



# Strategic Plan 2019-2023

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

CoK	Constitution of Kenya
CSOs	Civil Society Organizations
GoK	Government of Kenya
ICT	Internet Communication Technologies
NGO	Non-Governmental Organizations
OCA	Organizational Capacity Assessment
SDG	Social Development Goals
ERS	Economic Recovery Strategy for Wealth and Employment Creation (2003-2007)
NCIC	National Cohesion and Integration Commission - Kenya
NSA	Non-State Actor
BDS	Business Development Support Services

## FOREWORD

Established in 2009 Pamoja for Transformation is a national Non-Governmental Organization (NGO) registered in Kenya as a Trust. The organisation envisions a Peaceful, just and prosperous society. We work in conflict affected communities in East Africa, serving marginalized and disadvantaged people. We especially work with conflicted communities, supporting them to transit from crisis and poverty to peace and development. We have over the years built a strong track record in the fields of conflict transformation and economic development.

The organisation has continued to grow over the last six years. We however recognize the need for continued organisational dynamism to enable us to remain in tandem with the evolving dynamics of global and local responses to conflicts, as well as to assure continued provision of responsive, quality and integrated services.

This strategic plan seeks to consolidate the organisational focus and technical expertise, while strengthening the technical capacities, systems, financial and human resource capabilities. The plan outlines the strategic vision and ambitions as well as the intervention strategies for reaching the same. Clear objectives targets have also been set for respective strategic focus areas.

The rationale for the choices contained in the plan are substantially based on our track record, lessons learnt from our past practice as well as conclusions from the analysis of our operating context. There has been deliberate effort to align these priorities with Kenya's development priorities, as well as with international development agenda as contained in Sustainable Development Goals (SDGs).

The Strategic Plan is anchored on four key pillars around which our work will be focused over the plan period. These are: **Governance; Conflict transformation, Cohesion and Integration; Enterprise Development; and Institutional Development.**

We seek through these pillars to contribute to existence of a peaceful, cohesive and harmonious society. This is realized by addressing systems, structures and norms that entrench poor governance; restrict people's equitable access to assets, resources and opportunities; as well as elements that constrain citizens' choices and agency. We aspire in the long run to contribute to a well governed Nation State, in which citizen attain the highest possible quality of life, and live in harmony with each other, within ecological limits.

We acknowledge that achieving these ambitions requires that we leverage the efforts of other actors. We will thus pursue a system orientation, working with multiple stakeholders, while pursuing multiple strategies across multiple levels. We will also use these partnerships to scale and accelerate solutions that we have tested and proved to work.

We sincerely appreciate, our partners, collaborators and constituents who continue to subscribe to our vision, for their continued moral, financial and/or material support. We are confident of making considerable progress towards the global goal of peace and development with your support.

Hezron Masitsa  
Chairman, Board of Directors

Stephen Kadenyo  
Executive Director

## SECTION 1: BACKGROUND AND INTRODUCTION

### 1.1 About Pamoja for Transformation

Pamoja for Transformation is a National non-partisan Non-Governmental Organization registered in Kenya under the NGO Coordination Act of 1992. We seek to contribute to resolving structural and latent conflicts that commonly arise from weak governance systems, historical injustices, ethno-politics and economic inequalities.

We work amongst conflict affected communities in East Africa, supporting local, community-based initiatives that strengthen resilience against violence and promote economic opportunities and employment. We mainly work with disadvantaged groups such as women and youth; pastoralists, informal settlement and rural communities.

The organisation operates at the nexus of security, peace and development, and works with civil society, private sector and state institutions to address the drivers of ethno-political and gender-based violence as well as poverty. We therefore adopt an integrated approach to development that combines peace building and economic development strategies to attain sustainable change.

Since its inception in 2009 Pamoja for Transformation has implemented projects in rural and urban areas at the Coast, Nairobi, Western and northern Kenya. We attach particular importance to capacity development in the areas of civic rights and duties, electoral processes and business development. All projects contribute to the goal of improving the safety and socio-economic situation of disadvantaged communities.

### 1.2 Who We Are: Organizational Identity

#### Vision Statement:

1. A Peaceful, Just and Prosperous Society

#### Mission Statement:

1. To support communities affected by conflict to move from crisis and poverty to peace and development.

**Core Values:** Pamoja for Transformation is guided by the following ideals:

1. **Equity and inclusivity:** We believe everyone deserves impartial access to resources, rights and opportunities hence support actions that deepen mutuality, equity and equality.
2. **Tolerance:** We respect and appreciate people's diverse beliefs, values, feelings and experiences.
3. **Integrity:** We hold ourselves to the highest level of moral and ethical uprightness, honesty and transparency.
4. **Accountability:** We are committed to judicious and transparent management of processes and resources entrusted to us.
5. **Collaboration:** We nurture working relationships based on partnership principles of mutual respect, complementarity, reciprocity, shared value and joint learning.

## Our Philosophy

We believe that good governance is central to the existence of a peaceful, just and prosperous society. We especially appreciate that inclusive dialogue, and (equitable) access to rights, resources, and opportunities are central to peaceful coexistence and human dignity. We appreciate that for this to happen, a systems approach that allows for integrated development, as well as multi actor engagements across sectors and levels must be genuinely pursued.

Our work is premised on the foundation that communities are drivers of their own development and therefore empowering them will bring sustainable change. We thus support and work with strategic and innovative multi-level initiatives, including provision of tools and resources that seek to engineer social transformation from below.

We are especially guided by the following ideals:

1. **Partnering for impact:** We bring people together across divides to find sustainable solutions to overcome violence and poverty.
2. **Supporting community-led change:** We invest in and strengthen local community systems and structures to enable them to drive and sustain home-grown solutions.
3. **Integration:** We acknowledge the interconnectedness of drivers of poverty and violence, hence promote holistic approaches that link peace work with structural development.

### 1.3 Our Offer: Value Proposition

We offer our beneficiaries and partners the following:

1. New knowledge, evidence and innovative solutions (tools, best practices) in peace building and economic development, generated through our implementation and evidence building work.
2. Competitive and tailored capacity development support and or systems strengthening for purposes of enhanced service delivery and realisation of both individual and institutional goals.
3. Opportunities to leverage on our geographical coverage, technical know-how, and networks for purposes of (joint) delivery and or scaling up of various developmental responses.
4. Greater visibility and profiling associated with our trusted and reputable brand and goodwill.
5. Facilitation of processes and safe spaces that promote self-reliance and social justice.
6. Valuable experienced strategic partner for complementary delivery of shared local, national and international development goals.

## SECTION 2: ANALYSIS OF THE OPERATING CONTEXT

Cognizant that the external context may change over time, this section of the strategy provides a high-level overview of the situation in Kenya as at the time of developing this strategic plan. We will adjust the strategy as necessitated by external changes while remaining true to our mission.

### 2.1 Analysis of the Peace and General Development Landscape

#### 2.1.1 Legal, Policy and Institutional Frameworks

Pamoja for Transformation believes that appropriate regulatory and institutional conditions are needed to secure a peaceful and prosperous Kenya. These include amongst others: institutionalised responsive leadership; respect for human rights; effective, transparent and accountable public institutions; equitable distribution of public wealth or opportunities and sanctity of the rule of law.

