

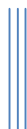
# ANNUAL REPORT 2016



**POVERTY ERADICATION NETWORK**  
Strengthening Citizens Participation

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## List of Abbreviations and Acronyms

CBOs	Community Based Organizations
CIDP	County Integrated Development Plan
CS	Cabinet Secretary
CSOs	Civil Society Organizations
CSRG	Civil Society Organizations Reference Group
GOK	Government of Kenya
INGOs	International Non-Governmental Organizations
NANGOS	National Non-Governmental Organizations
NDI	National Democratic Institute
NGOs	Non-Governmental Organizations
PBO	Public Benefit Organization
PBOs	Public Benefit Organizations
PEN	Poverty Eradication Network

## Executive Summary

The drive for an enabling environment for civil society was a critical engagement for PEN in 2016. This is a process that has continued with much intensity in the past 3 years involving more than 100 CSOs in advocating for commencement of PBO Act as a means of enhancing the enabling environment for CSOs and other citizen's organizations.

The Civil Sector in Kenya is going through a critical phase with various challenges and threats from both within the sector and also from without. The refusal of the Government to implement the progressive 2013 PBO Act is not the only challenge. The reducing funding to the sector and continued intimidation of the members of the sector by the state, fragmentation of the sector and weak leaders deny the sector the voice and vibrancy that was its domains in 1990s.

Under *Governance and Democracy* and *Sustainable Livelihoods*, PEN working in collaboration with the Civil Society Reference Group (CSRG) advocated for increased respect for human rights, gender equality and strengthened democratic space at national and county levels that focused on improving enabling environment for CSOs with increased access to justice through key institutions within the justice sector. There is increased cohesion of CSOs working collaboratively to challenge various legal and administrative roadblocks that hinder realization of full liberation of the sector.

PEN coordinated various capacity building activities contained in 2016 – 2019 CSRG's strategic plan aimed at fully capacitating the sector. Key among them was the designing of a leadership and integrity curriculum, which is to be used to train CSOs leaders to bring back effectiveness, growth and impact to the sector. Cumulatively, we carried out two trainings of 50 participants each from 3 counties using this curriculum.

In addition, CSO leaders held a number of meetings to discuss policies and issues facing the sector and planned for activities under the *Democracy and Governance* program. At county level, meetings were organized between the County Executive and County Assemblies in Kajiado, Kakamega, and Machakos leading to development of collaborative frameworks between Civil Society and respective department of County Governments as the initial action to devolving the implementation of Civil Society Reference Group (CSRG) strategic plan 2016 – 2019.

Under the *Natural Resource Sector*, projects in Lower Eastern Kenya continued with protection of water resources – sand dams, wells and springs – that have been going on in the past 10 years. These projects had been commissioned by PEN in the previous years and we have continued to support communities and their committees in maintenance and protection. As a result, households have been able to introduce new livelihood activities such as green gardens and improved livestock breeds (dairy goats for instance). A new water project was commenced in Mutulani, Makueni County which supported both Mutulani Secondary and Primary Schools with water tanks. A borehole is to be sunk in 2017 to provide water to 1500 households.

One notable impact in the Natural Resource Sector is with projects started with the help of PEN more than 10 years ago that continue to operate sustainably under the community leadership delivering intended benefits and reducing poverty amongst the target population. PEN is in the process of carrying out ex-post evaluation on these projects to document impact, and to gather lessons that would support scaling up of similar initiatives in other parts of the country.

We believe that most of our projects have passed pilot and test-to-scale phases and require to be scaled up in other areas to deliver the same benefits. This is PEN's focus in the coming years.



Implementation of the PBO Act (2013) will significantly strengthen Public Benefit Organizations (PBOs) Accountability systems to the sector in general, and to Governments, Donors and Citizens. Implementation of the Act has been a critical engagement of the CSO sector since the law was approved in 2013.

