



Strategic Plan

2022

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# Acronyms & Abbreviations

**CoPs** Communities of Practice

**CSO** Civil Society Organization

**CSPP** Civic Space Protection Platform

**CSRG** Civil Society Reference Group

**IEC** Information, Education and Communication

**NGO** Non-Governmental Organization

**PBO** Public Benefit Organization

**PEN Kenya** Partnerships 4 Empowerment & Networking in Kenya

**PMDC** PEN Management and Development Consultants

## Foreword

Since we commenced our operations 20 years ago, PEN Kenya's outstanding work with communities, civil society, and government has demonstrated our commitment to building alliances for better lives. As a key player in the sector, we strive to build partnerships among communities, civil society, government, and the private sector. We believe that if these key players can work together and leverage each other's strengths, then a better society with empowered communities and citizens will emerge. PEN Kenya's profile within the civil society sector among citizens, and from other development stakeholders has continued to grow and it is therefore an opportune time for us to consolidate our strengths and identify opportunities for further improvement of our work among our various stakeholders.

After extensive consultations with the various PEN Kenya stakeholders, a new Strategic Plan for 2022 – 2026 has been developed.

We haven't taken into consideration the changing global trends and the Kenyan context to consider, as priorities, the need to strengthen: the effectiveness and sustainability of citizen's organizations and public institutions; citizens' engagement and participation in public affairs; building resilient

communities; and institutional strengthening of PEN Kenya.

Citizens and their organizations are always our priority at PEN Kenya. We pride ourselves in working with them to transform their communities by putting them at the center of their development. We will continue to build partnerships between them and various government agencies and the private sector to ensure that together, we build resilient communities.

We take this opportunity to offer our sincere gratitude to all those who have contributed to the various stages of the formulation of this Strategic Plan. We call on the continued support of all our stakeholders to make this plan a success.

**“We believe that if these key players can work together and leverage each other's strengths, then a better society with empowered communities and citizens will emerge.”**

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**CHRIS MBITI,**  
Executive Director

## Acknowledgements

PEN Kenya expresses gratitude to its staff who put in a lot of effort in reviewing the previous strategic plan and picking up lessons that were very instrumental to the development of this Strategic Plan. We also express appreciation to PEN Kenya's Board of Directors for their continued support and for providing strategic oversight and guiding the staff in picking the key priority areas for PEN Kenya's interventions.

We also wish to recognize the input and feedback on our programs given by various partners drawn from partner CSOs, County Civil Society Networks, funders, and various leaders from the civil society sector. Their continued insights and critiques help us focus better on translating our interventions to impact.

Finally, we also wish to thank the Consultant, Dr. Katindi Sivi of LongView Consult for providing technical support and facilitating the final drafting of this Plan.









# 1 Introduction



## 1.1 Organizational Background

PEN Kenya is a Kenyan Non – Governmental Organization (NGO) registered since December 2001 as Poverty Eradication Network (PEN). PEN Kenya believes that a strong civil society sector is fundamental to the development of any country and its ability to have a sustainable impact on poverty. PEN Kenya was established to contribute towards the eradication of absolute poverty in Kenya, through building and strengthening the institutional capacity of civil society organizations (CSOs) and other not-for-profit organizations and public institutions.

PEN Kenya recognizes that to support communities to be responsible for their development, CSOs must deliver impact and ensure their long-term viability. Strong and sustainable civil society groups require not only highly motivated, committed, and competent leadership, but also good

governance, strong management, clear strategy, successful fundraising, demonstrated results, public profile, and effective policies, procedures, and organizational systems. CSOs therefore need affordable, appropriate, competent, and effective capacity-building inputs and support, if they are to build upon their innate capacity and strong commitment to their causes.

PEN Kenya works with four main stakeholders: citizens, their organizations (CBOs, CSOs, etc.), the public sector, and the private sector, to enhance coordination and networking with the key aim of making citizens at the center of all development processes. PEN Kenya currently has built partnerships with several organizations and movements across the country (both at national and county levels) and continues to partner with county government departments in selected counties.

## 1.2 Progress Review of the Past Strategic Plan

### 1.2.1 Achievements

**Over the 2018 – 2020 period of implementation of the last Strategic Plan, PEN Kenya achieved the following successes:**

- PEN Kenya was able to build resilient platforms at the county and national level that CSOs could use to share information for collective actions, and for engagement with other stakeholders in development. These platforms continue to champion an enabling civic and democratic space that enhances the work of civil society and other civic actors.
- While working directly with communities, community champions, and their organizations, PEN Kenya was able to assist in the demand for better services from their various

counties. Through this support, communities in 8 counties were able to contribute to the county planning and budgeting processes, an exercise that ensured that their priorities were budgeted for and implemented. **This ensured that the disadvantaged in society are now able to access essential social services like healthcare, education, water, and markets among other targeted interventions.**

- Major progress was made towards guaranteeing an enabling civic and democratic space in Kenya with PEN Kenya and partners continuing to advocate for the commencement of the PBO Act and to respond to new issues and laws that may affect the civic and democratic space. Towards this end, we developed a harmonized draft of PBO Regulations, built capacities of CSO leaders towards compliance with the Act, and created and/or strengthened County PBO Self-Regulation Forums in several counties.
- PEN Kenya was able to initiate public and sectoral conversations on various issues in the public realm. Towards this end, and together with other civil society partners, we were able to develop a Public Interest Scenarios Report on the Impact of Building Bridges for Unity Initiative (BBI) and the 2022 Kenya General Elections by 2025. This report is not only a conversation starter, but also a key document in strategic planning, fundraising, and interventions.
- We worked with CSO leaders to build their leadership and organizational capacities on civic space, public finance management, and governance to ensure that effective and sustainable organizations can deliver on their mandates.
- Building resilient communities through supporting the Mutulani Schools and Community in Makueni County to access water for use. Through the Mutulani Integrated Water Project, we have been able to drill and equip a borehole where the local secondary and primary schools and the dispensary can access clean water for their use.

## 1.2.2 Lessons Learnt

**From the previous Strategic Plan period, PEN Kenya was able to derive some lessons while implementing its programmatic interventions. Key among the lessons include:**

- Need to formalize relationships with County Governments and Civil Society Networks for more coherent partnerships and collaborations.
- To address sector fragmentation there is a need for continued advocacy for collective action by the civil society organizations.
- Need to continue building up the capacity of community champions on various issues where we focus our interventions.
- The quality of knowledge generated from the various interventions forms a big part of learning and adaptation across program areas and project locations and thus should be enhanced.
- Continued enhancing of PEN Kenya's internal capacity to adapt to various dynamics ensures ease in translating interventions to impact.
- Deepening technology integration in our program's implementation enhances our reach and effectiveness.

## 1.3 The Strategic Planning Process

The Strategic Planning Process involved an internal review of the Strategic Plan (2018 – 2020), noting its key successes, challenges, and lessons learnt from its implementation. This review also looked at how PEN Kenya can improve its programming in the new Strategic Plan period considering Covid-19 pandemic disruptions, lessons learned, and the changing context of our work.