Kenya has made several strides towards strengthening its regulatory frameworks geared towards peaceful coexistence. These include a revamped Constitution of Kenya (CoK) 2010, National Accord and Reconciliation Act 2008, National Policy on Peacebuilding and Conflict Management, and the Kenya National Dialogue and Reconciliation Framework. Several institutions have also been created to address conflict including: The Commission of Inquiry into the Post-Election Violence in Kenya; the Independent Review Commission; the Interim Independent Boundaries Review Commission; the National Cohesion and Integration Commission; and the Truth Justice and Reconciliation Commission; and the *Nyumba Kumi* Initiative.

In spite of these developments, important gaps still remain particularly in the operationalisation of these legal, policy and institutional frameworks. Another concern that plagues efforts towards national cohesion is weak institutional capacity of agencies mandated to deal with conflicts. These include weak coordination amongst actors, limited analytical capability, and inability to effectively deploy preventive and or disruptive strategies.

Finally, a growing trend of shrinking civic and democratic space has been noted and is a major concern to the civil society and other independent actors, at all levels in the society. These amongst others take the form of burdensome registration requirements for civic actors, including that for obtaining work permits; targeting and or harassment of civil society actors; censorship and clampdowns; disproportionate penalties for non-compliance; undue surveillance; as well as banning or criminalization of protests, picketing and limiting citizen's ability to organize.

#### 2.1.2 Poverty, Inequality and Unemployment

Poverty is continuously cited as one of the principal factors responsible for instability in many parts of Africa. Poverty is both a cause and a consequence of conflict. The relationship is two-way: poverty leads to conflict and vice versa, and both tend to keep each other afloat. High rates of inequality and unemployment, combined with low levels of education and development, are thought to provide motives to fight<sup>1</sup>. Similarly, group-level inequalities often generate social and economic polarisation that increases the risk of violent conflict<sup>2</sup>.

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<sup>1</sup> Humphreys, M., & Weinstein, J. M. (2008). **Who fights? The determinants of participation in civil war.** *American Journal of Political Science* 52(2), 436-455.

<sup>2</sup> Østby, G. (2008). **Inequalities, the political environment and civil conflict: evidence from 55 developing countries.** In: *Horizontal Inequalities and Conflict* (ed. F. Stewart). Basingstoke: Palgrave Macmillan UK.

In the context of Kenya, a key ambition of national development blueprints such as Economic Recovery Strategy for Wealth and Employment Creation<sup>3</sup> and Vision 2030 is to accelerate economic growth, address poverty and reduce regional disparities. As an example, CoK 2010 seeks to do this amongst others through the devolved government set up and the introduction of an Equalization Fund. However, despite these efforts, Kenya still experiences entrenched disparities.

36% of Kenyans live below the line (US\$1.90 per day). According to KNBS, 60% of Kenya's wealth is in the hands of about 20% of the population<sup>4</sup>. According to Oxfam, less than 0.1% of the population own more wealth than the bottom 99.9%<sup>5</sup>. Communities from the Coast and Western Kenya are particularly vulnerable. As an example, the poverty rate in Western Kenya is estimated at 45%.

In particular, youth unemployment remains a major constraint with about 800,000 youth entering the labour market each year. According to the United Nations Development Program, 35% of Kenya's youth aged 15 to 29 are unemployed<sup>6</sup>. Kenya's education system is also regarded as not adequately preparing the youth for the world of work, with 30% of formal sector employers identifying inadequately skilled workforces as a major constraint to their businesses<sup>7</sup>.

Gender inequality is equally prevalent in Kenya. Economic policy is not only creating extreme inequality, but also holding back women's economic empowerment. For example, despite 96% of Kenya's rural women working on farms, only 6% of the women in Kenya hold a title to land. Customary practices play a major role in restricting women's control or ownership of productive assets. Overall participation of women in the formal economy is under leveraged and undervalued. Other forms of exclusion have been noted in devolved set ups, such as exclusion on the basis of clans, gender and age. Similarly, civic participation is rather limited in most Counties.

The consequences of such inequality are dire: nearly one million primary school-aged children are still out-of-school – the ninth highest number of any country in the world, while about 2.6 million people fall into poverty or remain poor due to ill health each year<sup>8</sup>. It is notable that greater inequality and exclusion often leads to violence. A reduction in inequality within the country therefore reduces the grievances of these marginalized groups and their ability to unite<sup>9</sup>.

Microenterprises, with their potential to play a significant addressing challenges of unemployment, income inequalities, establishing a new middle class and stimulating demand for new goods and services are challenged by several factors. In Kenya, SMEs are hindered by inadequate capital, limited market access, poor infrastructure, inadequate knowledge and skills and rapid changes in technology. Corruption and unfavourable regulatory environments exacerbate the situation.

Increasing access to financing/ credit, technical support and other business development support services in critical sectors such as agriculture, engineering and technology is thus required to stimulate growth of SMEs as a strategy for poverty reduction and or increasing incomes for youth, women and other disadvantaged groups

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<sup>3</sup> <http://siteresources.worldbank.org/KENYAEXTN/Resources/ERS.pdf>

<sup>4</sup> KNBS 2016 Basic Report on Wellbeing in Kenya. See <https://www.knbs.or.ke/download/basic-report-well-kenya-based-201516-kenya-integrated-household-budget-survey-kihbs/>

<sup>5</sup> <https://www.oxfam.org/en/even-it/kenya-extreme-inequality-numbers>

<sup>6</sup> UNDP Kenya 2016 Annual Report, p.4. See [www.ke.undp.org](http://www.ke.undp.org)

<sup>7</sup> The Future of Jobs and Skills in Africa, Executive Briefing, by World Economic Forum. <http://www3.weforum.org>

<sup>8</sup> <https://www.oxfam.org/en/even-it/kenya-extreme-inequality-numbers>

<sup>9</sup> [http://inequalities.sidint.net/kenya/about\\_us/](http://inequalities.sidint.net/kenya/about_us/)

### 2.1.3 Violent Conflicts and Ethno-political Polarization

The political orientation in Kenya remains shaped by its colonial legacy. These include questions of land allocation, which are ultimately linked to wealth distribution and interethnic group relations have never been adequately addressed.

Conflict in Kenya is confronted with several challenges, including:

- a) *Community-centric perceptions of identity*: For the most part, there exists a negative emphasis of the identities of others, leading to fundamental divisions, grounded upon mutual suspicion. This is often exploited by political and business actors. For instance, according to the Carter Centre, “the confrontational tactics and actions of Kenya’s political leaders (during the 2017 general electoral process) polarized the country and exposed the deep tribal and ethnic rifts that have long characterized its politics<sup>10</sup>. These divisive politics often lead to electoral violence.
- b) *Limited positive dialogue and communication within and between communities*: This often leads to a situation where anything that raises suspicion quickly provokes tension. This is common especially where poor communication carries negative overtones that affect perceptions and dialogue between communities.
- c) *Ill-conceived role of outsiders in conflict situations*: Whenever conflict has occurred, outsiders are often called upon to respond. Most of such actors respond through a range of interventions some of which often aren’t suited to the local situation and lack sensitivity towards the factors driving conflict. Other outsiders include the political and administrative leaders who, by and large, bring their own biases as well as the police who often apply excessive force.
- d) *Poorly-defined Kenyan identity, including a low sense of being Kenyan*: Most people do not have a definitive conception of what Kenya and being Kenyan is. As a result, a majority of individuals – especially persons aged thirty and above – define themselves in terms of their ethnicity.
- e) *Underutilization/ disregard for context specific models*: Law enforcement agencies, government and the political class often lack the necessary skills to address the types of conflict evident in Kenya<sup>11</sup>. As a result, models for conflict sensitivity and analysis, and for addressing the underlying drivers of conflict are either underutilised or applied to the wrong context.