## From the Executive Director

We are happy that 2016 has successfully ended implementing the fifth strategic planning cycle since PEN was established in 2001. With more than 15 years of operation, we have seen tremendous changes in the civil society and communities, most of which have impacted positively on the performance of the sector and community livelihoods. PEN's projects in the natural resource sector continues to deliver benefits to communities more than 10 years after they were handed over, while the momentum to reform the NGO Act 1990, started by Civil Society Actors and coordinated by PEN has been a rallying call for all in the sector, enhancing unity of purpose through and coordination through Civil Society Reference Group (CSRG), now with more than 100 PBO partners.

The greatest achievement by civil society in Kenya was the passage of the new constitution in 2010 after more than 20 years of campaigns by citizens, civil society and political parties. Billed as the greatest achievement in civil liberties since Kenya gained independence in 1963, its implementation has however not been without challenges, with corruption and impunity at all levels of governance sabotaging its noble provisions.

Although the civil society in Kenya is viewed as one of the most progressive in Africa, its influence on national and grassroots agenda has been on a rapid decline over the years. Many of the vibrant leaders that led the sector in 1990/2000 have retired or joined Government after elections of 2002, and most recently in 2013, leaving the sector with young and less experienced leaders. Furthermore, fragmentation of leadership into competing chapters has critically watered down the CSO agenda, making it ineffective in pushing for critical changes and auditing of National and County Governments' development agendas.

This is one of the reasons why PEN places capacity building and networking of CSOs as a priority with nurturance of fresh leadership, strengthened self-regulation and governance, networking and coalition building. PEN, working with other CSOs and development partners, campaigned to repeal the 1990 NGO Act and replace it with 2013 PBO Act, as a means of resuscitating and revamping the sector.

Non-commencement of this Act by the Government is now the greatest hindrance to the performance of the sector with the Government planning to amend it even before it is implemented. The proposed amendments are deemed harmful and would change the letter and spirit of the PBO Act as it was signed into law in 2013. There are views that 16 out of 54 proposed amendments proposed in 2015 would actually kill the sector if passed.

As we move ahead to a new strategic planning phase (2017-2019), we want to work collaboratively with all stakeholders to strengthen networking and creating platforms for CSOs and citizens to act decisively in all the 47 counties to ensure that we achieve a fully capacitated, transparent and accountable sector working within an enabling environment. We also want to ensure that innovative projects started in earlier strategy years are scaled up to reach more people and contributed in ending poverty in Kenya.

Thank you all for your continued support. We welcome you to join us in our next strategic phase 2017 – 2019 as we strive to strengthen democratic and citizens' rights agenda and campaign to end poverty in Kenya and across the region.

Chris Mbiti,  
Executive Director.



PBO Act (2013) as approved, encourages and Builds Partnership between Government, Private Sector and PBOs for better service delivery to citizens both at national and county levels. The question many within the sector have is whether it will ever be implemented.

## 1. Background

There were signs towards the end of 2016 that the Cabinet Secretary for Devolution and Planning was ready to commence the PBO Act (2013) as approved and in line with CSOs advocacy agenda.

The choreography of theatrics however, dominated with different arms of government issuing contradictory instructions. The High Court issued a ruling that the law be commenced within 14 days starting from 30<sup>th</sup> October 2016. It even lifted another of its own earlier injunctions stopping the implementation of the law. The executive arm of government did however not respect this ruling. Instead, the CSO docket was suddenly transferred to the Ministry of Interior leaving the initial momentum and engagement with civil society in a limbo. It is our view that the transfer was done partly to render the court order ineffective and defeat the course of justice.

The CSO Reference Group (CSRG) coordinated through PEN subsequently went back to Court to sue both the Minister and the Attorney General for contempt of court through one of its members, and the matter was still pending in court by close of the year.

State harassment of civil society actors has continued with much impunity. Several CSO actors have been put on the radar of harassment sending a clear indication that the Government is not keen at respecting human rights, particularly the provisions for self-regulation as clearly stipulated in the PBO Act (2013). The NGO Coordination Board issued a circular in 2016 warning expatriates working with NGOs that it will no longer be recommending for renewal of their work permits, citing sections of the NGO Coordination Act of 1990 that the PBO Act is meant to repeal.

