the BL						

Strategic interventions

1. Facilitate capacity development of relevant institutions on performance management for improved service delivery and public accountability.
2. Support policy and legislative reforms to strengthen and institutionalize public finance management, service delivery, and performance management systems.
3. Facilitate systems that promote access to information and citizen engagement.
4. Implement fellowship programs to support young people to invigorate public service delivery.

RESULT AREA 4.3: Peacebuilding and Conflict Transformation								
Outcome: 4.3.1: Public resources are equitably and harmoniously accessed/ shared.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Change in communities' involvement in peaceful dispute resolution over resources. * Number of community-based conflict/dispute resolution mechanisms established or strengthened. * % of community members who report participating in resource-related dispute resolution processes.	25 TBD	40 20%						The baseline value is per InfoTrack perception survey conducted between Oct-Dec 2024.
Change in regulatory frameworks (systems, structures) for dispute resolution and resource governance. * Number of new or revised regulatory frameworks, laws, or policies related to dispute resolution and resource governance supported	TBD	20						Most to be County based
Change in equity in the distribution of public resources and opportunities. * Level of satisfaction among citizens regarding access to public resources and opportunities	18%	10% in-crement						

Strategic interventions

1. Strengthen regulatory and institutional frameworks that address root causes of conflict.
2. Strengthen the capacity of (in)formal institutions[53] and actors including youth, women, persons with disabilities to facilitate conflict prevention and transformation; and the capacity of communities to resolve and prevent conflict using nonviolent methods.
3. Support intercommunity/cross-border dialogue, mediation, and reconciliation, including conflict resolution

[53] This includes technical assistance to regional government institutions such as EAC, AU , IGAD etc.

efforts of key actors, including media, State, and Non-State Actors (NSAs).
4. Strengthen reform or operationalization of policies, laws, norms, and practices to address root causes of resource-based conflicts.
5. Support social cohesion initiatives such as Sports, Art and Culture.
6. Support peace dividends and livelihood projects and other applicable initiatives that contribute to addressing key drivers of conflict, whilst integrating peace-building interventions and climate action.
7. Invest in Early Warning and Early Response Mechanisms at local and regional levels.

OUTCOME 4.3.2 Open, accountable, and ethical citizen-driven social accountability and political decency.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Change in capacity of (in)formal institutions in facilitating conflict prevention and transformation. * # of (in)formal institutions with established conflict prevention and transformation frameworks or strategies (e.g., peacebuilding plans, early warning systems). * # of peace agreements or conflict resolution outcomes facilitated by (in)formal institutions (e.g., local peace committees, elders' councils).	TBD TBD	20 20						The baseline Value is per perception survey as commissioned ACT!
Change in participation of minority groups in political processes. * % increase in representation of women, youth, vulnerable groups in elected offices (e.g., parliament, local councils) * Number of policies or initiatives implemented to promote the political participation of minority groups (e.g., gender quotas, youth empowerment programs)	TBD	10% increment 5						
Change in in prevalence of political conflicts among focus groups. * % decrease in number of reported incidents of political violence or conflict involving focus groups (e.g., ethnic, gender, or youth-based political conflicts)	TBD	10%						

Strategic interventions
1. Support initiatives that promote civic, political, and peace education.
2. Champion and promote changes in behavior to influence political regressive norms, cultures and attitudes.
3. Advocate for reform and development of policies and legislation that address political conflicts.
4. Strengthen the capacity of formal and informal institutions to facilitate conflict prevention and transformation.
5. Provide technical assistance to relevant government institutions to enhance capacities for prevention and management of conflicts.
6. Strengthen electoral conflict/resolution structures; promote political settlements to resolve conflicts and build communities that are resilient to political manipulation.