A Strategic Planning retreat was held where the staff and selected partners were able to brainstorm on the key priorities for PEN Kenya, key strategies

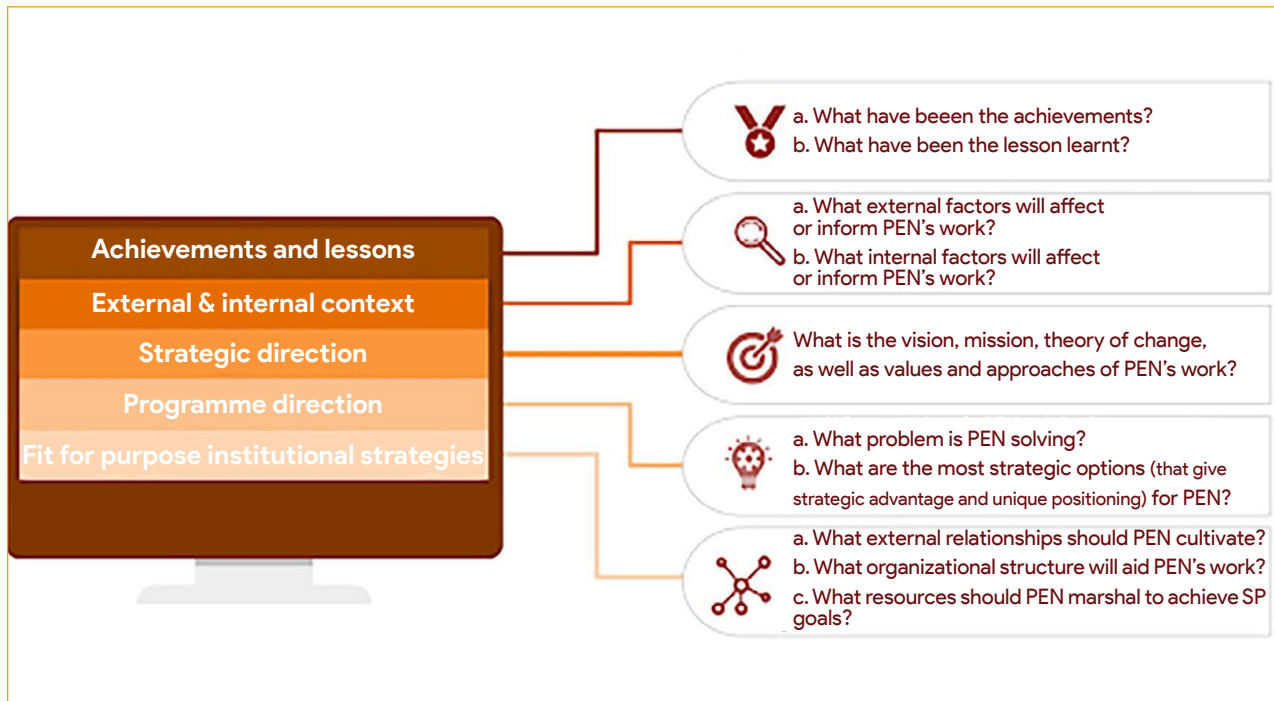


the changing context of our work, and what the future of PEN Kenya’s work should be. It is through this exercise that this document was prepared.



### 1.3.1 Strategic Directions of the 2022 – 2026 Strategic Plan

All the information gathered was used to compile the 2022 – 2026 Strategic Plan. The plan’s objective was to answer the following strategic questions.



### 1.3.2 Strategic Planning Content

This strategy therefore compiles a situational analysis that helps sharpen PEN Kenya’s strategic direction to effectively walk towards achieving its vision and mission through strategic programme direction that re-invigorates the existing programmes. It also helps review the strategic partnerships, the organizational structure, and the resources required in the next five years.

“Towards this end, and together with other civil society partners, we were able to develop a Public Interest Scenarios Report on the Impact of Building Bridges for Unity Initiative (BBI) and the 2022 Kenya General Elections by 2025.”







## 2 Context & Situation Analysis



### 2.1 External Context Analysis

**A core question for PEN Kenya at the onset of this strategic planning process has been – ‘What issues and trends that are external to PEN Kenya can shape its thinking about the future?’**

PEN Kenya operates in a complex and dynamic environment in which current and emerging trends present potential opportunities as well as challenges to its ability to carry out its mission. This question has also been important because, over the next five © years, PEN Kenya recognizes that while the focus areas may remain largely unchanged from the previous strategic plan, objectives, and strategies will have to be changed or fine-tuned in the context of the current development challenges. Most of these challenges are also interrelated and portend both enabling and disruptive effects potentially to PEN Kenya’s work.

<sup>1</sup> The Impact of Covid-19 on African CSOs- “Ongoing Uncertainty and Glimmer of Optimism” October 2021 by epic Africa and @African NGOs

#### 2.1.1 Weak institutions that are unsustainable

Civil Society Organizations in Kenya continue to suffer the effects of lack of proper governance and management structures. This affects their ability to sustainably operate, meet the strict demands of the regulator, effectively translate their interventions to impact, and be accountable to themselves and their beneficiaries. They also have varying gaps in their programmatic and financial management that affect their operations.

The Covid-19 pandemic’s impact continues to be overwhelmingly negative and widespread. Many CSOs have recorded reduced funding with increasing demand for their services. It is estimated that 68.1% of CSOs in East Africa experienced a loss of funding since the start of the pandemic and this remains a serious concern for CSOs in Kenya. The devastating impact of Covid-19 will greatly affect their sustainability and it is estimated that 5.1% will cease operations.<sup>1</sup>

Kenya’s vibrant and dynamic Civil Society has been instrumental in the democratic and developmental gains made by Kenya. However, its relationship with the government continues to be strained because of the sector’s unrelenting campaigns against corruption and other accountability issues. This has mainly manifested through the attempts to amend the PBO Act 2013 and the introduction of retrogressive provisions in existing laws such as the Computer Misuse and Cyber Crimes Act, Prevention of Terrorism Act, Proceeds of Crime and Anti–Money Laundering Act among others, profiling CSOs and their leaders, especially during politically volatile periods such as elections.

The legal environment for CSOs continues to remain the same with organizations continuing to register under the NGO Coordination Act (1990),

Companies Act (2017), Societies Act (2012), or Chapter 164 of the Laws of Kenya governing trusts. However, the legal framework is characterized by multiple laws, which are implemented by different Government ministries, agencies, and departments thus complicating compliance and is prone to abuse by the various agencies.

In terms of CSOs' financial viability, funding for NGOs operating under the NGO Act increased by 8 percent in the 2018–19 financial year, according to the 2019 survey of the NGO Coordination Board. However, 88 percent of NGOs' funds came from sources outside of Kenya, 11 percent from local sources, and less than 2 percent from income-generating activities, such as rentals or consultancy services. Foreign donors prefer to fund short-term projects, mainly in the areas of devolution, citizen engagement, human rights, and accountability but with minimal core financial support to the CSOs.<sup>2</sup>

**Under the next strategic plan period, critical program opportunities that arise for PEN Kenya work in this respect are:**

- Supporting an enabling legal and institutional environment for CSOs at the national and county levels.
- Advocating for the commencement of the PBO Act and its implementation.
- Advocate for reviewing unfavorable clauses in other Acts of Parliament that directly impact civic space.
- Creating and strengthening spaces for dialogue both at county and national levels.
- Strengthening CSO capacities in resource mobilization, internal governance networking, and research.
- Promoting sustainable engagement between

the Civil Society and other stakeholders, especially the public sector, private sector, and private philanthropists (foundations).

## 2.1.2 The Economy, Poverty, and Exclusion/ Inequality

According to the World Bank<sup>3</sup>, the proportion of Kenyans living on less than the international poverty line (US\$1.90 per day in 2011 Purchasing Power Parity (PPP)) declined from 46.8% in 2005/06 to 36.1% in 2015/16. Though there has been a decline in the poverty rate, inequality continues to rise. Less than 0.1% owns more wealth than 99.9% of the population. Further, the richest 10% of people in Kenya earned on average 23 times more than the poorest 10%. This degree of inequality has led to unequal access to opportunities in healthcare and education. Over 2.6 million people also fall into poverty or remain poor due to ill health each year.<sup>4</sup>

At the national level, Kenya's economy is likely to slow down over the next three to five years due to increased public debt which will affect public investments in service delivery projects at national and county levels. On the other hand, increasing costs of living for the majority are likely to intensify poverty and widen economic inequalities.

In the rural communities where PEN Kenya majorly works, inequality also makes it difficult for the poor to invest in education, health, and livelihoods, which in the long run, has a high social cost by undermining the quality of human resources and consequently undermines their long-term development goals.

Due to the unforeseen effects of locusts, drought, and COVID-19, in 2020 and 2021, the economy was projected to decline to 1% as government investments "slowed down significantly, and civil works were delayed by global supply disruptions and the limited supply of labor associated with the

<sup>2</sup> USAID (2020). 2019 Civil Society Organization Sustainability Index for Sub-Saharan Africa.

