

AfriNOV

Nonviolence | Evidence | Action

Nonviolence Works !

ORGANIZATION STRATEGIC PLAN 2021- 2023



February, 2021



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List of Acronyms

AfriNov	Africa Center for Nonviolence and Sustainable Impact
BBI	Building Bridges Initiative
CRPs	Community Resource Persons.
CRR	Cash Reserve Ratio.
GDP	Gross Domestic Product.
KAM	Kenya Association of Manufacturers.
KEPSA	Kenya Private Sector Alliance.
KPIs	Key Performance Indicators.
MEAL	Monitoring, Evaluation and Learning.
MPC	Monetary Policy Committee.
NCIC	National Cohesion and Integration Commission.
NGO	Non Governmental Organization.
PBO	Public Benefit Organization.
PESTEL	Political, Economic, Socio, Technological and Legal.
PLWDs	Persons Living with Disabilities.
QPSW	Quaker Peace and Social Witness
SP	Strategic Plan.
SWOT	Strengths, Weaknesses, Opportunities and Threats.

Acknowledgement

Our special appreciation go to Denis Kioko who was the lead consultant and his team. Their commitment and resourcefulness made us to have 1st draft just in good time for review and having this final draft.

We also thank the AfriNov program officers – Benson Khamasi, Beatrice Atieno, Monica Jepkosgei and Walter Nyakinda, for their input in providing all the necessary information from the field through their timely progress reports. The management team (Benard L. Agona and Jack Onyango) for reviewing the document and the AfriNov board led by the Margaret Achitsa for considering and approving the document. To our esteemed partner QPSW led by Tobias Wellner for the continued technical advice and financial support.

Together we have made it possible to have a working document that will steer us up in the next 3 three years- 2021- 2023.

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Statement from the Board Chair

On behalf of AfriNov Board of directors, I am honored to present the first Strategic Plan for the organization. It is a great privilege for me as we launch a 3-year Strategic Plan for the year 2021-2023 period. AfriNov is an organization born out of a 9 years' implementation of Turning the tide (TTT) program in Kenya with great success.

Turning the Tide program is a nonviolence training and advocacy program offered to Kenyan peace actors by Quakers from Britain. The program was introduced in Kenya in 2009 after the 2007/8 post-election violence that saw many people lose their lives and thousands of people lost their properties and many others were displaced.

It has taken collaborative effort and time to develop this document, and I am confident that the final output is a good roadmap that will propel the organization to move to the next level of growth.

The plan acknowledges the changing environment and the need to convert from a mere regulator into a facilitator. This document is also intended to hold AfriNov move to the next level in serving our communities for sustainable peace and development.

I invite AfriNov team to go through the document with keen interest as we start implementing the proposed activities and aim at achieving our stated goals and objectives. To all our stakeholders and partners we invite you to identify areas we could work together for greater achievement of our goals.

Together we will make it happen!

Margaret Achitsa Mukulo
AfriNov Chairperson.

Executive Summary

African Center for Nonviolence and Sustainable Impact- AfriNov started operating in Kenya in August 2010 as a nonviolence initiative under the partnership of Quakers Peace & Social Witness (QPSW) and Change Agents for Peace International (CAPI). The partnership drew heavily on the work and experiences of QPSW's Turning the Tide (TTT) program and was adapted in the Kenyan socio-political context. This was aimed to address the social injustice and conflict challenges from the aftermath of the 2007-08 post-election violence.

As a result of the early success witnessed during the implementation of the Turning the Tide (TTT) program with affected communities, the initiative was transitioned from CAPI to Alternatives to Violence (Kenya) Trust (AVP-Kenya) as a fully-fledged program.

Later in July 2019, we were incorporated under the Kenya Companies Act (2015) as non-profit organization operating in Kenya. This move was undertaken to better manage our expanding portfolio and pursue a better strategic direction. We have an active presence in Western, North Rift, Nairobi and Nyanza regions with 7 full time staff members and over 45 active volunteer Community Resource People (CRP) supporting over 50 community based groups.