### 2.1.4 Terrorism and Violent Extremism

Kenya’s proximity to Somalia, Sudan, Yemen and Eritrea that often experience conflict has left the country vulnerable to terrorism<sup>12</sup>. Besides the terrorist groups, there exist a number of gangs in Kenya, most of them emerging in response to the state’s inability to sufficiently meet the security and economic expectations of the citizenry and the bad politics accompanied by manipulation of youth. They therefore take advantage of the existing security and socioeconomic gaps to thrive using acts of crime, terror and violence. Other related forms of violent extremism include and or are driven by religious extremism and clan cleansing.

Kenya launched its National Strategy to Combat Violent Extremism in September 2016. The strategy focuses on pooling resources from government, civil society, and the private sector in support of counterterrorism efforts, and would emphasize de-radicalization over military tactics.

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<sup>10</sup> <https://www.nation.co.ke/news/politics/Carter-Centre-final-report-on-Kenyan-elections/1064-4332832-7dilkbz/index.html>

<sup>11</sup> <http://www.transconflict.com/gcct/gcct-members/africa/eastern-africa/kenya/conflict-in-kenya/>

<sup>12</sup> [https://www.counterextremism.com/sites/default/files/country\\_pdf/KE-04112018.pdf](https://www.counterextremism.com/sites/default/files/country_pdf/KE-04112018.pdf)

Overall, Kenya appears to have taken an aggressive approach to countering extremism at home and abroad. As terrorist forces have grown in strength, the central government in Nairobi has invested more resources to disrupt terrorist financing and thwart their operations. However, the counter-extremism agenda has also suffered from corruption. Similarly, security services have been accused of rampant abuse and torture in the conduct of their operations and detainment policies.

The factors fuelling recruitment into gang groups include amongst others; social and economic conditions faced by young men, including deep levels of poverty, and perceptions of political disenfranchisement, youth unemployment and sectarian extremism, amongst others.

### 2.1.5 Climatic Change in Kenya

Climate Change in Kenya has manifested itself through pro-longed droughts and melting of glaciers on Mount Kenya, the largest water tower and the major source of many rivers such as Ewaso Nyiro and River Tana. These are the signs that remind us that climate change is real.

Generally, conflicts arise from unsustainable utilisation of environment and its attendant resources, which leads to depletion. Thus, scarce natural resources, worsening environmental conditions and increased populations have resulted in stiffer competition for land, pasture, water, fish, mineral and forest resources. This has precipitated conflicts over access, control and ownership frequently degenerating into violent conflicts within and among communities. Over time, climate change has increasingly led to changes that have created a nexus between climate change and conflict.

Kenya has laid down broad expenditure policies on Climate Change in the Budget Policy Statement 2018. The Kenyan Government is in the process of developing financing mechanisms for climate change through Climate Change Fund as provided for in Climate Change Act, 2016<sup>13</sup>. The GoK through the National treasury is also planning to mainstream climate change in all its programmes.

### 2.1.5 Other (Potential) Drivers of Conflict

*Information and communication technology (ICT)*: Kenya has experienced major technological advances, including increased internet penetration, mobile telephony and use of social media, and. These provide platforms for engagement between different communities and actors, access to information as well as enhanced possibilities for early warning systems. On the other hand, however, social media platforms such as WhatsApp and Facebook, if not well managed, can be used to spread propaganda and hate speech that can very easily breed conflicts.

*Extractives Industries*: Kenya has witnessed increased activities within the extractives' sector. These are bound to have environmental, social and economic consequences that could disproportionately affect citizens, and even lead to conflicts. This calls for greater attention to stronger citizen oversight, besides stronger governance frameworks for ethical corporate practice.

*Demographic Trends*: Kenya continues to experience an expanding young population, a rising middle-class, growing urbanization and increasing movements between rural and urban areas. The growing middle class has on its part increased spending power, but which generally remains grossly under serviced. The noted growth however contributes to increased pressure on essential services, infrastructure, employment opportunities and markets. The demographic shifts call for the efforts

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<sup>13</sup><http://www.hakijamii.com/index.php/2018/03/08/status-of-financing-climate-change-in-kenya-its-impact-on-access-to-basic-services/>

at generating productive employment, investing in human capital development, addressing urban poverty and promotion of markets and business-models of development.

**Changing Funding Architecture:** The development sector financing modalities has drastically changed over the last five years. There has in particular been a gradual shift away from conventional charity funding towards business like support such as social enterprise and impact investment. Similarly, there are growing push for greater collaborations between the public, private and CSO sector, with the GoK embracing Public Private Partnerships in an effort to supplement its financing and service delivery to the citizenry.

**General drivers:** Other drivers of conflict in Kenya include access to land and natural resources; political divisions; and radicalization. Strong ethnic undercurrents have also continued to shape politics in Kenya, and often form the lines along which conflicts arise. In relation to these, other new forms of conflict that are worth noting and addressing include conflicts between people and environment as well as those between the people and State.

### 2.3 Summary Overview of Strengths, Weakness Opportunities and Threats

The table below summarizes the Strengths, Weaknesses, Opportunities and Threats (SWOT) of Pamoja for Transformation identified during various organizational assessments.

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Competent and committed staff</li> <li>2. Outstanding public reputation and goodwill, including with donor and project partners</li> <li>3. Strong executive leadership</li> <li>4. Extensive networks and good partnerships in the peace and development sector</li> <li>5. Robust organizational culture that emphasizes accountability and excellence</li> <li>6. Ability to undertake very good analysis</li> <li>7. Key institutional systems &amp; structures in place &amp; use</li> <li>8. Sense of family and solidarity among staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate staffing levels relative to workload</li> <li>2. Limited funding diversity and stability</li> <li>3. Less rigorous governance system/ structures (numbers, diversity, set up, instruments)</li> <li>4. Non-optimal capacity for livelihoods programming</li> <li>5. Limited knowledge management capacity (M&amp;E, research, evidence building etc.)</li> <li>6. Insufficiently developed sensing and adaptive capacity (to the rapidly shifting contexts)</li> <li>7. Limited celebration of organisational successes</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Goodwill from actors across levels and sectors to engage in different initiatives</li> <li>2. Possibilities for collaboration with actors as a basis of integrated programming &amp; scale up</li> <li>3. Good foundation exists for expanding base for funding (track record, linkages, goodwill, trust)</li> <li>4. Alignment of National &amp; County Development Priorities with organizational focus areas</li> <li>5. National and County Government allocation of resources towards climate change</li> <li>6. Development of the climate change Act</li> <li>7. Possibilities to program across multiple levels (local, national and international) and sectors</li> <li>8. Alternative funding options (local resources, private sector, social enterprises etc.).</li> </ol>	<ol style="list-style-type: none"> <li>1. Unstable political &amp; economic context (polarised politics, weak economic performance)</li> <li>2. Shrinking civic space, including Government affront on civil society</li> <li>3. Heightened competition for development funding (dwindling donor funding)</li> <li>4. Push by partners to spread too thin, or lose focus (compromises quality &amp; impact)</li> <li>5. High levels of corruption</li> <li>6. Strong ethnic identities, mistrust and suspicion</li> <li>7. Climate change consequences on livelihoods</li> <li>8. Unstable neighbouring countries</li> <li>9. Growing exclusion of certain marginalised or disadvantaged groups</li> </ol>