OUTCOME 4.3.3 Effective cooperation between state and NSAs in tackling radicalization and VE.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Change in collaborations/ partnerships between state and NSAs tackling radicalization and VE. * Number of joint programs or initiatives implemented between state and NSAs on preventing/ countering VE	TBD	15						
Change in communities' social-economic resilience to deter VE * Number of people benefiting from facilitated livelihood programs or economic opportunities (e.g., skills training, small business grants)	TBD	20,000						
Change in models/innovative solutions for PCVE, including Early Warning Systems. * Number of innovative PCVE models/initiatives (e.g., digital tools, community surveillance network, EWER) successfully piloted and scaled up. * % of potential violent extremism threats identified and responded to successfully.	TBD TBD	5 15%						

Strategic interventions

1. Collaborate with relevant actors to address underlying drivers of insecurity, radicalization, and VE.
2. Strengthen institutional capacities, trust, and coordination among actors involved in preventing VE.
3. Develop, strengthen, and promote models and innovative solutions for PVE, including Early Warning.
4. Invest in strengthening community social-economic resilience to deter VE.

RESULT AREA 4.4 Environment, Natural Resources and Climate Governance								
OUTCOME 4.4.1 Sustainable utilization of natural resources and the environment.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Change in acreage of land, catchments, and water bodies under conservation initiatives. * % change in acreage of land, catchments, and water bodies under conservation initiatives.	TBD	5%						
Change inequity in the distribution of natural resources (contributes to reduced conflicts, and enhanced cohesion). * Perception of equity in resource distribution among affected communities	TBD	10%						
Change in coordination between National and County governments in the governance of natural resources. * Number of collaborative projects implemented between National and County governments related to natural resource management	TBD	3						

Strategic interventions

1. Support reform or implementation of policies and laws that promote use and access to renewable energy.
2. Support locally led initiatives that promote access to and use of green energy (biogas/solar/electric cars).
3. Conduct citizens' education campaigns to raise awareness on preservation, sustainable utilization, conservation, and restorative initiatives.
4. Strengthen Early Warning and Early Response (EWER) systems through the integration of digital approaches to EWER for priority/at-risk resources and populations.
5. Facilitate water and water catchment resources management initiatives to promote sustainable use of resources and integrated agro-economic activities
6. Promote relations between the two levels of government for effective implementation compliance, public education, policies, and inclusive governance.

OUTCOME 4.4.2: Increased ability of communities to prepare for, respond to, and recover from disruptions.

Indicator	Baseline	Targets	Strategic Plan Annual Results Achievement					
			2025	2026	2027	2028	2029	Comments
Change in citizens' knowledge, awareness, and practice of circular economic activities. * % Change in the number of citizens participating in circular economy activities (e.g., recycling, composting, repair, reuse)	TBD	10%						
Change in livelihood diversification for communities (including from renewable energy initiatives). * Number of households or individuals adopting renewable energy sources (e.g., solar, wind, biogas) for household or business use.	TBD	1,000						
Change in use of agroecological initiatives to improve food security and protect the environment. * % increase in the number of farmers or households adopting agroecological practices (e.g., crop diversification, organic farming, agroforestry). * Number of agroecological initiatives or projects implemented in the community (e.g., community gardens, soil regeneration, rainwater harvesting systems).	TBD TBD	1,000 20						

Strategic interventions

1. Promote circular economy initiatives (awareness raising, regenerative/ climate SMART agriculture etc.).
2. Promote inland blue economy initiatives to diversify the utilization of existing water resources for increased livelihood opportunities.
3. Advance sustainable use of forest resources to link community livelihoods and forest conservation.
4. Support renewable energy actions to create employment opportunities and enhance forest conservation.
5. Promote value chain approaches in agricultural production to promote better reach/ value in livelihoods, market research and promotion, post-harvest management.
6. Livelihoods and economic opportunities (ecotourism, value addition, beekeeping, compost making, commercial agriculture/forestry etc.)
7. Support various agroecological initiatives to promote biodiversity protection, soil and human health, and crop productivity.