<sup>3</sup> World Bank, Kenya Economic Update: Policy Options to Advance the Big 4-Unleashing Kenya's Private Sector to Drive Inclusive Growth and Accelerate Poverty Reduction, Edition No. 17, April 2018

<sup>4</sup> <https://www.oxfam.org/en/kenya-extreme-inequality-numbers> (accessed on 16/11/2021)



pandemic”<sup>5</sup>. The COVID-19 pandemic coincided with the start of the maize planting season, the primary staple food.

Following a sharp decline in maize production in 2019 due to early-season drought, the unresolved locust pandemic as well as floods in 2020, food stocks are likely to decline, and food prices considerably increase thus a high cost of living and deepening poverty. Kenya National Bureau of Statistics (KNBS) also projects that job losses are likely to go up to 75% and the aftermath of COVID-19 is a global economic recession. Globally, Sub-Sahara Africa was projected to have the highest increase in the additional number of poor people (23%), earning less than USD1.90 per day.

**Under the next strategic plan period, two critical programs opportunities arise for PEN KENYA work in this respect;**

- Providing support to institution-wide changes to address underlying causes of poverty and exclusion at all levels of governance
- Influencing policy at the County level for fair and equitable resource allocation targeting specific sectors in the community;
- Advocate for implementation of economic policies and legislations that reform the fiscal system and raise sufficient financing for free quality public education and healthcare.
- Work with county governments to influence national government policies<sup>6</sup> that address current economic inequalities in our society.

### 2.1.3 Environmental Degradation and Climate Change

Climate change and natural disasters hit hardest among those already suffering from poverty

and exclusion. Reducing the risk of disaster and planning for future climate change is essential for truly sustainable development. At the same time, climate change places compounded stress on the environment, as well as on economic, social, and political systems. Whether it comes in the form of extreme weather events such as droughts and floods, or just regular events such as unpredictable weather patterns and shifting seasons. Adverse climate change undermines development gains and leads to shortages of necessities among poor people. These circumstances lead to worsening hunger and poverty. Put simply, where poverty is seen as an underlying risk, the climate becomes a magnifier and in many cases a multiplier, of existing underlying causes of risk and increasing dependence of communities on humanitarian aid.

Among many of the rural communities where PEN Kenya works, a majority rely on agriculture and natural resources to survive. For these people, the effects of climate change — limited water and food sources and increased competition for them — are a critical matter. As a result, considering the challenges each community is facing, and then developing localized solutions that will make the biggest impact remains a big challenge. To create real and lasting change, the social, economic, and political realities underpinning climate change need to be addressed, in addition to mitigating the effects on the ground<sup>7</sup>. Going into the next programming phase, **PEN Kenya has an opportunity to broaden its approach to climate-responsive programming by exploring the following opportunities;**

- Promoting the adoption of efficient and greener technologies and systems that can be used across various sectors such as agriculture and water among others.
- Promoting and developing Disaster Preparedness and Early Warning Systems that will ensure communities can better prepare, mitigate, and rebuild after disasters.

<sup>5</sup> World Bank. (2020). Turbulent Times for Growth in Kenya: Policy Options during the COVID-19 Pandemic. Kenya economic update, 21

<sup>6</sup> Policies around preparedness, recovery, emergency response

<sup>7</sup> Source: Experiences and Lessons in Climate Change Integration, Mercy Corps USA

- Enhancing mitigation measures on climate change and environmental degradation.
- Advocating for policies that help mitigate environmental degradation and climate change, and environment and climate change financing to the most vulnerable communities in Kenya.
- Promoting value addition and market chains among producers in the agricultural sector and cottage industries.
- Support job creation, opportunities, and increase in household incomes for disadvantaged households and underserved groups in rural and urban informal settlements through enterprise skills enhancement.
- Work more deliberately with partners in both private and public sectors towards the realization of inclusive market systems.

### 2.1.4 Enterprise Development and Inclusive Market Systems

There is growing recognition that market-led diversification and enterprise development can broaden income opportunities and improve livelihoods for rural poor communities. To respond to this demand, there is a need for approaches and methods that enable local service providers and community development organizations to provide effective front-line support to rural people's market linkage initiatives. This will result in communities developing commercially viable livelihood strategies that can capture benefits from local, national, and higher-value markets, thereby increasing local market initiatives and income while decreasing poverty and dependence.

Across the livelihood interventions and enterprise development, rural communities also continue to experience the impact of changes in market rules, which can often be pivotal moments for empowerment or sometimes disempowerment. For example, the regulations requiring a minimum of 30% access to government procurement opportunities for youth and women have brought about new opportunities for enterprise development and economic empowerment. Another example here is the emergence of a growing need to explore the possibilities of applying inclusive Value Chain Development (VCD) interventions targeting households living in extreme poverty to catalyze sustained food security and improve livelihoods. Across different program landscapes, the key implications for growing enterprise development and inclusive market systems for PEN Kenya include the following;

### 2.1.5 Devolution and Citizen Engagement in Public Affairs

Devolution is one of the main thrusts of Kenya's 2010 landmark constitutional architecture. The Constitution and devolution chapter, in particular, aim to move Kenya towards a more equitable and inclusive future while addressing disparities and historical patterns of marginalization. But devolution does not automatically lead to an improvement in equality or social justice for that matter. Indeed, devolution, like many forms of decentralization, can sometimes be associated with growing inequality, and it should be obvious why this is so. Based on PEN Kenya's core mandate and mission, the major areas of interest are those areas in the Constitution and devolution that speak to citizen engagement and the promotion of sustainable development of communities for social justice, institution building, partnerships, resource development, and policy influencing.

At the political scene, the numerous civic education activities do not seem to have enabled citizens to unpack narratives from different perspectives or help contextualize issues and move people from populist, official public opinions into systemic analysis of issues for deeper influence and meaningful change, a direction of engagement that citizens must endeavor to take. Inadequate civic awareness and the lack of political consciousness





(or just ignorance) have exacerbated the problem of inadequate understanding of the political, economic, and social systems.

Dynastic politics, the reorganization of the old order to maintain the status quo, issues around succession politics, ethnic politics, and the reorganization of party membership, often interpreted to mean political transitions will play a big role in the 2022 elections. Lastly, manipulations of various kinds (psychological, political, or technological) for social change need to be noted as a factor playing a central role in the Kenyan elections. **This is particularly rampant in social media spaces due to the social dynamics of the technological space, its ease of use and speed, anonymity, and ability to disconnect and not take responsibility. Factors for PEN Kenya to consider include;**

- Effectiveness of community engagement in local governance - this means working with local communities on choice and prioritization of projects, transparency & accountability in the county governments, access to information, civic education and having a voice in development priorities, strengthening the institutionalization of structured mechanisms for meaningful and mutually beneficial civic engagement and participation in county development.
- Resources allocation at the community level – this implies working with state and non-state actors to address resource constraints and opportunities for maximizing vertical transfers, aid, civil society resource envelopes, and public investment in county governments while leveraging on community philanthropy in all its forms including volunteerism.
- Value for money in service delivery - examining avenues for public and legislative oversight in public funds use, county development planning prioritization, resource allocation, utilization, and monitoring.
- Supply-side constraints to effective service delivery - this implies capacity to support and development of county government systems for service delivery, strengthening private sector participation, data, and decision making, policy and legislation, county economy competitiveness, market systems, and the enabling environment for sustainable community development.

## 2.1.6 The Financing Landscape and Civic Space

According to USAID<sup>8</sup>, the effects of the 2007-

2008 global economic crisis intensified pressure on foreign governments to significantly reduce funding thus diminishing the resources available to CSOs for their work largely in the South. In other cases, foreign government policies to move from aid to trade, low economic growth rates in Western economies, and long-term structural issues, including the rising costs of public welfare for aging populations resulted in the overall aid budget reduction.

A new focus in the Overseas Development Assistance (ODA) post-2015 proposes to ① move from halving poverty (under MDGs) to ending poverty in all its forms everywhere (under SDGs). This meant that Least Developed Countries (LDCs), especially politically fragile and environmentally vulnerable ones, would get a higher preference than other categories such as Low Medium Income Countries (LMICs) like Kenya, further shrinking available resources to Kenyan-based organizations.

② To move from providing direct support to basic social services like health and education to an all-resources agenda of mobilizing and creating partnerships with other resource bases that can support implementation of these basic services. This means that funding will not only go to CSOs but to private and public sectors to provide both public services and economic opportunities, which further redistributes resources that would otherwise be available to CSOs.