### **2.3 Implications of Context Analysis & Strategic Review: What We Have Learnt**

The contexts above call for continued attention towards multi-actor and multi-level poverty eradication efforts; strengthening good governance; besides enhancing community cohesion and integration; as well as strengthening citizens on their rights and responsibilities. These should be backed by greater commitment to social justice.

Further, continued dialogue on equitable distribution of national resources and opportunities and creating a sense of belonging by all is needed. Separately, there is a necessity for continued investment in knowledge management, especially evidence building through researches and analysis as well as capacity development (system strengthening) support to different actors.

Additionally, it is worth noting the interrelatedness of the issues arising from the context analysis. This means that all these issues would need to be addressed if affected communities have to be sustainably transitioned from crisis and poverty to peace and development. A system thinking approach is thus needed, one in which there is greater collaboration by multiple actors across sectors and levels. This would also include working with and through community-based structures.

## SECTION THREE: STRATEGIC PRIORITIES

### 3.1 Analysis of the Strategic Options and Priorities

The rationale for the choices contained in this strategic plan are substantially based on the lessons, conclusions and recommendations from the analysis of the operating context and various OCAs of Pamoja for Transformation that preceded the strategy development.

There have also been deliberate efforts to align the organisation's priorities with Kenya's National development blueprints, regional priorities as well as with international development agenda as contained in the SDGs.

Given the multifaceted and multi-layered nature of challenges we seek to address, our work will be guided by several principles and beliefs amongst these that:

1. violence is not just a function of want (poverty), but also other dimensions such as injustices, exclusion, social norms and practices etc., all which require attention – a system thinking approach must be adopted to enable successfully and sustainably address the challenges;
2. while economic vulnerability is a necessary factor in resilience building, it is by itself not sufficient; other issues related to social and political structures that inhibit access to and people's capacity to tap on opportunities and provide for themselves, must be addressed;
3. communities are the best agents of their own change; creating systemic change thus requires that we invest in or strengthen community systems and structures so that they can drive and sustain their own development. Our role will mainly be that of change catalysts.
4. to effectively address the underlying drivers and root causes of violence and poverty, we will promote holistic approaches that link peace and violence transformation with development.
5. an enabling environment for human development – sound regulatory frameworks, multi-sector engagements, strong civic participation etc. – are required for all other developmental interventions to succeed.

Considering the foregoing principles, Pamoja for Transformation will operate in the nexus between peace building and livelihoods development: the former contributes to prevention, peaceful resolution and effective conflicts' management, while the latter addresses general poverty, being one of the root cause of conflict. Subsequently, our roles will by default then oscillate between 'facilitation' and 'implementation', but with an ambition to strengthen facilitative roles.

In light of the above, Pamoja for Transformation will focus in the following strategic areas:

1. **Governance**: The overall aim of this focus area is to contribute to existence and full operationalization of governance frameworks and practices that safeguard justice, equity, rule of law and civic participation. We will in this regard engage in policy influencing, as well as facilitate improved civic engagements and access to justice.
2. **Conflict transformation, Cohesion and Integration**: This strategic focus area will mainly concern itself with prevention and or addressing electoral violence, and other forms of conflicts, including facilitating dialogue and mediation at both local and national levels.
3. **Enterprise Development**: This focus area seeks to enhance the productivity, wealth and resilience of target groups by strengthening their income security. This is achieved by facilitating initiatives on enterprise development as well as technical vocational education and training.

4. *Institutional Development*: The overall aim of this focus area is to consolidate Pamoja for Transformation's position as a resilient, effective and sustainable entity. The major areas of attention shall include diversification of the resource base, strengthening the internal policy environment and structures as well as governance and human resources development.

### 3.2 Pamoja for Transformation Theory of Change

The core mandate of Pamoja for Transformation is to contribute to existence of a peaceful, cohesive and **prosperous** society. This is realized by addressing systems, structures and norms that entrench poor governance; restrict people's equitable access to assets, resources and opportunities; as well as elements that constrain citizens' choices and agency.

We aspire in the long run to contribute to a well governed Nation State, in which citizen attain the highest possible quality of life, and live in harmony with each other, within ecological limits.

We understand however that conflict is multidimensional and manifests itself in economic, social and political arenas. Conflict is thus a function of imbalances in power structures and social injustices. Accordingly, without improving governance, it will not be possible to lift people out of poverty and or guarantee peaceful coexistence<sup>14</sup>.

Going by this analogy, and drawing from the work of Robert Chambers<sup>15</sup>, we will invest in promoting good governance, improving peoples' economic status, and facilitating conflict transformation. To achieve these ambitions, we will engage in: building/ strengthening responsiveness and accountability of relevant institutions, promoting inclusive political processes, fostering resilient societies, building evidence and brokering strategic collaborations amongst key actors. Separately, we consciously invest in strengthening of our own capacity to enable us effectively and sustainably deliver on our ambitions and mandate.

Our theory of change is premised on the following assumptions:

1. that communities are the best agents of their own change and must therefore be at the centre of driving their agenda for social change;
2. that while economic development is a necessary condition for human wellbeing; it is by itself not sufficient for effective poverty reduction and peaceful coexistence – peoples capacity, power relations, governance systems etc. equally play a key role;
3. that attaining sustained human and ecological wellbeing requires strategic collaborations between a well governed State with capable and responsible civil society and private sector;
4. that a capable civil society (people and their organisations) play a critical role in influencing the quality of governance and; and
5. that peace, good governance and conflict are intricately intertwined and must thus be addressed in an integrated manner.