The NGO Board has recently leveled accusations against CSOs in the country and giving directives to Government officials at sub-national levels to demand for instant production of registration certificates whenever they are found carrying out any activity.

The road ahead is still fraught with many challenges and we call for all organizations and individuals of goodwill in Kenya and abroad to work together to rescue the sector from apparent strangulation.

Kenya needs a vibrant civil society sector that is able to keep Governments in check and that is able to continually push for effective governance, transparency and accountability throughout the devolved system of government. This is one agenda that PEN seeks to pursue further to ensure that Public Benefit Organizations (PBOs) are operating within an enabling environment to ensure that citizens' rights are delivered at all levels.

The impetus built over the years through the CSO Reference Group (CSRG) needs to continue to create effective CSO lobbies at county and national levels with enhanced capacity and civic agenda. Civil Society and communities have come up with innovations in various sectors that have demonstrated effectiveness and efficacy and we want to work together with PBO Actors and communities to scale of these innovations with the objective of delivering sustainable benefits to poor people





PBO Act was initiated by CSOs as ‘life saver’ to the PBO sector in 2009 and was assented by the then President of Kenya Mr. Mwai Kibaki before he left office in 2013. The wait to see the law implemented has taken another 4 years and the journey ahead is still fraught with challenges.

## 2. Key Achievements and Milestones

### 2.1 Democracy and Governance Program

PEN, through Civil Society Reference Group (CSRG), carried out a number of activities towards promotion of human rights, gender equality and strengthened democratic governance at national and county levels in order to create an enabling environment for CSOs in the Country. A *Leadership and Integrity* training curriculum was designed to support in building capacity of CSO leaders from the counties. Pilot training courses were held for CSO leaders from Nairobi, Kisii, Kajiado and Kakamega counties.

New elections for the Oversight Committee for CSRG were carried out and the new members oriented on their responsibilities and tasks ahead. The committee then met and developed an action plan that was implemented and funded through PEN.

An NGO week was successfully convened in Kajiado County where Kajiado-based Organizations used the platform to showcase their work. Both the County Executive led by the Governor graced the event and the County Assembly led by the Speaker resulting into improved relationship between the County Government and civil society actors.

Amendments to the PBO Act (2013) and delay at commencing the Act by the National Government are a pending agenda for all CSOs, particularly the more than 100 that are members of CSRG. There is need for strengthened engagement and increased collaboration at the County level between County CSOs and the County Governments in deepening rights to citizens, democracy and implementing the constitution.

The membership of CSRG continued tracking and monitoring Government's responses to multipronged advocacy agenda mounted by CSOs on the PBO Act, with PEN providing monthly updates and next plans of action.

A case filed by CSRG is pending in court to resolve Government unwillingness and theatrics over the PBO Act (2013). Key complains include the transfer of NGO department to the Ministry of Interior from Ministry of Devolution and Planning, and non-compliance to recent court orders to implement the Act. This is a process we will continue to keep a close watch on and build coalitions with various stakeholders to ensure that the Government lives up to its own promise to fully abide by the constitution.

#### 2.1.1 CSO Self Introspections

PEN, in collaboration with the CSRG, organized a self-introspection (self-review) workshop for members of civil society to review their performances as CSOs in the sector and together, plan how to respond when the PBO Act is eventually enacted. The workshop also developed plans and mechanism of engaging County Governments in their various dimensions of work.

The self-reflection process resulted in increased engagement with devolved government systems in four counties – Machakos, Kajiado, Kakamega and Nairobi. We anticipate increased demand for capacity building services to the sector as organizations deepen and broaden the scope of engagement through the devolved system. This is a process we plan to engage more in the coming years.



Self-retrospection is a learning process that enables the CSO sector to strengthen accountability systems to citizens, particularly auditing Government's effectiveness in delivering services.