③ To move from the separation of sustainability and development agenda to a unified and universal post-2015 sustainable development agenda means that to be eligible, projects and programs need to demonstrate linkages and alignment with Sustainable Development Goals. In addition, the emergence of in-country multi-donor funding mechanisms gives preference to funding consortia of CSOs and favors the funding of fewer organizations.

These developments in the international financing system meant a reduction in resources going to public benefits organizations which was also exacerbated by the fact that Kenya became a lower middle-income country, meaning that a bigger proportion of resources were given to Kenya's Government and as loans and not grants.

### Strategic Consideration for PEN Kenya

- Diversify PEN Kenya's resourcing besides donor funding particularly through community mobilization of local resources, collaborating with local development organizations, incentivized individual giving, corporate social responsibility programs, income-generating activities, and diaspora philanthropy.
- Target institutional financing and fundraising based on program linkages e.g. between governance, climate change, and economic well-being.
- Build fundraising consortia with like-minded organizations.

## 2.2 The SCOT Analysis

The SCOT analysis was useful in understanding PEN Kenya's strengths and challenges, and for identifying both the opportunities PEN Kenya's to the organization and the threats PEN Kenya faces. This analysis enables PEN Kenya to continue building on what it does best while understanding the areas of improvement. It also uncovers opportunities PEN Kenya is well placed to exploit while working towards ways of managing, eliminating, or navigating around threats that would otherwise pose serious risks to the organization.

<sup>8</sup> United States Agency for International Development (USAID). (2014). The 2014 CSO Sustainability Index for Sub-Saharan Africa



 Strengths	 Challenges
<ul style="list-style-type: none"> <li>• Proper and efficient internal systems and structures that ensure the smooth running of the organization. This has ensured that PEN Kenya can gain the confidence of all its partners (communities, CSOs, and donors) while collaboratively working to implement various interventions.</li> <li>• PEN Kenya’s development model seeks to ensure that communities are the drivers of their development agenda. This model has ensured that PEN Kenya’s interventions respond to the priority community needs, are community-led, and use local knowledge.</li> <li>• Ability to leverage partnerships and networks across the country to implement projects and advocate for common causes. This has ensured that PEN Kenya minimizes the chances of duplicating roles and that it has an increased voice on various issues.</li> </ul>	<ul style="list-style-type: none"> <li>• A brand identity that is not in line with what we do. This necessitated a rebranding process to paint the true picture of PEN Kenya.</li> <li>• A weak learning culture that would enable PEN Kenya to learn from its past successes and challenges.</li> <li>• Poor image building and communication about PEN Kenya’s work thus leading to low impact visibility.</li> <li>• Failure to attract a new Board of Directors thus challenges the transition of the current ones.</li> <li>• Failure to capitalize on the already existing goodwill to strengthen partnerships with donors and other organizations, and to upscale our work around the country.</li> </ul>
 Opportunities	 Threats
<ul style="list-style-type: none"> <li>• Donor shifts in funding. In the recent past, donors have changed from their traditional ways of development cooperation in the global south. Donors have now been shifting to localization of decision-making, Journey to Self-Reliance, and consortia funding.</li> <li>• General elections and transition in 2022. The elections offer the opportunity to deepen Kenya’s engagement with the expected new leadership (at the presidency and national legislature) and in several counties.</li> <li>• Third Round of Devolution (2023-27). The first two rounds of devolution (2013-2017 &amp; 2017 – 2022) offer critical lessons on the effectiveness of devolution. From these lessons, PEN Kenya will be able to rethink their engagement with all devolution stakeholders in the county.</li> </ul>	<ul style="list-style-type: none"> <li>• Government interference. The movement of the sector’s Regulator (the NGO Coordination Bureau) from the Ministry of Devolution to that of Interior and Coordination of National Government was interpreted by the sector as securitizing civil society work, which is not a true representation of the sector’s role.</li> <li>• The failure to commence the PBO Act and the enactment of other civic space legislations are likely to infringe on citizens and CSOs’ ability to associate, express themselves, and carry out their activities.</li> <li>• Shifting of donor funding trends. In the Plan period, we expect to see an increasing shift of donor funding to direct government funding, a reduction of funding in certain programmatic areas such as health, and a preference to funding the private sector in livelihood projects, among other shifts.</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Innovations that have been bolstered and necessitated by (health) pandemics, the need for more efficiency, and the need for greater impact.</li> <li>• The existence of national platforms for collaboration with various Civil Society actors on various issues such as civic space and deepening devolution. These platforms include the Civic Space Protection Platform (CSPP) and the Civil Freedoms Forum (CFF).</li> <li>• The increasing number of laws that affect civic space offers more opportunities for interventions. The civic space laws include the PBO Act (2013), the NGO Coordination Act (1990), and the Access to Information Act (2016) among others.</li> <li>• The increased interest that private sector philanthropists have shown in civic space issues offers increased opportunities for collaboration with the private sector in the protection and promotion of civic space.</li> </ul>	<ul style="list-style-type: none"> <li>• The change of political guard at both the National and County levels. The change of guard is expected to bring about some level of uncertainty as the new governments may adopt different approaches to working with civil society.</li> <li>• Competition from other organizations with the same programs as PEN Kenya's. This may cause challenges of duplication of interventions on specific issues or areas.</li> <li>• Pandemics. The current COVID-19 pandemic has brought about long-lasting changes in how individuals and organizations behave. The threats of future pandemics remain a challenge that PEN KENYA must plan to deal with.</li> <li>• Political instability. With the 2022 Kenyan General Elections approaching, a polarized electioneering period promises divisiveness among the people. This is likely to lead to instability (chances of political violence, loss of property and lives, displacements, etc.) among the people.</li> </ul>

“The effects of the 2007-2008 global economic crisis intensified pressure on foreign governments to significantly reduce funding thus diminishing the resources available to CSOs for their work largely in the South.”







# 3 PEN Kenya's Strategic Direction

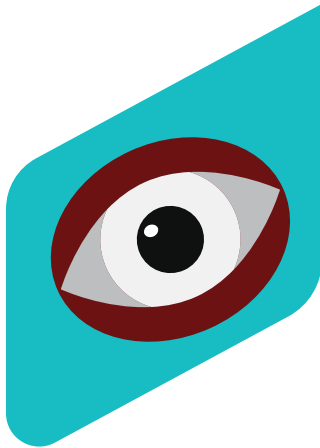


In response to the context, the 2022-2026 strategic planning process generally reaffirmed the core ideological elements, which include the vision, mission, and approaches of how PEN Kenya works to achieve its mission, core values, and theory of change. However, some slight modifications were necessary to sharpen Kenya and contextualize the areas of work for more relevance. PEN Kenya also acknowledged the need to generate a more robust conceptual framework, embedded in the reality of implementing partnerships, empowerment, and networks in an increasingly undemocratic context, against a backdrop of dwindling resources and a context of recentralizing efforts by the state.

“PEN Kenya works to achieve its mission, core values, and theory of change.”



### 3.1 Vision



## Our Vision

A Kenyan society with strong sustainable institutions that enhance equity & dignity of citizens.