OUTCOME 4.4.3: State and NSAs take integrated actions to effectively address climate change and its effects								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Changes in actions by communities and governments to address climate change and its effects. * Number of policies/strategies jointly developed/implemented by communities and governments to address climate change (e.g., climate action plans, adaptation strategies).	TBD	10						
Changes in accountability & transparency in climate finance projects and carbon markets. * Number climate finance projects/initiatives with publicly accessible financial reports * Number of independent audits or evaluations conducted on climate finance projects	TBD	5 2						
Changes in coordination by NSAs for integrated climate change response and financing. * # of joint initiatives or projects implemented by NSAs for climate change response (e.g., cross-sector partnerships between NGOs, private sector, and community groups) * % increase in funding pooled by NSAs for climate change initiatives (e.g., collaborative financing, joint fundraising)	TBD	20 10%						

Strategic interventions

1. Strengthen capacity of communities, state, and NSAs capacity to respond to climate change effects (including response and adaptation) through climate education.
2. Support advocacy for review/implementation of climate change regulatory frameworks and mainstreaming of climate change in government planning and development.
3. Foster partnerships between government, businesses, and communities to fund and implement climate adaptation and mitigation projects
4. Conduct research, analysis, and knowledge utilization to inform interventions.
5. Integrate technology and digital approaches to climate change (early warning systems)

RESULT AREA 4.5: Institutional Well-being								
OUTCOME 4.5.1: Increase in the resource base (amount, diversity) of Act! Resources.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Annual growth in funding level over the strategic plan period. * % growth in resources (funding) secured annually	TBD	25%						
Growth in funding sources over the strategic plan period * Number of funding sources(diversified) secured over the strategic plan period.	TBD	25%						

Strategic interventions

1. Operationalize Tenda Advisory Limited through recruitment of personnel, budget allocation, acquisition of systems and equipment, and establishment of an investment and business development unit within Act! and Tenda Advisory Limited.
2. Develop and operationalize applicable policies and strategies including but not limited to investment policy; resource mobilization tools; business development strategies; and tracking/ Monitoring, Evaluation, and Learning (MEL) tools.
3. Strengthen Act!'s competencies and structures in resource mobilization and business development.

OUTCOME 4.5.2: Increased Act! Brand recognition, and visibility.								
Indicator	Baseline	Targets	Strategic Plan Annual Results Achievement					
			2025	2026	2027	2028	2029	Comments
Changes in visibility and presence in strategic spaces/ places. * Number of publications, policy briefs, or reports produced and disseminated in key platforms picked by media * % increase in Act!'s social media engagement (e.g. followers, shares, likes, comments, website traffic)	TBD TBD	20 20%						
Changes in the quality of media and digital communication engagements and strategic communications. * Number of partnerships formed with media houses, influencers, and content creators to amplify messaging * Number of innovative digital tools and strategies adopted by Act! (e.g., AI-driven analytics, data storytelling)	TBD TBD	10 5						

Strategic interventions

1. Further invest in marketing, branding, and visibility, including through public relations and networking, etc.
2. Strengthen Act!'s media and digital communication engagements and strategic communications.
3. Establish a resource center to act as acknowledge repository for preserving institutional memory and sharing impact stories.
4. Undertake research to enhance knowledge generation, inform programming, policy reform and advocacy.

OUTCOME 4.5.3 Increased staff/ leadership complement, quality, performance, and retention.								
Indicator	Baseline	Targets	Strategic Plan Annual Results Achievement					
			2025	2026	2027	2028	2029	Comments
Changes in the quality of work environment * % reduction in staff turnover rate * % increase in employee satisfaction scores	TBD	20 25%						
Changes in capacities of Act! Board and staff. * % of staff and board members completing capacity-building programs (e.g., leadership training, technical skills workshops, governance seminars) * # of mentoring or coaching relationships established between senior staff/board and junior staff * # of new systems, tools, or methodologies introduced to improve staff/board capacity (e.g., project management tools, strategic planning frameworks)	TBD	50% 10 5						

OUTCOME 4.5.3 Increased staff/ leadership complement, quality, performance, and retention.								
Indicator	Baseline	Targets	Strategic Plan Annual Results Achievement					
			2025	2026	2027	2028	2029	Comments
Changes in the levels of performance of Act! Staff and board. * % increase in staff performance ratings (measured through annual performance evaluations) * # of staff promoted or awarded additional responsibilities due to demonstrated performance		20% 10						

Strategic interventions

1. Further strengthen cultural transformational programmes, work-life balance, and employee recognition and involvement programs.
2. Invest in/operationalize talent acquisition and retention processes; competitive compensation; and facilitate remote work, flexibility and wellness programmes.
3. Undertake regular capacity building of staff and board based on identified need areas.
4. Create a safe and conducive work environment for Act! staff in Compliance with Directorate of Occupational Safety and Health Services requirements.
5. Implement Gender Equality and Social Inclusion measures.