PEN, through the Machakos office, continued to host the Machakos County CSO Network as a pilot of how CSOs can engage in other counties. The objective of this is to improve enabling environment for Civil Society Organizations in Counties for effective service delivery. Working with CSOs and County Assembly of Machakos, PEN mobilized members of the public and member CSOs to participate in public engagement forums throughout the County as required by the constitution. As a result, there was improvement in awareness and contribution by CSOs and County Assembly to county integrated plans and budgets.

In a drive to push for increased service delivery the Machakos network also held round table meetings with the County Assembly Committees to dialogue on issues affecting the County such as budget appropriation in 2016 County Fiscal Strategy Paper. This led to inclusion of marginalized people needs in the budget and also equity in budget share across the County.

The Network also presented a petition on delayed/failure of recruitment of Ward Administrators in Machakos County in accordance to the County Governments Act (2012), resulting into fresh discussions at the County Assembly to speed up the recruitment process. This engagement has set an example on how similar initiatives can be carried out in other Counties and PEN seeks to replicate these processes as a way of strengthening citizens' participation in county-level plans, budgets and activities.

### **2.1.2 Leadership and Integrity Building**

A number of key civil society leaders have continued to leave the sector, a phenomenon that began in 2003, and this has in a way left a leadership vacuum in the sector and negatively impacted its effectiveness. The exodus, coupled with reduced funding to the sector, has seriously dented the capacity in service delivery and advocacy. Building CSO leaders with capacity and vision is therefore a critical pillar in enhancing the effectiveness of the sector. Our overall objective is to strengthen the capacity of the sector and bring back the vibrancy that was its domain in the 1990s. Interventions are carried out through skills training as well as individualized coaching and mentorship and coordination of civil society networking and engagements at county and national levels.

As a first step to achieve this, PEN coordinated capacity needs assessment for county-level CSOs to identify knowledge and skills gaps in broad areas of leadership and governance. Majority of the respondents indicated that they had not had any form of leadership training while those that had, required specific and targeted leadership up-skilling. Over 85% of the respondents expressed desire for training in specific leadership skills such as conflict management, leading and managing organizational change; setting goals and standards; managing diversity at the workplace; working effectively with boards and committees; communicating and delegating effectively and succession planning among others.

Out of this needs assessment, PEN through CSRG carried out two Leadership and Integrity Trainings for CSO leaders drawn from 4 counties - Kakamega, Kisii, Kajiado, and Nairobi, with the purpose of strengthening the leader's leadership capacity for a vibrant and respected sector.

The leaders felt that the training was timely and had significant impact on the participants as highlighted by the case studies below. The training also covered the state of CSO sector - particularly the status of the PBO Act, issues to follow on the implementation of the law, challenges, and threats facing the sector and the need for increased accountability and transparency at all levels.

PEN plans to have this as a continuous training for selected CSO leaders from different counties in Kenya as well as have it rolled out on the "Train-the-Trainers" module, targeting the CSO members as a means of strengthening their effective leadership and governance.



Like in the 90's the vibrancy and ability of CSO sector to hold government to account is being tested once again. The challenge now is that the sector is more fragmented than it was then, making it more difficult to deliver on difficult projects like the PBO Act that require a united front

### Case Studies

John Angasa, from Ad-Meloria in Kisii County, who attended the first phase training convened on 23<sup>rd</sup> to 25<sup>th</sup> February 2016, highlighted his achievements after attending the leadership and integrity training: He developed training materials on devolution, civic education and public participation; and had been identified by the Kisii County as a consultant and trainer on the above issues.

He reported to have trained the County senior staff i.e. Directors and Sub County Administrators using the developed materials. He has also held training sessions with Ward Administrators. He reported that he was scheduled to train Chief Officers and a second session for Ward Administrators on the same. Additionally, he reported to have developed a social auditing manual with guidelines, methods and tools for social audit. He also mentioned that record keeping had improved in the organization that he leads.

Rose Rhiga, a participant from Kakamega, used the knowledge gained to train members of her CSO network, local primary school leadership and members of the County Assembly.