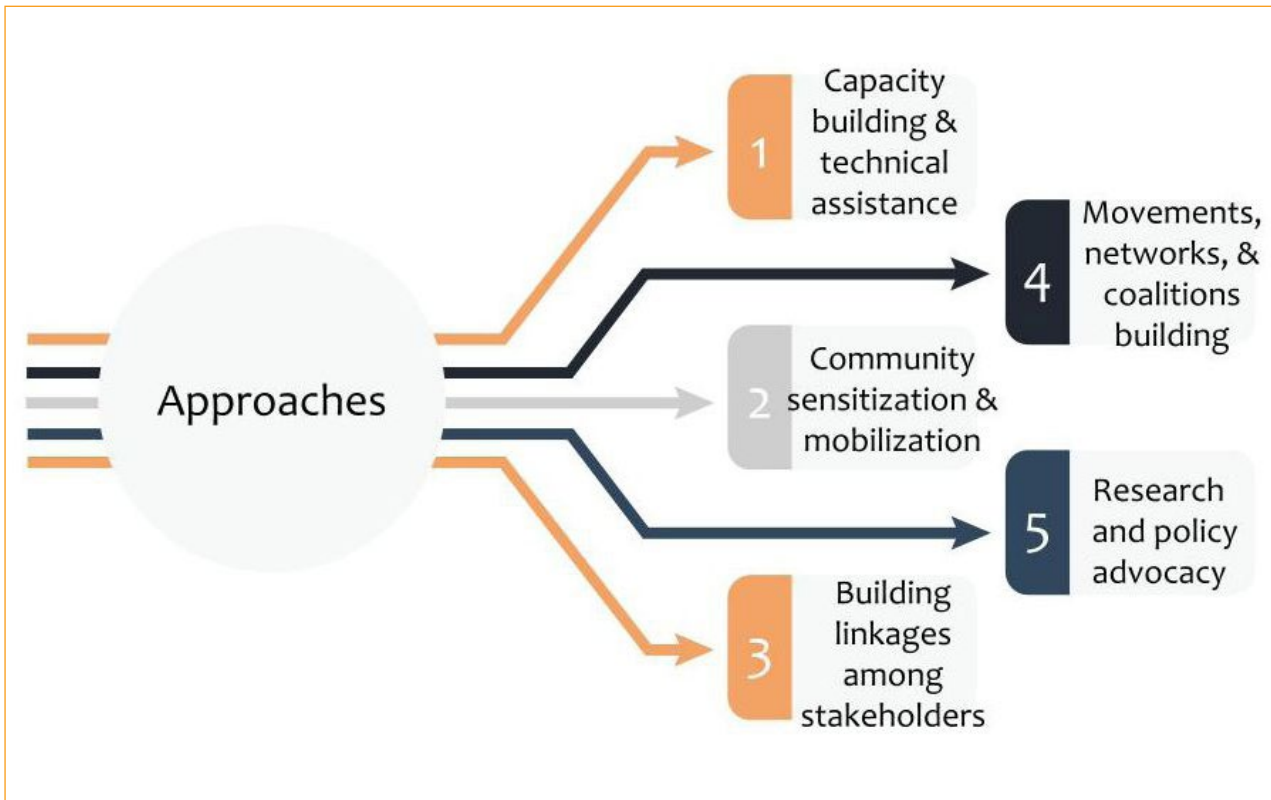
### 3.2 Mission



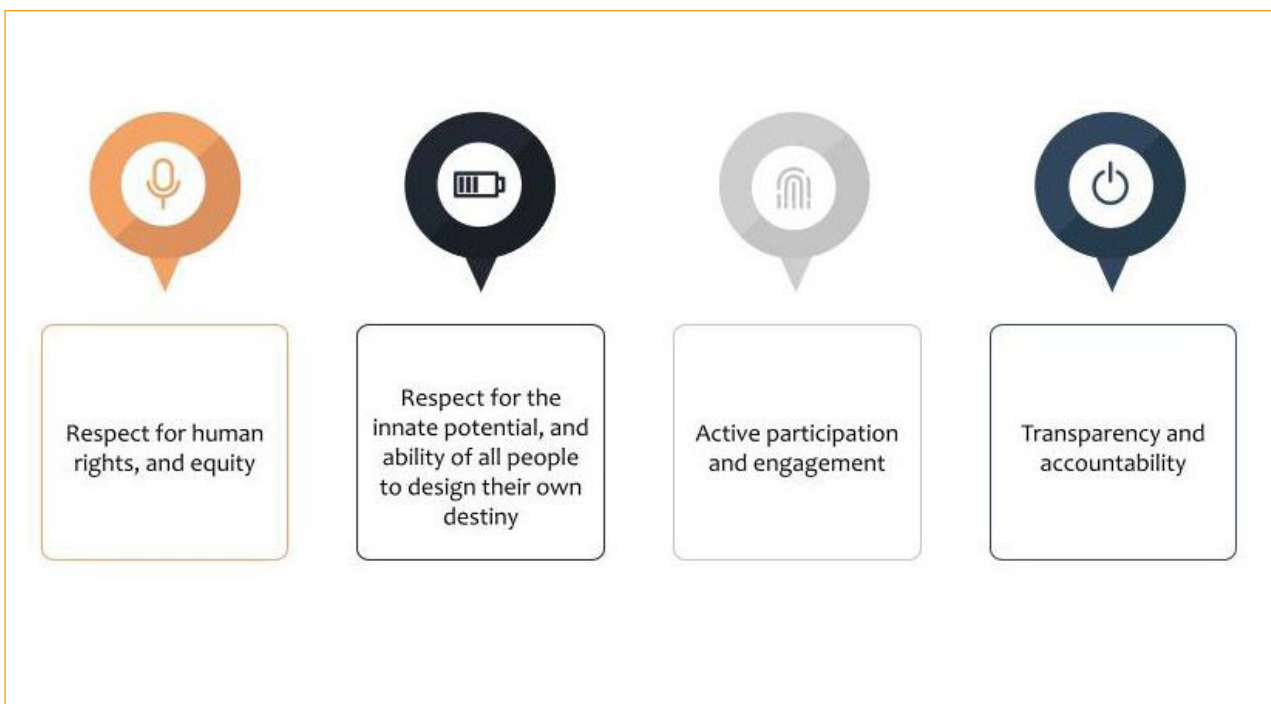
## Our Mission

To enhance institutional capacity and coordination of partnerships for effective service delivery and citizens transformation.

### 3.3 Approaches



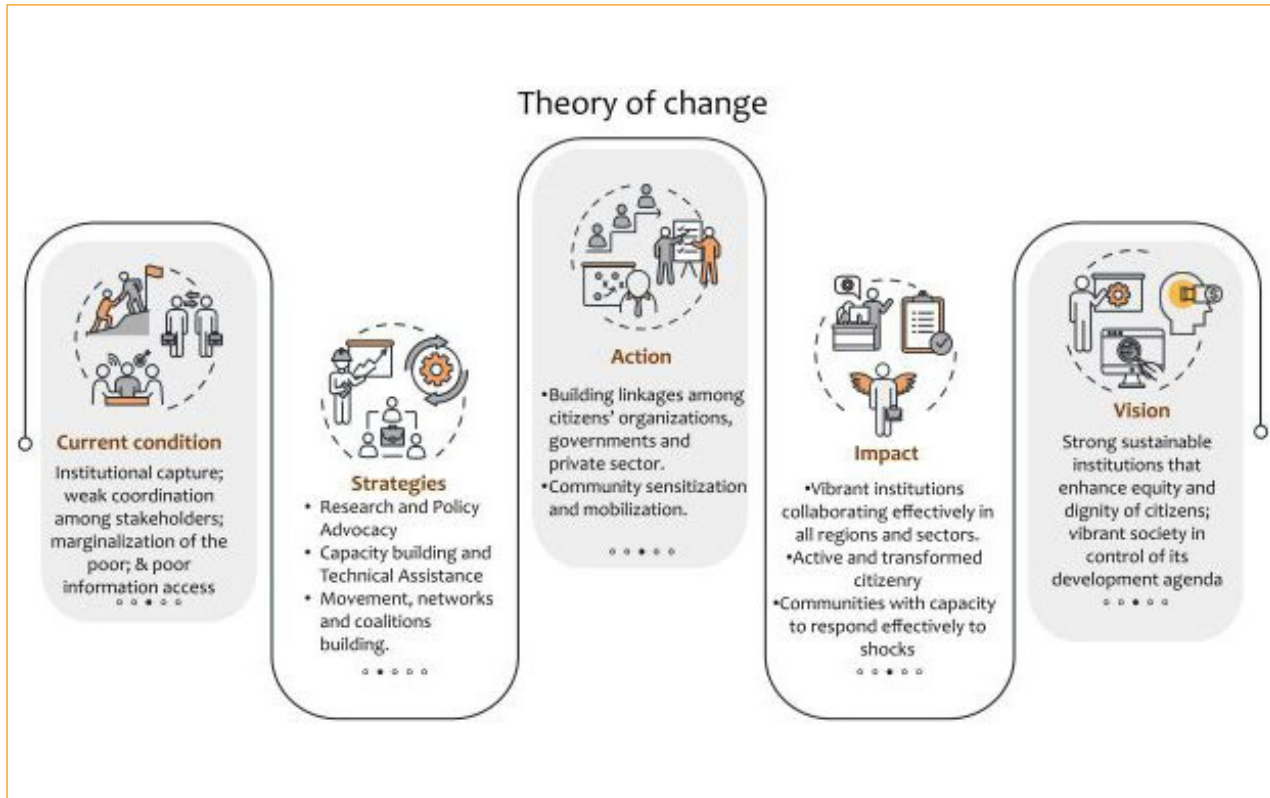
### 3.4 Core Values





### 3.5 Theory of Change

PEN Kenya works with citizens, their organizations, the private sector, and public institutions for we believe, that if we build effective and sustainable citizen organizations and public institutions, entrench citizen participation and engagement in public affairs, and build resilient communities, THEN accountable, transparent, responsive and citizen-centered leadership and development will be realized in Kenya.