As part of our work to the region, we supported the training and roll-out of nonviolence programs in Rwanda and Burundi and continue to support them through the established East Africa Network. Our work is backed by research and evidence. We strengthen training and capacity building around nonviolence work, promote evidenced-based advocacy, disseminate resource materials and work with key stakeholders to develop nonviolent solutions to developmental problems within identified grassroots communities.

This strategic document will help accelerate our community work to achieve the organization vision of a peaceful and just society.

Benard L. Agona

Program Manager/ Ag. Executive Director- AfriNov

1.0. INTRODUCTION

1.1. Rationale for the Review and development of the strategic plan-2021-2023

AFRINOV has been implementing its strategic plan 2016-2020 for the last five years. The development of the strategic plan-2021-2023 was in line with the strategic plan monitoring and evaluation framework which had provided for an end term evaluation. Additionally, the review of the strategic plan enabled AFRINOV to;

- a. Take stock of the plan's implementation status-successes, challenges and lessons learnt.
- b. Rethink the strategic direction and document possible changes to the implementation plan for the next strategic period-2021-2023.
- c. Provide an overall framework for prioritization and allocation of resources for the next strategic period.

1.2. Approach and Methodology

Board members and staff of AFRINOV were intensively involved in the review of the strategic plan. The programmatic areas were taken into consideration in developing the new strategic plan. Specifically, the following steps were followed;

- a. Review of available information for the purposes of understanding AFRINOV's mandate, Vision, Mission, expected outputs towards the strategic period 2021-2023.
- b. Analysis of internal and external factors that may have an impact on the implementation of the next strategic plan period (2021-2023).
- c. Development of a revised/new strategic plan by taking into account the views of key stakeholders i.e. Government, Communities and other funding organizations and available information from the analysis and reviews of all areas of AFRINOV's operations.

The approach involved;

- a. Desktop review of performance reports for the previous years a process that helped get the status of performance of the strategic plan 2016-2020 and the envisioned new strategic direction post Covid-19.
- b. A board and management workshop that deliberated on the content of the revised/new strategic plan.
- c. Formation of a team that comprised staff from different companies/departments that helped put up the final draft of the plan and;
- d. Presentation of the draft strategic plan to the AFRINOV board
- e. Presentation of the strategic plan to the whole of AFRINOV staff.

1.3. Our track record and reflections of previous Strategic Plan (2016-2020).

Key Achievements

Organization Rebranding and Registration - From being a program (Turning the Tide program) to being registered by the registrar of companies by the name “Africa Center for Nonviolence and Sustainable Impact” (abbreviated as “AfriNov”) as from January 2020.

Strong working partnerships/relations with local groups, local government officials and other non-state actors within the areas of our programmatic areas and regional coverage.

Lobbying and Advocacy on women land rights and Persons with Disability (PWDs): AfriNov has been a strong advocate in lobbying for the women rights in matters of land ownership and security of tenure in the eight counties currently in existence. AfriNov has been successful in lobbying for the inclusion of PLWDs in the planning of the county activities.