While Mary Mutuku of PEN Machakos office that attended the first phase training, reported that she met with Machakos County CSO Network Committee and provided a brief of the training content and significance of applying it in daily operations. She also developed 2 concept notes aiming at supporting leadership and integrity at county level.

The above examples and others, show that the leadership development programme has had effective change in leadership and this needs to be continued and scaled up to other counties.



Working with Slum Based Media organization has demonstrated possibilities that exist in strengthening the ability of slum people to have their voices heard on service delivery and policy concerns in Kenya

### 2.1.3 Support To Slum Based Media Organisations

PEN has supported the two slum based organisations, Mwelu Foundation and Slum TV, to set up functional management systems and strong governing bodies committed to fulfilling their organisations' missions. We strengthened their compliance to good standards of practice and reporting guidelines. Organisational development given by PEN went hand in hand with the artistic programme development where the two organisations were supported to be creative in their media outputs (Films and photography) that convey aspirations of slum people in Kenya. PEN also supported the slum-based organisations to improve donor compliance and reporting.

Through this support, PEN facilitated the formation a network of slum based organisations called Alliance of Slum Based Organizations (ASMO). ASMO was created to ensure that Slum Based Media organisations are well organised and have a united approach and voice on slum issues. The organisations in the ASMO consortium include Slum Film Festival, Slum TV, Mwelu Foundation, Mathare Foundation, Great Potential African Youths and K-Youth Media Centre.

So far, ASMO has developed certificate level Film Technologies Curriculum to standardize and improve quality of training among member organizations and has started a film school in partnership with Kenya College of Accountancy (KCA) and Kenyatta University. The goal of the film school is to support young slum artists in building vibrant film production that are able to compete nationally and globally.

Our aim is to contribute in building a vibrant art and film economy in Kenya where artists and producers are able to create jobs and earn descent incomes from the film industry. Africalia supports this initiative.

**Through Global South Programme under Orgut Consulting**, PEN supported capacity building of four organisations: Gap Link, Young Ladies Organisation (YOLADA), Local Initiatives Development Agency (LIDA) and Wholistic Empowerment and Development Youth Organisation (WEYO); all which have demonstrated improved management practices and compliance both to donor and best practice governance standards.





PEN ensures that women like these in Machakos in Eastern Kenya have sustainable and cleaner water through construction of water dams, protection of springs and tree planting. About 1 million trees have been planted in Machakos County in the past 10 years.

## 2.2 Natural Resource Management Programme

The greatest achievement under this pillar is the clear demonstration of sustainable development in many projects that were initiated by PEN and that continue to give livelihood support to families living under difficult arid conditions more than 10 years after they were handed over.



*Drinking Water from an improved water source in Muthumo Primary in Machakos County*

Although the programme was negatively affected by low funding in 2016, PEN continued to actualize the aim of providing safe drinking water to 1,500 women and school going children in Mutulani Primary and Secondary Schools. PEN also raised funds and installed three 10,000 liter water tanks in Mutulani Primary and Mutulani Secondary schools respectively. Increased availability of clean water has reduced cases of diarrhea and other waterborne diseases among the beneficiaries. School attendance has also improved among the children due to less sickness in project areas. Mutulani Secondary School also benefitted through a donation of 2 desktop computers to support in equipping students with IT skills.

In the last quarter of year 2016, the project received a grant to oversee the development of a borehole, storage tank and distribution to serve the Mutulani community and its institutions. This project once implemented will ensure improved access to clean and sustainable water source to an entire community of more than 5000 households (approximately 30,000 people).

PEN also continued monitoring and tracking of more than 30 projects in the *Natural Resource Sector* earlier initiated through support of various donors.