# 4 Strategic Program Priorities (SPP)



Informed by the lessons and reflections drawn from the previous strategy, and the contextual environment, the strategic programmatic niche that will enable the organization to meet its objectives going forward falls in the following key areas:

## 4.1 Building Institutional Capacity of PEN Kenya

Enhancing institutional effectiveness will aim at making PEN Kenya a better and more effective organization that strengthens community voice and agency in building responsive and empowered communities. Over the years that PEN Kenya has been in existence, it has evolved through continuous innovation and growth. However, the context has been evolving with the civic space becoming more authoritarian and with the global environment also marred with its complexity and disruptions. For PEN Kenya to respond more effectively to community development needs, changing policy and political contexts as well as other dynamics, PEN Kenya will need to build upon fundamental organizational building blocks like investing in people, systems, tools, and processes while leveraging strategic partnerships.

Another important aspect of the institutional development pillar will be the focus of PEN Kenya organization improvement. The demands from the programming landscape mean PEN Kenya will have to be more agile and give new capacities to staff to develop and deliver more on integrated programs.



### Strategic Goal:

To strengthen and enhance PEN Kenya's sustainability and ability to deliver on its development mandate more effectively and efficiently.

Under this strategic goal, the key interventions will include:

- Improving its staffing numbers, skills, and compensation to the current market rates.
- Increasing its resourcing through expanded fundraising, collaboration, endowment, and other forms of income-generating activities.
- Strengthening Institutional Leadership through the recruitment of new board members and the transition of those whose terms have ended. This also involves having clear succession plans for the management.
- Adopting technology as a way of improving PEN Kenya's efficiency and effectiveness.
- Building PEN KENYA's Research, Knowledge Management, and Communication capacity to ensure it becomes a learning organization able to build on its past successes and to fully engage its stakeholders.



### Indicators of success:



## 4.2 Effective and Sustainable Citizens Organizations and Public Institutions

Citizen organizations and public institutions are at the center of facilitating development at all levels. How effective and sustainable public institutions are directly related to their ability to offer services? Citizens organizations also need to be strengthened to work with the citizens to create the demand – side of service delivery, accountability, and transparency. PEN Kenya will develop and deliver programs that ensure these organizations and institutions are effective and sustainable.



### Strategic Goal:

To empower both citizens and public organizations for sustainability, effective partnerships, and networking.

Under this strategic goal, the key interventions will include;

- Research and Analysis on the effectiveness and sustainability of citizen organizations and public institutions among others to be identified issues.
- Strengthening Collaborations and Networks among CSOs, the private sector, and the government.
- Capacity Building and Technical Assistance. To ensure that organizations can carry out their mandates, continuous support on various issues is needed to build on the organizational capacity to implement various interventions at different levels.



### Indicators of success:



Kenyan-led, Kenyan and Kenyan-managed institutions



Responsive service delivery to citizens

“PEN Kenya will develop and deliver programs that ensure these organizations and institutions are effective and sustainable.”





### 4.3 Citizen Participation and Engagement in Public Affairs

Citizens are at the core of development and remain the principal target of all initiatives. They are also at the core of participatory development and their participation and engagement in public affairs accords them an opportunity to take charge of their development. Through various means of dissemination and capacity-building efforts to provide accurate and persuasive information as well as create spaces for multicultural and multi-sectoral learning, the missing voices of marginalized groups in society are heard, and they are persuaded to actively engage in civic matters in their communities. PEN Kenya will develop and deliver programs that enable its constituents to ensure that they engage with the relevant civic bodies and carry out social justice work that results in people’s dignity.

- Citizen mobilization to demand accountability from duty bearers and the institutions. Through this, citizens will be able to hold leaders accountable, ensure proper project implementation, and be part of the decision-making at both county and national levels.
- Civic and political education among the Kenyan citizenry to ensure that they can make informed decisions at the ballot and beyond. This is intended to bring about active citizen engagement in political processes, especially in ensuring that the right individuals occupy the political offices.
- Promote and ease access to information to enable citizens to make informed decisions and to effectively participate in public affairs.



#### Strategic Goal:

To promote effective citizen participation and policy influencing social justice and sustainable development of communities.

**Under this strategic goal, the key interventions will include;**

- Citizen sensitization will build on their knowledge and skills on various issues that affect them, and on how best to respond to them or to engage duty bearers in finding solutions to the various challenges.



#### Indicators of success:



Citizens’ autonomy to exercise their rights and privileges in representing their interests, and effectively carrying out public oversight in a responsible and self-determined way.



Structural and political alignments of service delivery frameworks for inclusive, accountable, and proximate service delivery.

### 4.4 Building Resilient Communities

Communities face threats and vulnerabilities occasioned by challenges of climate change and environmental degradation, food insecurity, political instability, lack of social cohesion, and poor community information flow. The development potential of these communities is pegged on their ability to stay resilient to the shocks relating to the above vulnerabilities, their ability to cope and adjust, and their capacity to cope with future occurrences

or reoccurrences of these social, political, and economic shocks.

Climate change has far-reaching consequences for the poor and marginalized, the majority of whom depend on subsistence agriculture for their livelihoods and have a lower capacity to adapt. Other notable effects of global warming include a reduction in the land suitable for agriculture; a reduction in the length of cropping seasons and yield potential from rain-fed agriculture; worsening water stress; and destructive flooding. The weak capacity of citizens, their institutions, and the government to mount effective adaptive mechanisms further compound these effects.

Discovery of new mineral wealth also brings with it a mixed bag of benefits and problems, largely attributed to the environmental impact of these extractives. However, local communities rarely benefit from such mining and generally remain some of the poorest communities, often afflicted with poor social amenities, and health among other challenges.

used across various sectors such as agriculture and water.

- Promoting value addition and market chains among producers in the agricultural sector and cottage industries.
- Promoting and developing Disaster Preparedness and Early Warning Systems will ensure that communities can better prepare, mitigate, and rebuild after disasters.
- Enhancing mitigation measures on climate change and environmental degradation.
- Promoting collective community actions that mitigate the effects of disasters that befall communities.
- Promoting policies that strengthen benefit-sharing between communities, the private sector, and the government.



**Strategic Goal:**

To promote innovative and sustainable technologies and interventions that ensure that communities become more resilient to threats and vulnerabilities.

**Under this strategic goal, the key interventions will include;**

- Promoting efficient technologies that can be



**Indicators of success:**



Reduced vulnerability and increased resilience to a wider range of shocks and stressors among currently poor households.