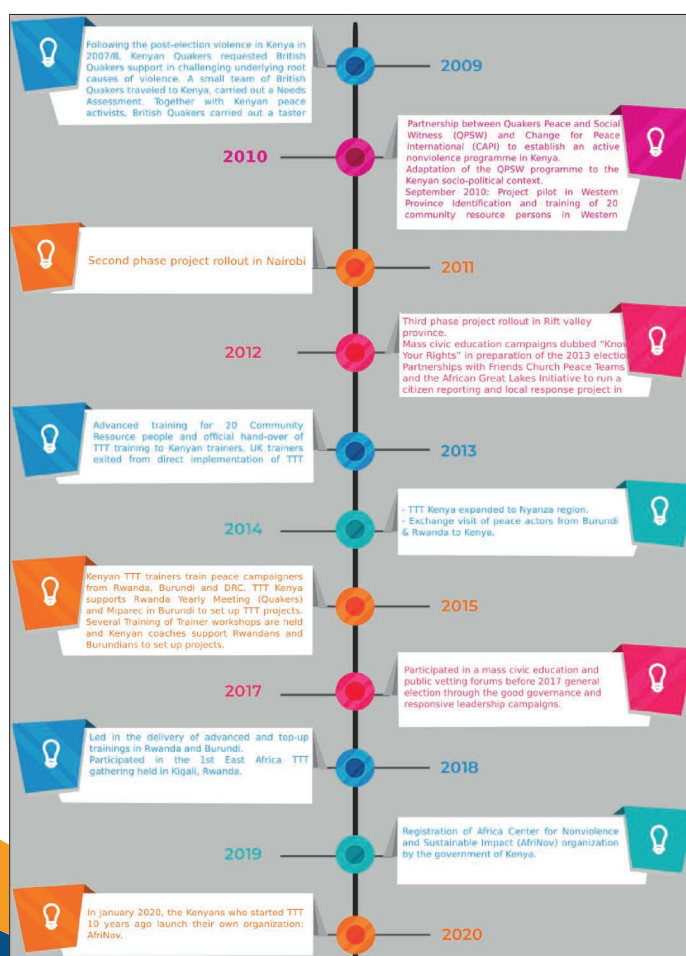
Learning and Growth – Organizational exchange visits have enhanced the growth of AfriNov as an organization. This has been within the region and internationally and consequent replication of the lessons learnt in the internal operations. AfriNov has also been involved in introducing the non-violence work in the East African region, specifically in Rwanda and Burundi

2.0. WHO WE ARE

2.1. About AfriNov

AfriNov is a leading not-for-profit organization working in partnership with grassroots communities on nonviolence training and advocacy work in East Africa and targets to reach the rest of Africa. The organization is headquartered in Kenya, Nairobi and has footprints in 8 counties namely Kakamega, Bungoma, Trans Nzoia, Uasin Gishu, Nandi, Kisumu, Homa Bay and Nairobi and we intend to scale up to Busia, Kericho, Migori and Samburu Counties. The organization is working with communities through trained community resources persons (CRPs), community groups, civil society organizations, state and non-state stakeholders.

Our History



2.2. Vision and Mission

Vision

A Peaceful and Just Africa!

We strive for an informed, empowered local communities able to challenge social injustices and working together in tackling issues that matter to them through nonviolence actions.

Mission

Drive social justice in East Africa by training, mentoring and mobilizing communities through nonviolence means.

2.3. Our Core Values

The board, management and staff of AFRINOV will subscribe to the guiding principles that are our Core Values listed hereunder;

Integrity & Professionalism: We are devoted to the principles of honesty, uprightness, credibility and being virtuous. We are committed to conducting our operations in a transparent, honest and accountable manner.

Diversity & Innovation: We are cognizant of the role of diversity and diversification in sustainable development and as an organization, we will invest in diversity.

Social responsibility & caring for others- We endeavor to support and give back to the community.

Environmental responsibility- We advocate for practices that are environmentally friendly.

Collaboration: We are dedicated to working with other like-minded organizations, private or public, in our mandate of seeking for social justice in Africa.

3.0. OUR INTERVENTIONS AND IMPLEMENTATION STRATEGIES

3.1. The Programmatic Pillars

The AfriNov development approach will be anchored on the following key programmatic pillars;

Peace building and Nonviolence Actions.

What is security? If a society or community is secure, it's likely that its people are reasonably well looked after: they have access to basic needs such as clean water, housing, power supplies, food, education, health care and the support of family or friends. They are able to convey their views to others, particularly those who make decisions.

For all that to work well, human rights need to be respected, people must respect each other, even when some make it very difficult. There are communities around the world which manage to live in relative harmony. These citizens solve their problems and disputes with understanding, imagination, and the will to get things right. But to be really secure a community needs also to have good relationships with other societies and communities. And all societies need to respect the planet and the atmosphere that surrounds it.

Attitudes to “security” are intertwined with the problems that create conflict. We are all affected by what goes on elsewhere in the world. War and famine in one part of the world can lead to the arrival of refugees elsewhere. Wealth-seeking businesses can take advantage of poverty and repression in one region to exploit people elsewhere, affecting the world's financial systems. No-one is secure when anyone is threatened¹.