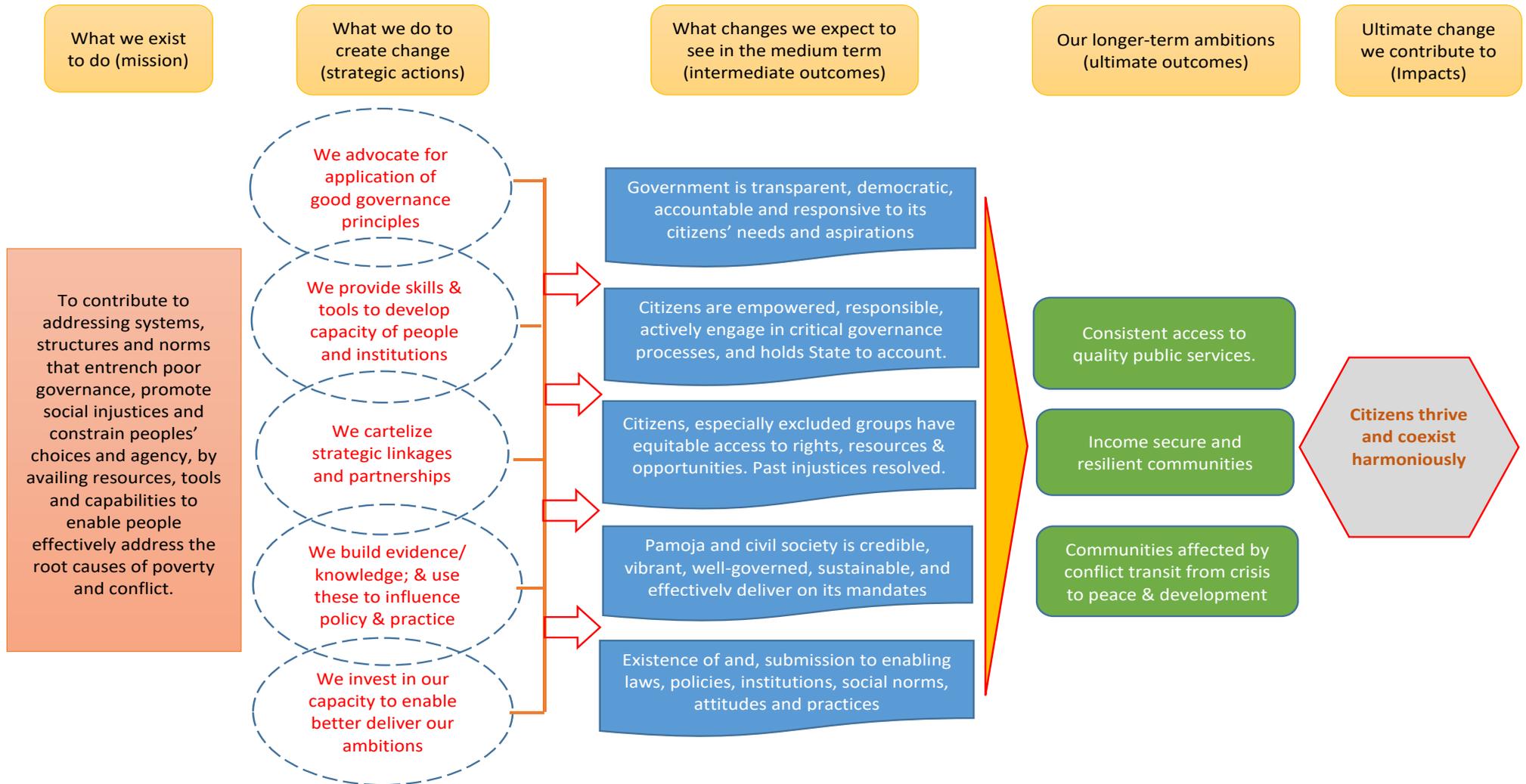
NOTE: A diagrammatic representation of this theory of change is presented in figure 1 below.

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<sup>14</sup><http://www.worldbank.org/en/news/opinion/2013/05/16/op-ed-no-end-to-poverty-without-better-governance>

<sup>15</sup>Chambers & Conway, 1992. Sustainable Rural Livelihoods: Practical concepts for 21st Century. IDS Discussion Paper 296,

**Figure 1: Schematic Representation Pamoja for Transformation Theory of Change**



**Principles and Assumptions:**

Communities are the best agents of their own change; capable people and institutions, working together have a better chance of successfully confronting poor governance and unfair power structures; peace, good governance and conflict transformation and intricately intertwined and must thus be addressed in an integrated manner; and attaining sustained human and ecological wellbeing requires strategic multi-stakeholder collaborations/

## SECTION 4: KEY INTERVENTIONS AND IMPLEMENTATION STRATEGIES

### 4.1 Overview

This section presents the objectives and broad strategic interventions for the four strategic areas of focus of Pamoja for Transformation. The section does not go into the detailed activities as these will be elaborated within the detailed implementation plans that are developed annually.

### 4.2 Strategic Focus Area 1: Governance

**Overview:** Most of the problems bedevilling Kenya and its people arise from bad governance and poor economic management. Good governance is inextricably interwoven with peace, democracy and development. Strong governance systems backed by effective citizens' participation, transparent and accountable decision making as well as effective regulatory and institutional frameworks are central to poverty eradication and peaceful coexistence.

The **overall objective** of this focus area is to *contribute to* increased effectiveness, responsiveness, transparency and accountability by government as a basis of reducing conflicts. We seek in particular to contribute to peaceful and credible political transition (elections) and to promote political tolerance among Kenyans.

We will seek to achieve this by amongst others: supporting existence of capable and responsive institutions; promoting inclusive political processes; fostering healthy and resilient inter-group relations; as well as facilitating existence of conducive regulatory and institutional frameworks.

Our work under this strategic focus area will be organised into three thematic areas viz. 1) Accountable Decision Making; 2) Citizen Participation; and 3) Quality of Regulatory and Institutional Frameworks. These are elaborated in the following sections.

#### 4.2.1 Accountable Decision Making (Equity, Justice and the Rule of Law)

Appropriate, accountable and transparent use of public resources; effective application of rule of law; awareness of and application of citizens' entitlements and obligations; as well as application of open, inclusive and ethical political processes are important tenets for good governance.

On the contrary, a major challenge facing developing societies, Kenya included, is the minimal levels of adherence to these tenets. For this reason, Pamoja for Transformation will continue to work with both State and Non-State Actors (NSA) to increase transparency, accountability, application of rule of law as well as ethics and integrity at all levels within government, private sector and civil society.

The **specific objective** in this sub-area is to increase transparent management and accountable use of public resources as well as, equitable access to citizen rights and justice.

#### Desired changes

1. Leaders at all levels are accountable for the management of public resources and processes.
2. Increased level of transparency in the management of public resources and political processes.
3. Equitable distribution of public resources and opportunities.
4. Elected leaders are responsive to citizens needs and are effectively serving them.
5. Sustained adherence to rule of law.
6. Vulnerable groups access justice, rights and other entitlements.

## Strategic Interventions

1. *Systems strengthening*: Establish and or strengthen relevant service delivery and justice institutions, including alternative dispute resolution and local oversight mechanisms.
2. *Enforcement*: Support actions that ensure respect for and adherence to the justice systems; Advocate for more strict enforcement of rule of law by authorities.
3. *Access to justice*: Champion democratic reform processes and transitional justice for effective address of historical crimes/ injustices (e.g. enforcement of TJRC report); Promote enforcement of all rights of poor people, and the most vulnerable and marginalised groups
4. *Equitable development*: Advocate for equitable access to national resources, services and opportunities; Identify and address gendered biases, often inherent in macroeconomic and sectoral policies.
5. *Strengthen claim making capacity*: Empower citizens to know their rights and responsibilities, be responsible citizens and demand their rights e.g. through strengthening civic awareness.
6. *Protection of human rights*: To support actions that protect human rights or assure access to rights and justice for marginalized groups (e.g. women, elderly, youth etc.).