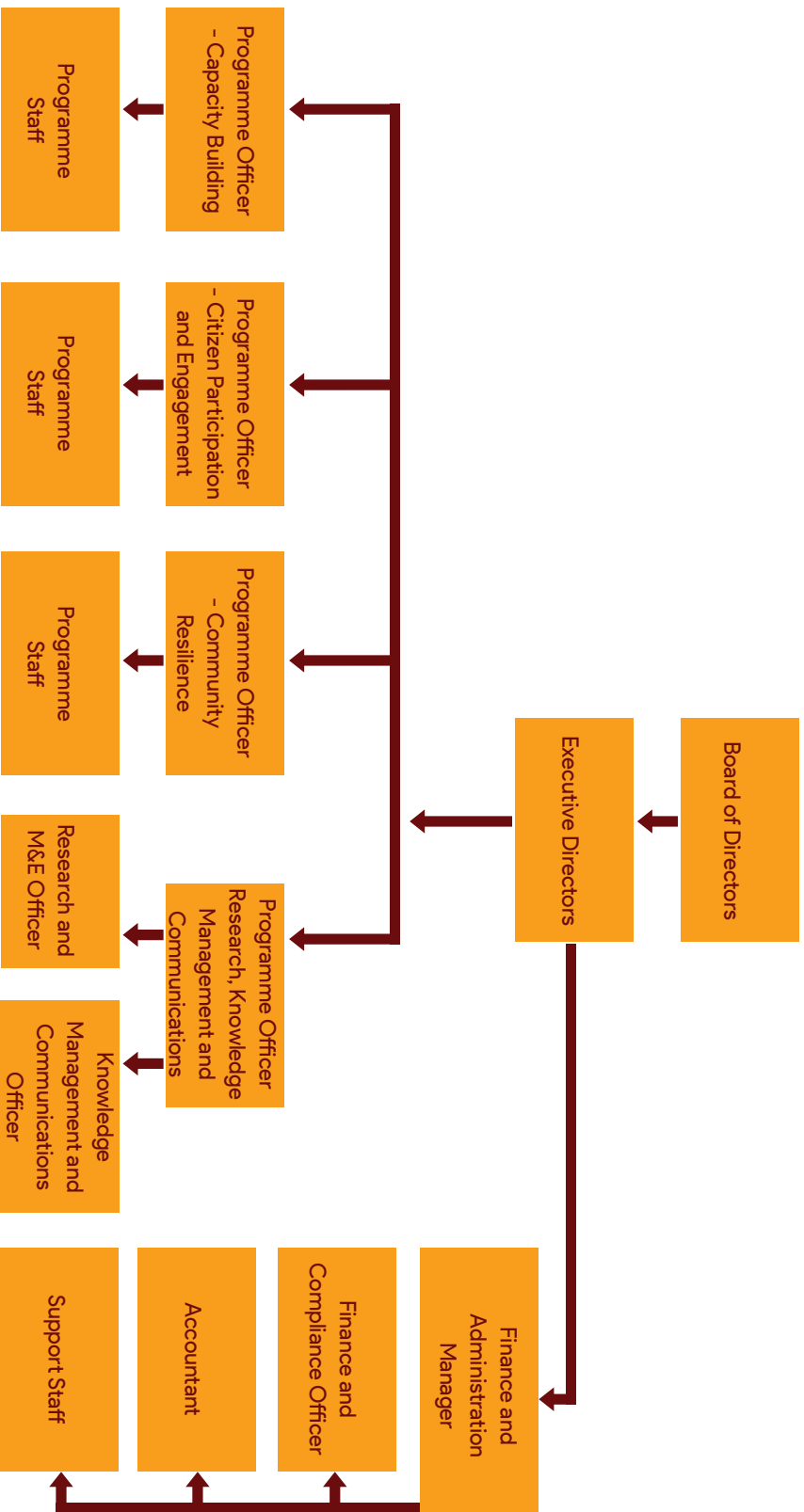
Enhanced capacity of formerly marginalized groups to organize and act to address community challenges in collaboration with local leaders.



Increased county budgets to social sectors that mitigate community vulnerabilities.

# 5 Organizational Implications

## 5.1. Proposed Organizational Structure





## 5.2. Monitoring and Evaluation Framework

One key objective of the Monitoring and Evaluation framework in PEN Kenya is that it is useful in ensuring programs can continually reflect on the experiences and results during the implementation period. As such, monitoring and evaluation will continue to guide various interventions as part of the routine management of work. In addition, the information will be useful in communicating the progress in attaining results, learning, and improving decisions for improvement.

Key result areas	Strategic Objective	Interventions	Indicators	Baseline	Target	
<b>Strategic Programme Area 1: Building Institutional Capacity of PEN Kenya</b>						
Reduce overdependence on donor funding and diversify sources of funding	To Strengthen and enhance PEN Kenya's sustainability and ability to deliver on its development mandate more effectively and efficiently	Diversify our funding sources	Increase in # of donors	4	Increase of 2 donors annually	
			Increase in multi – year grants	3	Increase of 1 multi-year grant per year	
			% increase of annual budget	KES 28M	25% Annual per annum	
		Strengthen PEN Kenya's Business Arm (PMDC)		Core grants	0	2 core grants
				% increase in annual income donated by PMDC to PEN Kenya	Kes. 2 M	20% Annual
		Build an Endowment Fund		Establishment of Endowment Fund Account	None	Endowment Fund Account established
				Amount saved in the Endowment Fund Account	KES. 0	KES 3M in the 1st year and thereafter 10% annual
				# of staff in each program area	1	3 per area
		Build staff capacity on strategic Programme areas		# of staff trained on strategic Programme areas	8	15
# of staff attending strategic work-shops	1			4 per year		
Improve performance by getting more and better results with limited resources						

Key result areas	Strategic Objective	Interventions	Indicators	Baseline	Target		
Strengthen Institutional Leadership (Board, managing transitions, succession		Diversify our funding sources	# of systems, policies and procedures reviewed	6	7		
			# of new systems, policies and procedures adopted	3	3		
			Annual External Audits	1	1 per annum		
			Digitization of internal processes	1	4 internal processes part – digitalized (Activity Implementation & MSE; HR; Procurement)		
			Review of Board Charter	1	1		
			# of new Board Members	3	7		
		Board training and transition management		Succession plan development	Training of Board members and Senior management		
					Succession plan operationalization	1	1
					# of staff dedicated to the offices	3	3
					Communication Strategy developed	0	1
					Regular production of relevant publicity and branding content	1 per quarter	1 publicity material monthly
					KM Framework developed	0	Framework developed
Communication and Knowledge Management		Develop a KM framework (Research, MERLA & communication)	MEL Framework developed	0	Framework developed		

**Strategic Programme Area 2: Effective and Sustainable Citizens Organizations and Public Institutions**



Key result areas	Strategic Objective	Interventions	Indicators	Baseline	Target		
Research and Analysis	To enhance the capacity of citizens organizations and public institutions for effective service delivery	Build internal capacity for policy research and analysis	# of staff capacity built through training in Policy Research and Analysis	8	15		
		Conduct relevant research	# of research reports produced	4	4 annually		
		Strengthen relevant strategic networks	# of CSOs networks actively engaging in public affairs	10	24		
		Establish a Partnerships (Networking & collaboration) Framework	Developed and adopted Partnerships Framework	0	Framework established		
		Conducting needs assessment	# of CSO needs identified	2	2 needs annual		
		Consortia fundraising and alternative resource mobilization approaches by CSO Networks	# of networks who have successfully fundraised	3	8 networks by 2026		
		Development of training curriculum responding to the themes	# of training curricular developed	0	5		
			# of capacity building interventions undertaken	1	5		
		<b>Programme Area 3: Citizen Participation and Engagement in Public Affairs</b>					
		Citizen sensitization and mobilization to demand accountability from duty bearers and the institutions	To deepen citizen voices and actions for effective and equitable service delivery	Strengthen citizen engagement spaces	# of active spaces created/ strengthened	9	24
Create linkages with relevant oversight institutions	# linkages formed			5	24		
Organize devolution service delivery week	# of devolution service delivery weeks held			0	1 per year		
Strengthen Social accountability platforms	# of strengthened platforms			9	24		