6.Incorporate more collaboration with volunteers, interns, fellowships, and experts.

7. Conduct periodic reviews of Human Resource policies to incorporate expanded models for staffing and staff arrangements.

RESULT 4.6 Compliance and Risk Management								
OUTCOME 4.6.1: Strengthened compliance to minimize Act! threats and losses.								
Indicator	Baseline	Targets	Strategic Plan Annual Results Achievement					
			2025	2026	2027	2028	2029	Comments
Change in adherence to donor & regulatory requirements. * Number of external and internal audits showing full compliance with donor and regulatory requirements		100%						100% of all projects
Change in risk identification, assessments, and mitigation. * Number of programs/departments with integrated risk management frameworks (e.g., contingency plans) * Number of internal audits or monitoring reports identifying and addressing risks proactively		100% 100%						

Strategic interventions

1. Conduct internal and external annual and periodic institutional and program audits.
2. Build the capacity of Act! staff and partners on various donor regulations and requirements.
3. Establish and operationalize comprehensive risk management policy framework and structures.
4. Enhance Act! Grant Management Systems.
5. Conduct periodic review of Act! policies, procedures and systems.

OUTCOME 4.6.2: Increased integrity of internal processes for effective stewardship of Act! Resources.								
Indicator	**Baseline**	**Targets**	**Strategic Plan Annual Results Achievement**					
			2025	**2026**	**2027**	**2028**	**2029**	**Comments**
Change in compliance with all applicable statutory requirements, as well as own and funder policies. * Number of Act! policies and procedures aligned with current legal, regulatory, and donor requirements. * % of external/Internal audit recommendations fully implemented within specified timelines.	12 3	100% 100%						
Change in efficiency/effectiveness of internal operations. * Number of organizational processes automated or digitalized to improve efficiency	40%	80%						
Comprehensive up-to-date policies, procedures & structures that promote organizational excellence. * Number of performance management systems implemented to track organizational excellence. * Number of compliance audits conducted.	TBD	100% 100%						

Strategic interventions

1. Conduct periodic reviews and updates of systems, policies, and processes.
2. Institute frameworks on the safe and smart use of artificial intelligence at Act!
3. Invest in continuous strengthening of systems, records, and management through an integrated automated system and reporting structure.

Summary Budget for the Strategic Period 2025-2029

YEAR	2025	2026	2027	2028	2029
Strategic Area	KES	KES	KES	KES	KES
Responsive, Inclusive & Accountable Governance (RIAG)	291,200,000	311,584,000	333,394,880	356,732,522	381,703,798
Peacebuilding & Conflict Transformation - PBCT(PBCT)	327,000,000	327,000,000	374,382,300	400,589,061	428,630,295
Environment, Natural Resources, & Climate Governance (ENRCG)	200,000,000	214,000,000	228,980,000	245,008,600	262,159,202
Institutional Well Being & Sustainability (IS)	81,820,000	87,547,400	93,675,718	100,233,018	107,249,330
TOTAL	**900,020,000**	**963,021,400**	**1,030,432,898**	**1,102,563,201**	**1,179,742,625**

CELEBRATING 25 YEARS OF DRIVING TRANSFORMATIVE CHANGE

Act! act change transform

Kimisitu House, Woodlands Road | Opposite Woodlands Office Park
P.O. Box 76390-00508 Nairobi, Kenya
Tel: +254 20 8179231/40 Cell: +254 722 203 721
Direct Line: +254 741 549 550
info@act.or.ke | www.act.or.ke