Improved management of the environment plus its water sources is critical for food production and survival of crops and livestock. Farmers in Kangundo Machakos County being taught crop management



#### **Farmers Learning Tree Crafting in Kivava Self Help-Groups Eastern Kenya**

We are happy to note that 80% of the projects started in previous years are still in operation, impacting on the lives of the poor particularly of women and children. The following further illustrate development changes reported in 2016:

- In the advocacy for sustainable sand harvesting, community members continued to enforce mechanism of managing uncontrolled sand harvesting through formation and strengthening of sand harvesting societies and more conservation groups in Kangundo, Mwala and Kalama in Machakos. PEN particularly supported the development of mutually agreed home grown rules on sand harvesting whereby harvesting is only allowed for community development projects and for individuals domestic use. As a result there is much reduction in environmental abuse through unsustainable harvesting of sand. The communities are also able to keep a keen eye and manage the exploitation of this exhaustible resource with improved environmental protection.
- Through the capacity building on the various legislations governing natural resources management, the community members continued to lobby and petition relevant institutions such as NEMA regarding the management of local environmental resources.



Conserving Water and environment using Sand-Dams



Sand dams like this (opposite page) help in conserving floodwater and in reducing erosion and destruction of the environment downstream (bottom pictures). They are also vital reservoirs that conserve floodwaters during rain to be used by households' livestock and for crop farming during dry spells. PEN has supported construction and management of more than 30 such water structures in lower Eastern Kenya.

- Community members also continued to mobilize resources for construction of sand dams across the degraded rivers and streams, which act as water reservoirs that also help in trapping sand and in raising the water tables. Over 20 groups formed in Mwala, Kangundo and Kalama actively engaged in conservation activities of promoting soil, water and forest resources management through construction of gabions, sand dams and tree planting campaigns.



**PEN has planted more than 1 million trees in the past 10 years; Tree Nursery in Kyevaluki in Kangundo.**

- There is enhanced partnership with relevant ministries and departments such as Ministry of Water and Irrigation, NEMA, Ministry of Agriculture, Kenya Forest Services among others to provide services to communities towards improving environmental conditions.
- Over this period the community groups involved in afforestation activities continued to plant more than 1 million trees in public places, degraded hills, and riparian areas that were planted in earlier years.

## What they said....

”Since 2006 when we started partnering in tree planting activities with PEN, the environment has never looked better. There is so much change and the people are now able to organize events on environment conservation like planting trees along river banks and in public places like hospitals and schools. No commercial sand harvesting activities in our areas have been reported and we have now embarked in construction of sand dams and protecting water catchment areas”.

***Elizabeth Mule committee member of KADEG CBO in Kalama***

“PEN has been instrumental in promoting tree planting culture among the rural communities in Lower-Eastern Region thus contributing to increased tree cover now estimated at 6.5% .The support given to community groups in form of tools and trainings to establish and manage tree nursery is good practice in promoting seedlings availability during the seasonal tree planting campaigns. Our Kenya Forest Services department will continue partnering with PEN in enhancing conservation of the forest resources by community and avert severe climatic conditions”

***Jemimah Buyana, District Forest Officer (DFO) Kangundo District***





Sand harvesting is a valuable yet environmentally controversial resource. It employs many youths and helps construct cities like Nairobi but if uncontrolled, it creates massive environmental damage such as loss of vital plants and animal species, soil erosion and loss of ground water.

### 3. Lessons Learnt & Recommendation

The PBO Act (2013) is a critical instrument of revamping the vibrancy and transparency of the Public Benefit Organizations (PBOs) in Kenya and we are grateful we have reached this milestone despite Government's refusal to commence the law.

There is need for continued support to the civil society in engaging different players within and outside Government for full and unequivocal commencement of the PBO Act. This is critical in order to move forward with the strategic agenda under Civil Society Reference Group (CSRG) to overhaul CSOs dynamics in the country with enhanced transparency, accountability and vibrancy.

Key among these will be the implementation of the training programme started in 2016 to reach all 47 counties. Further support is also required to help County CSO representatives to interpret the policy documents, Bills, Acts and other documents to simpler versions that the common citizens can understand and to develop engagement plans with respective counties where critical service delivery targeting citizens takes place. The strength of civil society to engage Governments, to network and share with each other will definitely be tested at county level.