### 4.2.2 Citizen Participation (Voice and Inclusion)

Citizen participation in governance is critical for better democratic governance, improved quality of service delivery, and fostering civic empowerment<sup>16</sup>. Of importance in this regard is the ability of citizens to actively engage in shaping their destinies and holding the State accountable<sup>17</sup>. In principle, citizen need to be involved in all aspects of their development. This requires that citizens are informed of their rights and obligations; are responsible and active; understand how to engage and voice their interests; and act collectively to hold public officials accountable<sup>18</sup>.

It is notable that while there is a noticeable improvement in citizens' awareness in recent years in Kenya, there are still huge gaps in translation of this knowledge into actual participation (practice). Pamoja for Transformation in this regard seek to facilitate initiatives around civic awareness; citizen consultation; complaints / feedback management; and independent or participatory monitoring.

The **specific objective** of this sub area is to increase meaningful participation by and voice of supported communities in key governance and democratic process.

### Desired Change(s)

1. Increased citizen awareness of rights and responsibilities.
2. Structures that enable effective citizen participation in governance in place and applied.
3. Increased effective citizen participation in key governance and decision-making processes.
4. Increased voice and meaningful inclusion of women, youth and other minority or vulnerable groups in key governance processes as well as rights claiming.
5. Vibrant civil society, championing freedom of expression, association and negotiation.
6. Increased civic action (empowered citizen champion their rights, demand accountability and transparency from leaders, and push for conducive regulatory & institutional environment).

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<sup>16</sup>See World Bank

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTSOCIALDEVELOPMENT/EXTPCENG/0,,contentMDK:20509424~menuPK:1278120~pagePK:148956~piPK:216618~theSitePK:410306,00.html>

<sup>17</sup> See Final Report of the Taskforce on Devolved Government 2011, Office of the Deputy Prime Minister and Ministry of Local Government

<sup>18</sup> See Draft Sessional Paper on Devolved Government in Kenya 2011

## Strategic Interventions

1. *Electoral and reform processes*: Promote effective participation of supported communities in electoral processes, constitutional and other reform processes (includes supporting initiatives towards civic awareness, information access and feedback mechanisms).
2. *Participative budget development and monitoring*: Support citizen's participation in budgeting and planning for public resource at local and national levels.
3. *Performance tracking*: Promote regular citizen monitoring, oversight and feedback regarding public, private and CSO sector initiatives of performance by citizens (e.g. through citizen feedback surveys, social audits, vigilance committees, county complaints desks, etc.)
4. *Media engagement*: Promote the use of media (social, print, broadcast) at the national and county levels for sensitisation, information sharing, performance tracking, etc.
5. *Capacity development*: Enhance competencies, capabilities and capacities of key institutions, people and mechanisms involved in promoting civic engagement and public accountability.
6. *Women and youth empowerment*: Support interventions on gender equality<sup>19</sup> and youth empowerment and engagement.

### 4.2.3 Quality of Regulatory and Institutional Frameworks

A key tenet of social contract is the existence of social pacts that define how members of the society engage with one another and their leaders. These include laws, policies and institutions that provide frameworks for governance. Pamoja for Transformation seeks in this regard to support authorities to (re)formulate and ensure full commitment to policies, laws and institutions which empower the citizens, protect rights of everyone and eradicate systems, structures and norms that restrict effective participation of the poor, youth, elderly and other excluded groups. We will in this regard position ourselves as a strategic, but independent partner to the government.

The **specific objective** of this sub area is to contribute to existence of and, adherence to suitable regulatory and institutional frameworks as well as appropriate social norms, attitudes and practices. Our emphasis will be on regulations and institutions concerned with social justice and peace,

## Desired Changes

1. Regulatory frameworks are pro-poor and support social justice and equity exist and enforced.
2. Existence of credible just and accountable governance institutions.
3. Social accountability - conducive private sector social accountability mechanisms.
4. Civil society actors effectively engage with policy makers to influence public policy.
5. Critical mass of empowered and responsible citizens effectively engage with policy makers.

## Strategic Interventions

1. *Policy (re)formulation*: Constructive engagement with both devolved and national government structures for purposes of policy development or reforms. Includes sharing evidence and strengthening transitional institutions e.g. IEBC and NCIC.
2. *Collaborative leadership*: Link with other institutions working in the same areas with a view to establishing a critical mass for purposes of influencing.
3. *Vigilance on compliance*: Agitate for strict adherence to/ compliance with defined regulatory and institutional frameworks.

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<sup>19</sup>By gender equality, we mean equality between women and men, girls and boys in all aspects of life including education, health, nutrition, access to economic assets and resources, political opportunity and freedom from coercion and violence. Important elements of women's empowerment include access to, and control over resources, meaningful political participation, reduction of women's unpaid care responsibilities, and the ability to have control over their own bodies.

4. *Policy research and analysis*: Support public policy analysis, including public policy research, analysis, policy agenda setting and information dissemination.
5. *Public resources management*: Champion development and operationalisation of criteria, processes, policies and legal frameworks for equitable resource allocation and utilisation.
6. *Movement building*: Engage in community mobilisation, organisation, and sensitisation for meaningful participation in public policy processes across all sectors and levels<sup>20</sup>.

### 4.3 Strategic Focus Area 2: Conflict Transformation, Cohesion and Integration

Article 27 of the CoK 2010 proposes the institution of affirmative action programmes and policies to address past inequalities, whereas Article 43 recognises economic and social rights for all citizens. However, despite these, economic and social disparities still exist in legal, social, economic and political levels, including as regards access to and control of resources and opportunities. These disparities, together with previous injustices have often led to tensions and / or conflicts.

In particular, Kenya has continued to witness cases of politically instigated, resource-based and religious linked conflicts as well as clashes between citizens and security agencies. These are besides concerns over potentially increased cases of gang violence and radicalization amongst the youth. Such conflicts often result in deaths, displacement of populations and massive loss of assets.

These situations call for a need to better manage diversity and disputes; build capacity to mitigate disputes in emerging conflict situations; and develop governance mechanisms to support national reconciliation, cohesion and integration. The **main objective** of this result area is to contribute to harmonious and peaceful coexistence amongst communities and various groups.

Our work under this pillar will be organised in three thematic areas viz. 1) Conflict Transformation; Dialogue and Community Cohesion. The respective objectives and interventions are elaborated in the subsections below.

#### 4.3.1 Conflict Transformation

Pamoja for Transformation is fundamentally opposed to violent expressions of conflict. We understand that differences are an inevitable aspect of social change and believe that the way these are resolved need not to be violent. We see conflict transformation as a long-term, gradual and complex process, requiring sustained engagement and interaction.

We will thus seek to enhance community safety by contributing to addressing the increasingly rampant cases of violence and violent extremism. The **specific objective** is to help target communities resolve differences non-violently. This will be attained by enhancing communication, collaboration and building trust between conflicting parties and other concerned actors.