Economic Development for Peace building.

Empowering people can help eradicate poverty because those who have been empowered will become self-reliant from their skills that they have learn, they can have jobs which they will use

¹<https://www.ppu.org.uk/peacebuilding-nonviolence>

to take care of their family. If there is no one in the family that could afford to take care of the children and other relatives the poverty will increase, so by empowering one person you have saved many lives.

Poverty is an essential part of many social settings. Unfortunately, but apparently it is one source of the growth of national economies as we see it today. Empowering people could be a strategy to improve the income status at the bottom line by making people aware of their rights, sometimes their real productivity, and their power as they stand united, etc. This may have consequences counteracting growth to some extent, which is not a reason to skip empowerment, but maybe stop the fixation on GDP growth. Empowering people is critical for achieving poverty eradication. They need to be made aware of their rights and entitlements, equipped with skills to make informed choice and negotiate for their rights and have access to resources for their development. Empowering people to have the control and ownership of their lives requires an array of opportunities to choose and decide. These empowered people are the actors of their own development².

Democracy & Governance

Globally, participatory democracy is viewed as essential to ensure a high level of legitimacy, contribute to empowerment and strengthen democracy. The overarching goal of Kenya's vision is to turn the country into a globally competitive and a prosperous nation by the year 2030. Both the Kenya Vision 2030³ and the Constitution of Kenya 2010 place great emphasis on the role of leadership and governance in development. International agreements and conventions in which Kenya is a signatory have stressed on the importance of women's equal participation in political leadership.

Kenya remains greatly challenged with regard to women's ascendancy into public political leadership positions. Between 1963 and 2012, Kenyan voters' elected only 50 women to

² <https://www.un.org/esa/socdev/publications/FullSurveyEmpowerment.pdf>

³ Kenya Vision 2030.

Parliament; indeed, this figure is actually lower as it includes those who were re-elected. In the 10th Parliament (2008-2013), women comprised only 9.8 percent of the parliament, compared with Rwanda's 56 percent, Tanzania's 36 percent, Uganda's 35 percent, and Burundi's 30 percent. Overall, Kenya is 10 percent below the EAC's regional average of 20 percent representation of women in parliament.

For Kenyans to participate effectively they must have the necessary knowledge and skills on how to execute their responsibilities. Many Kenyans do not have the capacity to effectively engage with the state on various issues that affect them and thereby hold state agencies accountable for the success of programmes and projects. These then means that a large number of Kenyans are left out when it comes to participating in many governance issues both at local level as well as national level.

Climate Change

Climate change and environmental degradation pose serious threats to poverty reduction and development in Kenya. The World Bank asserts that 'poverty and vulnerability to climate change remain the most critical development challenges facing Kenya⁴. The effects of climate change are already being felt, in both the agricultural heart of the country and the arid and semi-arid lands. In the past decade Kenya has experienced 5 separate drought episodes. These droughts have had a serious impact on rural livelihoods, particularly for pastoralist and agro-pastoralist communities in the North, where poverty levels exceed 90 percent and where traditional livelihoods options are being destroyed by the cumulative impact of drought events, climate change and environmental degradation.

Climate change has been perceived as a "threat multiplier," directly aggravating human security risks, such as food and water insecurity, as well as indirectly contributing to (violent) conflict in regions vulnerable to climate change. For instance, reduced access to water and

⁴ <http://go.worldbank.org/1MB0K3T4M0>

extreme weather events may negatively affect food security and undermine the livelihoods of vulnerable households and communities. Growing natural resource scarcity may then lead to local competition which becomes unmanageable in the absence of institutions for conflict resolution. Fragile states and communities with a history of conflict are the most vulnerable