There is acknowledgement that PEN has carried out transformative activities with communities and civil society throughout the country in the *Natural Resources* and *Livelihoods sectors* and some of these pilot initiatives need to be scaled up. Documentation of these case studies for lesson learning and wider sharing with stakeholders would be an important first step. This comprehensive documentation should look into PEN's 10-15 years achievements and significant changes that have been brought by the projects on the environment, livelihoods, community assets, social mobilization and capacity building as well as peoples' incomes and employment. We are convinced that most of implementations in the previous strategic cycles have passed proof of concept (pilot) stage and need to be tested to scale or scaled-up nationally with the objectives of expanding PEN's work and mandate to other areas in Kenya and East Africa region.

The engagement with civil society under the *Democracy and Governance Pillar* is also a case in point that needs clear documentation on what has worked and what hasn't including proposing engagement approaches to carry out effective reforms within the civil society sector. We believe that experiences of PEN through the CSRG since 2009 will offer vital lessons to civil society sector in Kenya and beyond. This should include documentation of the processes used to arrive at approval of 2013 PBO Act on film and print and shared for wider learning and posterity of the Civil Society Sector in Africa. We believe and are convinced that we have actually created transformative processes in our work in Kenya.

## 4. Financial Report

We want to express our appreciation to our development partners for their support in 2016 and in the previous years. We received a total of Kshs. 28,748,029 (USD 0.29 million) from more than five donors as shown in 2016 (Figure 1), which was spent with a small overspent on the budget (Figure 2).

Figure 1: **Income Sources for year 2016** (28,748,029)

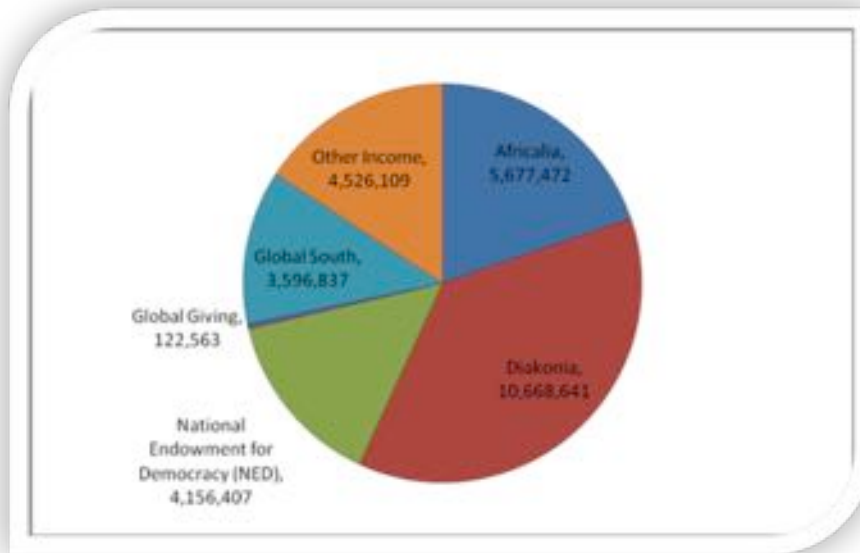
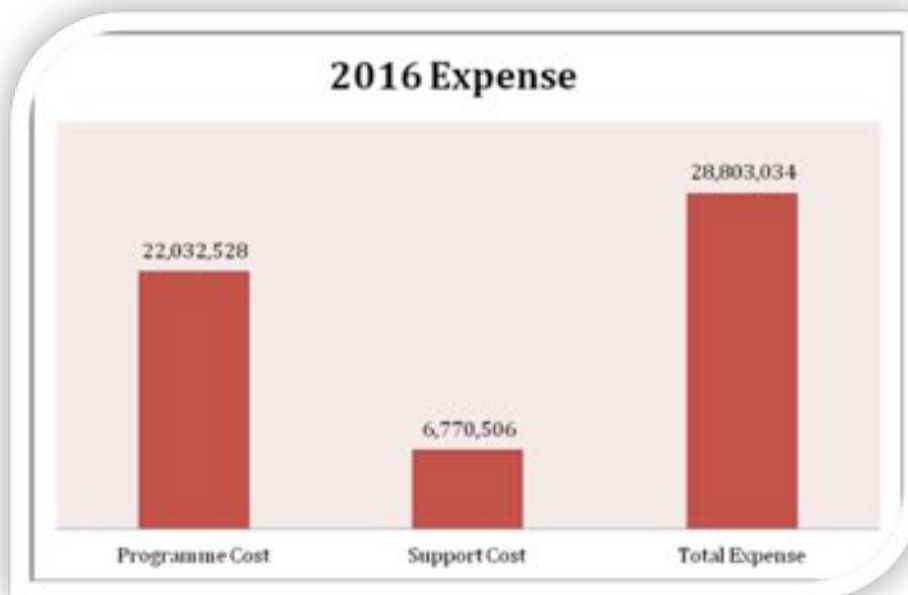