#### Desired Change(s)

1. Reduced cases of violent conflicts
2. Citizens and relevant organizations have enhanced capacity to prevent and resolve conflicts.
3. Functional institutions (CBOs, FBOs, elders councils) being used for conflict management.
4. Communities are accommodative and agree to share scarce natural resources.

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<sup>20</sup> Efforts include promoting tools, processes and strategies for policy dialogue; strengthening mechanisms for citizen engagement; and general CSO advocacy capacity strengthening.

## Strategic Interventions

1. *Inclusion, cohesion and integration*: Support initiatives that enhance suitable social power balance, social inclusion and national cohesion, including addressing structural inequalities as well as racial, religious, or ethnic discrimination.
2. *Conflict resolution*: Support actions of relevant State, CSOs and other actors towards nonviolent conflict resolution. Women and youth engagement in conflict transformation will be prioritised and facilitated, including through community awareness/sensitization forums.
3. *Capacity development*: Support the development of capacity of local safety structures/ actors. This includes skills, knowledge, attitude and culture change, and mainstreaming/integration of conflict transformation into County activities.
4. *Relationship change*: Invest in altering retrogressive inter-group attitudes, communication patterns, decision making processes and conflict management mechanisms.
5. *Conflict analysis*: Undertake conflict analysis and early warning and response (this research, evidence building, information sharing etc.).

### 4.3.2 Dialogue, Mediation and Reconciliation

The number of violent conflicts has declined in recent years as the willingness of governments, international organizations, and other actors to engage in dialogue has reached higher levels<sup>21</sup>. The events across the combined large-scale crises in Africa include Libya, Somalia, South Sudan and Nigeria comprise 33% of all violent conflict that occurred across Africa in 2016; this total represents a decrease from 35% in 2015, and 40% in 2014. But 55% of all fatalities attributed to political violence occur in these states, down from 58% in 2015<sup>22</sup>.

Premised on this, Pamoja for Transformation will under this sub area seek to create new and or strengthen existing human and political capacities to solve problems by developing joint approaches to conflict resolution, as well as improving relationships, understanding, and trust between individuals or groups in conflict with one another.

We will especially aim to support conflicting parties to commit to listen, reflect and question each other in professionally facilitated processes in order to arrive at a shared understanding. The **specific objective** of the sub area will thus be to promote shared understanding and agreement amongst conflicting parties.

### Desired Change(s)

1. Conflicting parties gain shared understanding of contested issues.
2. Increased cases of use of dialogue to resolve conflicts.
3. Increased capacity of key actors (e.g. community leaders, CSOs) to mediate local conflicts.
4. Context-specific dialogue fora functioning on a regular basis.
5. Reduction in the incidences of local disputes.

## Strategic Interventions

1. *Cultural re-orientation*: Promote a culture of constructive problem solving, consensus building as well as dialogue in disputes resolution. This includes establishment and/ or strengthening of formal and alternative dispute resolution mechanisms and structures.
2. *Facilitate dialogue*: Promote dialogue amongst conflicting parties; support localised peace dialogues and reconciliation activities, including holding peace and reconciliation forums

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<sup>21</sup> UNDP, 2009. Why Dialogue Matters for Peace Building and Reconciliation

<sup>22</sup>[https://reliefweb.int/sites/reliefweb.int/files/resources/ACLED\\_Conflict-Trends-Report-No.55-February-2017-pdf.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/ACLED_Conflict-Trends-Report-No.55-February-2017-pdf.pdf)

3. *Capacity development*: Support capacity enhancement of community dialogue, mediation and reconciliation structures, including elders, traditional, religious and opinion leaders.
4. *Exchange and dialogue*: Facilitate regular contacts (interaction) between authorities / elected leaders and communities; Support establishment of feedback & communication channels.
5. *Evidence building*: Generate evidence for informing policy, practice and decision making.

### 4.3.3 Community Safety and Cohesion

Pamoja for transformation is conscious of the fact that building a cohesive and integrated society requires proactive promotion of peaceful resolution and positive management of conflicts, positive coexistence and intra/ inter-communal reconciliation. We will thus actively participate in relevant processes to create safe spaces aimed at reconciliation, cohesion and integration among the different ethnic, racial and religious groups in Kenya. The **specific objective** of this sub area is to contribute to “existence of a peaceful, cohesive and violent free society’.

#### Desired Change(s)

1. Neighbouring communities and households / families peacefully co-exist.
2. *Improved relationships between citizens and State/ duty bearers (e.g. police, leaders etc.).*
3. *Youth that previously championed violence become ambassadors of peace.*
4. Community resources are managed in an equitable, accountable and transparent manner.

#### Strategic Interventions

1. *Coordination*: Effective collaboration with authorities, community structures, relevant CSOs as well as other actors in conflict prevention / management.
2. *Social advocacy*: Facilitate creation of positive attitudes, beliefs and behaviours towards different people groups (i.e. behaviour change, including cultural orientation and practices)
3. *Civic awareness*: Promote enhanced positive appreciation of ethnic and other forms of variety and diversity as well as greater appreciation of the importance of peaceful coexistence
4. *Trust & confidence building*: Enhance communication and trust between the police, the county government, local politicians, the civil society and the youth at risk of violence and crime;
5. *Collaboration*: Facilitate improved coordination, linking and networking amongst peace building actors (State, Civil Society, Private Sector) and activities.
6. *Capacity development*: Develop/strengthen Early Warning and Early Response (EWER) and other peace and security structures.
7. *Gender*: Increased women (and youth) engagement in leadership roles in peace and security activities in the engagement areas.

### 4.4 Strategic Focus Area 3: Enterprise Development

A livelihood comprises capabilities, assets, entitlements and activities that people use to make a living. A livelihood is regarded as sustainable when it can cope with or recover from stresses and shocks. As highlighted in the context analysis, most of the rural and peri-urban communities that Pamoja for Transformation works with not only often lack necessary life/ technical skills, but also have limited access to productive assets.

A major aim of this pillar will be engagement of youth toward socioeconomic transformation with the aim of limiting exposure to or perpetrating violence or conflict. The **overall objective** of this strategic pillar is to support selected youth, women, families and community groups to generate at least 30% extra income from expanded sustainable livelihood sources.

We will endeavour in this regard to support selected target groups – mainly women and youth – become productive, self-reliant and resilient by increasing their income security. This will be realised by imparting knowledge and skills, providing tools, facilitating strategic linkages, as well as fostering access to extension/ business development services.

The strategic focus area will concentrate in two thematic areas viz. skills and training; market access and access to financial services. These are elaborated in the sections below

#### 4.4.1 Skills and Training

The aim of this thematic area is to increase employability and improve quality of businesses of the target groups by providing knowledge and skills on: Business and finance management; saving & communication trainings; coaching & mentoring; linkage between businesses and training institutes. This may include partnering with vocational training institutions, skills building partners at national and county levels (TIVET colleges, polytechnics as well as NGO partners) to outsource various trainings. The **specific objective**: will be that supported youth and women increase their net annual incomes and create employment opportunities.