3.2. Programmatic Objectives.

Objective	What will success look like? (Key outcomes)	How will we achieve success? (Strategic interventions)
Objective 1: To promote peace building and reconciliation that improves nonviolent conflict management and ensures sustained peace.	Communities' adopting non-violent approaches to conflict management and resolution.	Strengthening and operationalizing of peace committees and community groups. Institutionalizing nonviolent approaches at the community level. Community ownership of the nonviolence approaches and formation of nonviolence movements.
	Communities are able to peacefully co-exist.	Conduct peace building activities
Objective 2: To increase equal access to livelihood opportunities for vulnerable and marginalized communities	Increased household income for the marginalized and vulnerable communities.	Business development training, mentorship and coaching to marginalized and vulnerable communities. Linkages of marginalized and vulnerable individuals to access Government economic empowerment funds e.g. Uwezo Fund, Women Enterprise Fund, Youth Fund
	Communities sharing information and knowledge on entrepreneurship, income generation, and livelihoods through an established community of practice network within the targeted areas.	Establish a community of practice network within the targeted communities.

Objective	What will success look like? (Key outcomes)	How will we achieve success? (Strategic interventions)
Objective 3: To strengthen democratic leadership that is responsive, inclusive, gender sensitive and accountable to the public.	Informed and empowered citizen participation in governance affairs	Conduct civic education Support community actions in social accountability
	Women, PLWDs and youth included in leadership and decision-making structures	Leadership development training Mentorship and coaching
Objective 4: To strengthen resilience of vulnerable households in drought-affected semi-arid regions to adapt to the shocks and stresses related to climate change.	Government has passed laws, budgets and policies on Climate Change.	Conduct advocacy campaign for the adoption of policies, laws and budgets on Climate Change. Train government officials of key institutions on climate change planning, implementation, monitoring and access to finance; pro-poor climate change policy, other areas identified in the institutional capacity assessments.
	Communities are practicing adaptation measures to Climate Change	Empower communities to adopt improved, climate-sensitive agricultural production techniques Develop capacity of Vulnerable communities to protect and manage natural resources in a climate sensitive manner