Figure 2: **Expenses for Year 2016**



The *Natural Resource Programme* has been negatively affected by declining funding situation in Kenya as stated in the background of this report and this has affected overall funding to the organization.

We are gratified however, to note that we have managed to keep our spending within budget in the past 14 years as shown under figure 3 below, a outcome of tight financial controls within the organization.

**Figure 3: Income and expenditure Trends 2001 - 2016**





### 5. Staff

PEN has a small secretariat of 6 staff members and 4 full time associate consultants working for sister consultancy firm, PMDC. The entire team consists of 5 women and 5 men, which is a good gender mix. However in PEN, the gender mix is 2 men and 4 women, a trend we are in process of rectifying. Figure 4 shows gender mix over the last 10 years, while Figure 5 is a functional analysis of staff mix (between Programme and Support). Support functions currently outbalance Programme because most of the engagements are subcontracted to CSRG for implementation. At the same time the current staff provides adequate programme support and PMDC provides technical expertise when needed. PEN has a board of 7 members (2 women and 5 men). The board is currently being renewed and PEN hopes to improve the gender mix to 2/3 majority to meet constitutional benchmarks.

Figure 5:

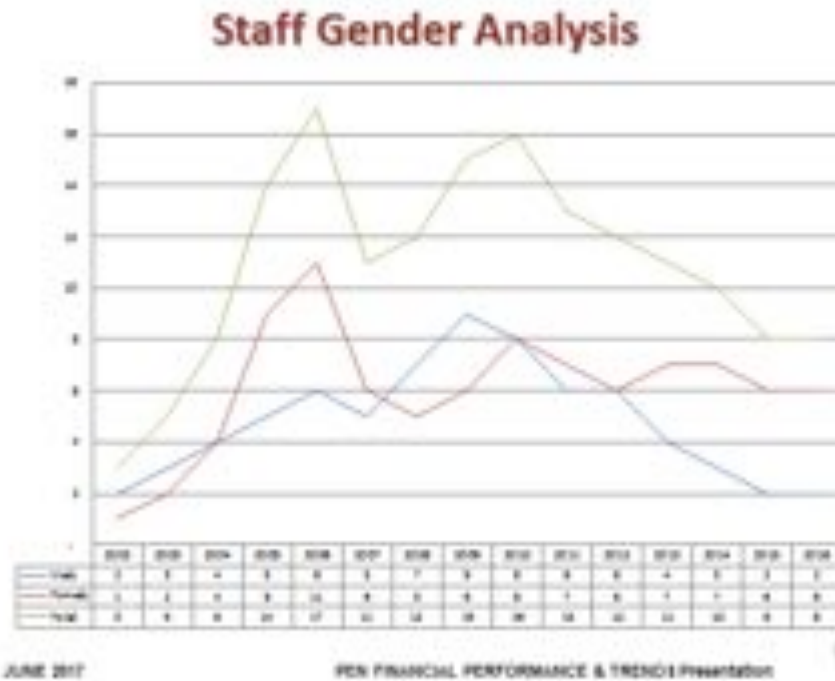


Figure 6:



JUNE 2017

PEN FINANCIAL PERFORMANCE & TRENDS Presentation