Key result areas	Strategic Objective	Interventions	Indicators	Baseline	Target
Civic and political education		Develop popular versions of citizen participation handbooks and relevant Information, Education and Communication (IEC) materials  Development of a training curriculum of civic and political education  Training and sensitization fora	# of developed popular versions	2	2 per year
			# of developed IEC materials	0	2 per year
			# of training curricular developed	0	1
			# of trainings/sensitization cycles	0	1 cycle per year
<b>Strategic Programme Area 4: Building Resilient Communities</b>					
Value addition and supply chains	To enhance capacity of communities to respond to social, economic, environment and political Vulnerabilities	Uptake of appropriate technologies and practices  linkages to markets and relevant institutions  Activation/ strengthened Community spaces  DP/EWS Systems strengthening	Appropriate technologies and practices taken up	3	3 per year
			# of market linkages	1	1 linkage per year
			# of linkages with standard and certification institutions	1	1 linkage per year
			# of community spaces activated/ strengthened	15	24
Disaster preparedness and Early Warning Systems (DP/EWS)			# of DP/EWS Systems strengthened	2	10
			# of threats identified beforehand	4	As picked by DP/EWS
		Linkages with relevant institutions	# of institutional linkages created/ strengthened	3	1 per county of operation per year



Key result areas	Strategic Objective	Interventions	Indicators	Baseline	Target
Climate change and adaptation		Policy influencing	# of briefs, analysis, memoranda, dialogues on policy	4	2 per year
			# of policies (including laws) adopted/reviewed/implemented/abolished	3	1 per year
			# of peer learning exercises	5	1 per year
		Adaptation of best practices & cross learning	# of best practices adapted	5	1 per year
			Linkage with relevant institutions	3	1 per county of operation per year

### 5.3. Stakeholder Analysis

Stakeholder mapping to determine a key list of relevant groups, organizations, and people; stakeholder analysis to understand stakeholder perspectives and interests while visualizing possible relationships from shared objectives and areas of mutual convergence is critical for the success of PEN Kenya to move forward. Critical stakeholders for the next five years are listed below but are not limited to:

Stakeholders	Stakeholder Needs (SN)	Organizational (PEN Kenya) needs	Actions
<b>Funding partners</b>	<ul style="list-style-type: none"> <li>• Research studies</li> <li>• Publications</li> <li>• Evidence for community impact</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional funding</li> <li>• Programme funding</li> </ul>	<ul style="list-style-type: none"> <li>• Seek technical and financial partnerships</li> </ul>
<b>Community Partners (CBOs, CSOs and CSO networks at County level, etc.)</b>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Capacity building and technical assistance</li> <li>• Collaboration platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Active participation</li> <li>• Joint project implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Develop joint project designs</li> <li>• Joint events and policy campaigns</li> </ul>
<b>National CSO Partners</b>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Partnerships</li> <li>• Collaboration platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Information</li> </ul>	<ul style="list-style-type: none"> <li>• Develop joint project designs</li> <li>• Joint national policy advocacy and campaigns</li> </ul>
<b>County and National Government Institutions</b>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Partnerships</li> <li>• Capacity building and technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Information</li> </ul>	<ul style="list-style-type: none"> <li>• Develop joint project designs</li> <li>• Joint policy consultative events</li> <li>• Joint review of policies and laws</li> <li>• Involvement in Accountability events</li> </ul>
<b>Private sector</b>	<ul style="list-style-type: none"> <li>• Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Joint project interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Community project support</li> <li>• Involvement in Accountability events</li> </ul>
<b>Media sector players</b>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Partnership</li> <li>• Capacity strengthening</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Publicity</li> <li>• Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Develop joint project designs</li> <li>• Joint policy consultative events and campaigns</li> </ul>

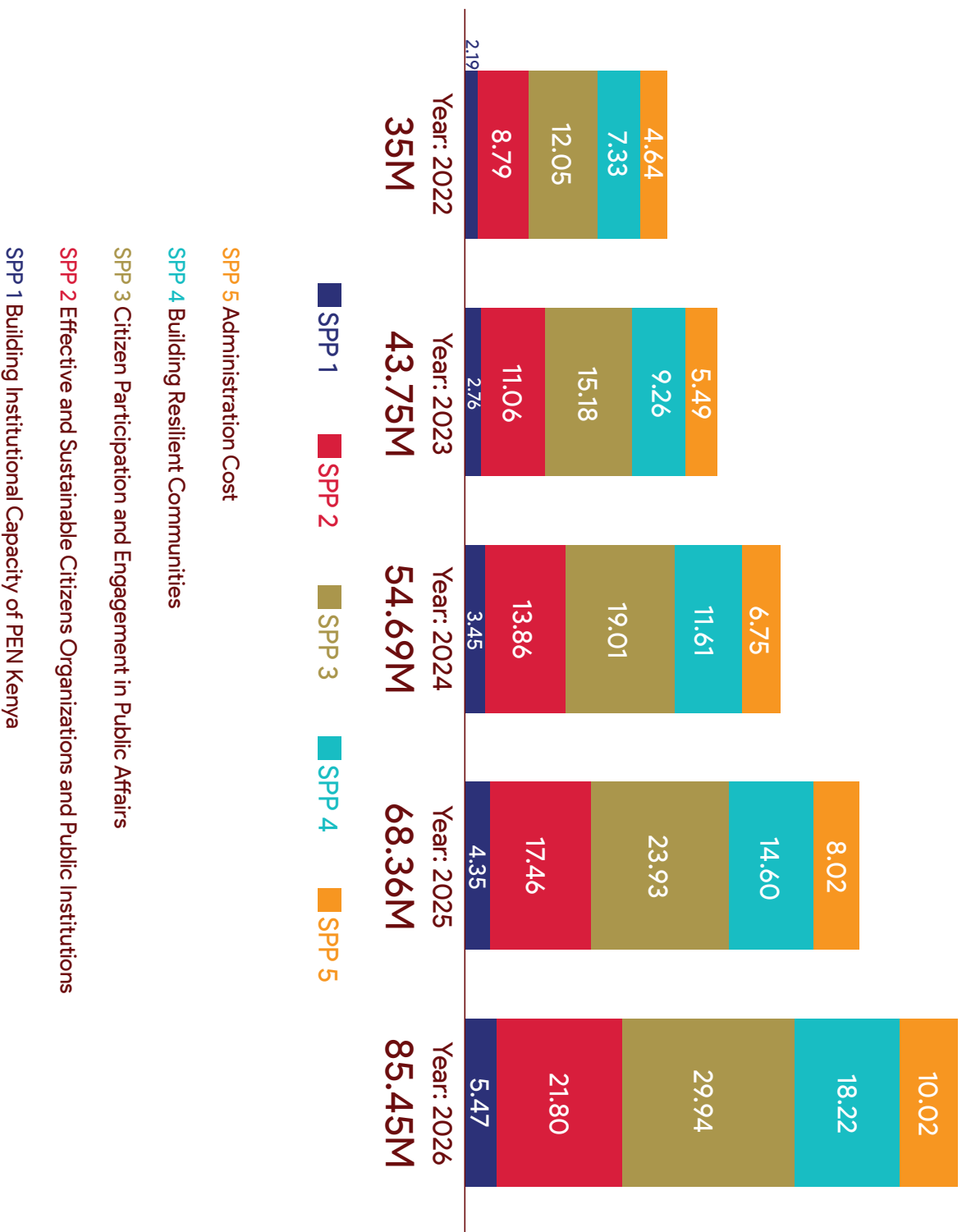


## 5.4. Budget

### STRATEGIC PROGRAM PRIORITIES

COST CENTRE	YEAR 2022	YEAR 2023	YEAR 2024	YEAR 2025	YEAR 2026	TOTAL
	SPP 1-Building Institutional Capacity of PEN Kenya	2,187,500	2,764,544	3,452,367	4,351,183	5,466,667
SPP 2 - Effective and Sustainable Citizens Organizations and Public Institutions	8,788,377	11,058,175	13,859,504	17,461,984	21,801,590	72,969,630
SPP 3 - Citizen Participation and Engagement in Public Affairs	12,050,439	15,183,049	19,013,038	23,931,506	29,936,512	100,114,544
SPP 4 - Building Resilient Communities	7,330,044	9,259,027	11,607,960	14,599,364	18,222,225	61,018,620
SPP 5 - Administration Cost	4,643,640	5,485,206	6,754,632	8,015,337	10,022,224	34,921,038
G-TOTAL	35,000,000	43,750,000	54,687,500	68,359,375	85,449,219	287,246,094

## GRAPHICAL PRESENTATION OF THE PROJECTED EXPENSES







Building Alliances - Better Lives  
pen is a trade name  
of Poverty Eradication Network

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