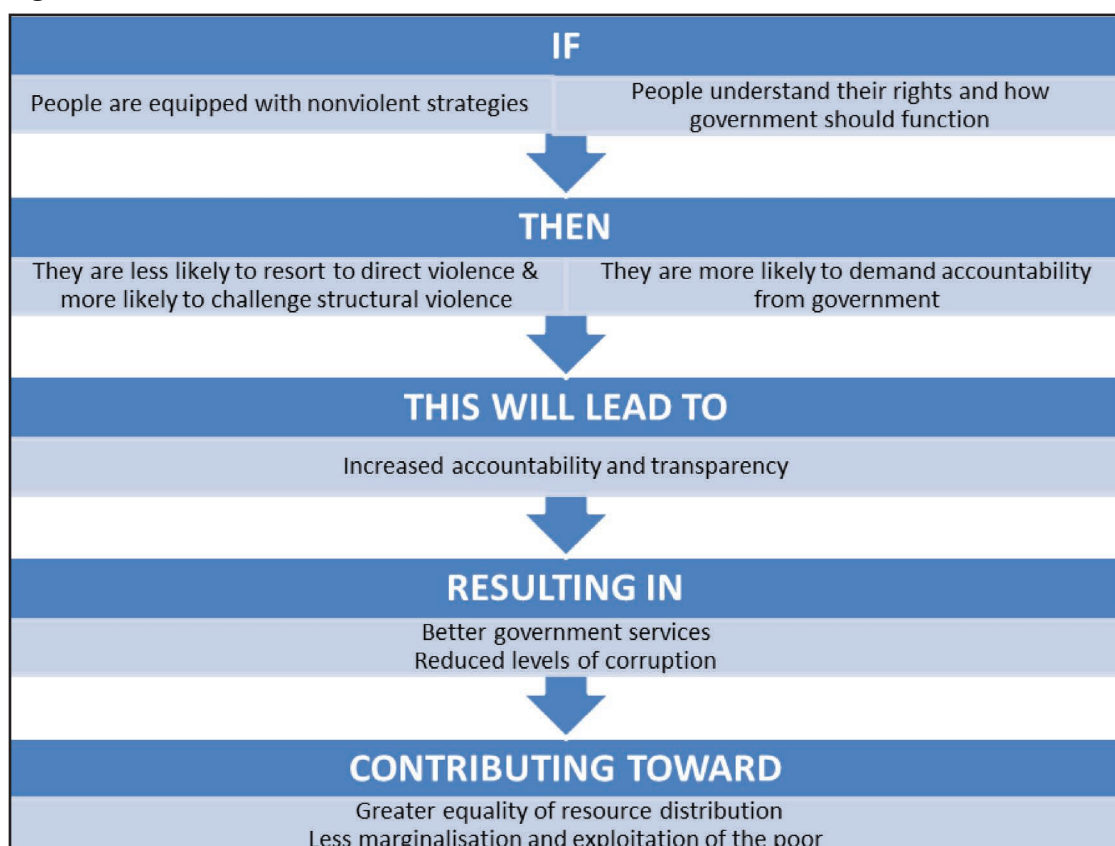
3.3. Our Theory of Change

Our theory of change is that;

If people have nonviolent strategies for challenging injustice (i.e. structural violence) they are less likely to resort to direct violence, and more likely to change the structural conditions that lead to that violence in the first place.

If people are equipped with the knowledge of how the new decentralized government is meant to function and with the knowledge of their own basic rights as guaranteed under the constitution, they will be more likely to demand accountability from government and be willing to use non-violence to challenge those officials who fall short.

Increased accountability and transparency will lead to better government services, decreased corruption and less marginalization and exploitation of the poor, ultimately reducing the unequal distribution of resources that is at the heart of many Kenyans' grievances and a key driving factor of violence.



3.4. Programmatic Strategies

In this strategic period, we intend to achieve our programmatic pillar milestones by utilizing the following key strategies;

3.4.1. Non-Violent Approaches

The core principles of nonviolence are:

- being willing to act for justice without giving into or mimicking violence
- respecting and caring for everyone involved in a conflict, including our opponent
- refusing to harm, damage or degrade people / living things / the earth as a means of achieving goals
- acting in ways consistent with the ends we seek
- being prepared to take suffering on ourselves without inflicting it on others
- believing that everyone is capable of change and no-one has a monopoly of the truth
- recognising the importance of training so that nonviolence thinking and behaviour become part of our everyday lives.

3.4.2. Human Rights Based Approach (HRBA) in programming

AfriNov will adopt HRBA in all its programming work. HRBA is based on the normative international human Rights Standards and Principles. It recognizes human beings as rights holders and establishes obligations for duty bearers. The organization will strive to ensure there is equity and non-discrimination, inclusion of the most marginalized and the most vulnerable individuals or communities in programming. It will advocate for Transparency, Accountability and participation principles that promote equitable service delivery and empowers both the Duty Bearer and Rights Holder. AfriNov will put the people at the centre of development and governance and seek to bring out the underlying problems that prevent people from exercising their rights. We will bring to the fore two important values: a framework for policy

and interventions and an emphasis on enhancing the capacity of the poor and vulnerable members of the society to demand accountability.

3.4.3. Networking and Collaborations

The organization will adopt an open-door policy to networking and collaborating with like-minded organizations. This will ensure scalability of its program work and also leveraging of other networks and organizations to achieve program targets. Networks and other organizations will be instrumental in amplifying AfriNov work and also in public policy and advocacy.

3.4.4. Gender Integration

AfriNov appreciates the value of gender equality as an organizational as well as a programmatic priority, and realize that gender integration—the pursuit of greater gender equality internally—is both the right thing and the smart thing to do. From an economic efficiency lens, AfriNov is well aware that where gender inequalities in access and control over resources are persistent, they undermine sustainable and inclusive development. As new evidence demonstrates, when women and men are equal, economies tend to grow faster, the poor move quickly out of poverty, and the well-being of men, women, and children is enhanced⁵ It is on this basis that the organization will ensure its interventions are gender sensitive and seeks to challenge the gender inequality in all its areas of operations.