##### Desired Change(s)

1. Supported individuals and enterprise groups have better capacity, including networking, record keeping, analysis, negotiation and other business or life skills.
2. Supported individuals are organised into enterprise groups.
3. Supported youth and women engaged in, or access different forms of gainful employment opportunities/ have diversified livelihood sources (self-employment, farming, trade, etc.)
4. Supported groups access and use needed Business Development Support (BDS) services (credit, extension support, access to markets & market information, and other linkages).
5. Supported groups and individuals create employment opportunities.

##### Strategic Interventions

1. Offer capacity development (skills training, mentoring, coaching) both skills and technical, to supported youth and their groups.
2. Provide transferable technical and vocational business and life skill development.
3. Support/ promote – jointly with other partners – development of various viable value chains, enterprises and adoption of innovative technologies for/by Pamoja for Transformation trainees.
4. Facilitate access to BDS services – financing, technical support, information, market access, linkages etc. - to supported youth and their groups.
5. Establish linkages with strategic actors with a view to according supported youth holistic services including job mediation and posting as well as various BDS services.

#### 4.4.2 Market Access and Development

This subarea on its part seeks to support establishment of high potential growth enterprises among the youth and women through Branding, marketing and packaging advice, entrepreneurial networking; business exchange visits; linking business owners to markets and value chains and undertaking Rapid Market Appraisal. The **specific Objective** will be that supported individuals generate additional net income and/ or accumulated savings from their enterprise/ economic initiatives.

### **Desired Change(s)**

1. Supported groups improve their productivity and production (quality, quantity) as a result of adoption of appropriate technology and innovation.
2. Supported groups access relevant BDS support services.
3. Supported community enterprise groups access markets and access fair trade terms.
4. Effective access to markets and market information & fair-trade terms
5. Increased household incomes.

### **Strategic Interventions**

1. Mobilize, organise and strengthen capacity of supported groups on various business areas (say through apprenticeship as well as progressive coaching and mentoring).
2. Support communities' access to various devolved and special funds such as Uwezo fund, Women Enterprise Development fund, Youth Fund etc.
3. Facilitate BDS access for supported groups focusing on value addition, innovation, and agribusiness.
4. Continuously search for and adopt innovative technologies/ solutions (financial etc.).

#### **4.4.3 Access to Financial Services**

This sub area on its part seeks to support establishment of high potential growth enterprises among the youth and women through: Facilitating and providing small and medium scale business loans, micro-leasing, insurances and saving schemes; as well as providing linkage with formal finance sector institutions. The **specific objective** will be that target individual entrepreneurs and community saving & investment groups access financial services.

### **Desired Change(s)**

1. Facilitate groups improve their productivity and production (quantity) through adequate financing mechanisms.
2. Supported community enterprise groups access fair financial terms to compete in the market.
3. Enhanced access to financial and business information
4. Increased household incomes.

### **Strategic Interventions**

1. Mobilize, organise and raise awareness of supported groups on various business and financial services and opportunities through coaching and mentoring.
2. Broker multi-stakeholder linkages for supported groups and their members; encourage private sector investments and financing as well as collaboration with government line ministries.
3. Support communities' access to various devolved and special funds such as Uwezo fund, Women Enterprise Development fund, Youth Fund etc.
4. Continuously search for and adopt innovative financial approaches with technology-based solutions etc.

## **4.5 Strategic Focus Area 4: Institutional Development**

This strategic pillar is inward looking and will mainly focus on internal organizational well-being of Pamoja for Transformation's staff and operational procedures. It seeks to build on existing organisational strengths while addressing the capacity gaps that emerged from the SWOT analysis and previous OCAs.

The **overall objective** of this pillar is to enable **Pamoja for Transformation become a dynamic, efficient and sustainable entity** that is effectively realizing its mandate.

#### **Desired Changes**

1. The organisation is delivering high quality services efficiently and effectively.
2. The organization has a diverse and stable portfolio of financing sources.
3. The internal policy environment enables sufficient oversight and controls.
4. Pamoja for Transformation complies with statutory and donor requirements.

The objectives and interventions of the sub areas under this are elaborated hereunder.

### **4.5 Strategic Focus Area 4: Institutional Development**

This strategic pillar is inward looking and will mainly focus on internal organizational well-being of Pamoja for Transformation. It seeks to build on existing organisational strengths while addressing the capacity gaps that emerged from the SWOT analysis and previous OCAs.

The **overall objective** of this pillar is to enable Pamoja for Transformation become a dynamic, efficient and sustainable entity that is effectively realizing its mandate.

#### **Desired Changes**

1. The organisation is delivering high quality services efficiently and effectively.
2. The Trust has a diverse and stable portfolio of financing sources.
3. The internal policy environment enables sufficient oversight and controls.
4. Pamoja for Transformation complies with statutory and donor requirements.

The objectives and interventions of the sub areas under this are elaborated hereunder.

#### **4.5.1 Resources Mobilisation**

The **main objective** of the result area is to acquire and reserve sufficient resources to enable Pamoja for Transformation continue to offer its services in a stable way into the foreseeable future.

#### **Strategic Interventions**

1. *Sustainability strategy*: Develop and operationalize documented resource mobilization strategy, policy and plan. Also undertake regular donor mapping.
2. *Marketing and communication*: This will target mapped funders based on the defined value proposition; Branding and actively profile Pamoja for Transformation for increased visibility.
3. *Local resource mobilization*: Double efforts towards mobilizing resources from private sector; community contributions; own income generation; and leveraging government funding.
4. *Strengthen Pamoja for Transformation resource mobilization capacity*: Allocate resources (time, budgets & personnel) for resource mobilization activities. Strengthen staff and board capacity on resource mobilization. Also set clear targets and responsibilities for fundraising.
5. *Donor relations management*: structure donor relations management through systematised contact moments, quality communication, and clear value proposition.

#### 4.5.2 Internal Policies, Systems and Structures

The **specific objective** of the result area is to establish and maintain effective internal policies for safeguarding the integrity of organisational processes and effective custodianship of resources entrusted to it.

##### Strategic Interventions

1. *Internal policy environment*: Develop/ regularly review organisational policy documents to ensure currency, relevance and completeness, and then strictly enforce the same.
2. *Organisational structure*: Develop a revised organisational structure to re-configure both core and support functions in order to attain greater efficiency, internal cohesion and alignment.

#### 4.5.3 Human Resources Management (HRM) and Leadership Development

The **specific objective** of the result area is to enable recruitment and retention of the appropriate quality and quantity of human resources and leaders.

##### Strategic Interventions

1. *Quality of HR administration*: Continuously improve the working environment (reduce work stresses, improve staff wellbeing, better communication, support staff establish appropriate work - life balance). Regularly review staff terms and conditions to maintain competitiveness.
2. *Staff quality and quantity*: Establish mechanisms for succession planning and staff development. Strengthen the second tier of management/ leadership. Establish a culture that allows greater celebration of achievements and encourages learning and innovation
3. *Governance strengthening*: Further strengthen governance mechanisms for board transition via a board succession strategy, as well as policy for board recruitment and development. Review board set up especially the number, roles and set up of board committees.

## SECTION 5: MANAGEMENT AND GOVERNANCE

Figure XX: Organogram