3.4.5. Public Policy & Advocacy

The organization will place Public policy and advocacy at the center and front of this strategy. This is due to the believe that it is the primary role of the Government to provide development and peace in a country and AfriNov is just a complementor. The organization will empower communities to advocate on issues affecting them as aligned to the program areas. AfriNov will also develop capacity of duty bearers to ensure they are able to respond to community needs.

⁵ Integrating Gender into the World Bank's Work- A Strategy for Action

3.5. Key Performance Indicators

Key Performance Indicator(s)	Strategic Targets (2021-2023)
Peace building and Nonviolence Action: To promote peace building and reconciliation that improves nonviolent conflict management and ensures sustained peace.	
Number of peace committees strengthened and Operationalized	100
Number of individuals trained on nonviolent conflict approaches.	6,000
Number of communities adopting nonviolent conflict approaches.	1,000
Economic Development for Peace building: To increase equal access to livelihood opportunities for vulnerable and marginalized communities.	
Number of marginalized and vulnerable individuals trained on economic empowerment.	6,000
Number of marginalized and vulnerable households with increased household income.	3,000
Number of vulnerable and marginalized individuals linked to government economic empowerment funds (youth fund, women fund).	1,500
Democracy & Governance: To strengthen democratic leadership that is responsive, inclusive, gender sensitive and accountable to the public.	
Number of key individuals reached with civic education	50,000
Number of individuals participating in governance affairs.	5,000
Number of women and youth elected in leadership positions	200
Climate Change: To strengthen resilient of vulnerable households in drought-affected semi-arid regions adapt to the shocks and stresses related to climate change.	
Number of policies and laws related to climate change passed by Government	10
Amount of resources allocated per county with regards to climate change response	At least 1%
No of Vulnerable communities that have improved capacity to plan for, respond to and cope with shocks and stresses related to climate change	500
No of households practicing climate change adaptation measures	10,000

4.0. SITUATIONAL ANALYSIS

4.1. SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> - Skilled staff with both local and international experiences. - Strong grassroots presence in areas of programmatic existence. - Unique training methodologies. - Robust stakeholder database and networking. - Continued support from QPSW 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Strong established partnerships with county governments - Partnerships with other like-minded Civil Society Organizations - Existence of government bodies complementing peace work (e.g. NCIC). - Expressed need for training in active nonviolence programmatic area. - Expanded media outlets and reach – including social media - Community Radio – talk shows, BBC Sema programme - Funders/call for proposals (still unexplored) - 2022 general elections - A cry for peace and justice on part of community
<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Organizational visibility and publicity. - Lack of in-house legal expertise. - Translation/reviewing of training materials to local languages. 	<p>THREATS</p> <ul style="list-style-type: none"> - The current Polarized and divisive politics - De-registrations of NGOs - Non-operationalization of the Public Benefit Organizations (PBO) Act of 2013.

4.2. PESTEL Analysis

Political

“Eastern Africa” denotes the geographical area comprising the seven member states of the Intergovernmental Authority on Development (IGAD): Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, and Uganda. Tanzania is also included because it has had long historical and political interactions with Kenya and Uganda within the rubric of the East African Cooperation (EAC). The main challenges to human security in this region have originated from political and state fragility, resource scarcities, and environmental degradation. All these factors have contributed to a regional context that is characterized by intrastate conflicts, interstate wars, and political extremism. Raging civil wars and interstate conflicts have, in turn, produced forms of statelessness and marginality that have deepened societal insecurities and strained human livelihoods. Consequently, in addition to profound political instability and economic destitution, human security is arrayed against escalating communal violence, small arms proliferation, and massive movements of people within and beyond the region.

Regional insecurities have also had wider global resonance, attracting international actors, institutions, and resources. Since the turn of the new century, man-made conflicts and natural disasters, such as droughts and floods, have tasked the energies of the international community. International engagement will continue because new security threats such as terrorism and piracy have emerged, exploiting extant weaknesses in states and societies of the region. Resuscitating structures that reduce the challenges to human livelihoods in eastern Africa will entail the return to sturdy territorial order, national cohesion, economic viability, and the building of regional institutions for security and prosperity⁶.

Social-Economic Environment

A survey by the Kenya Private Sector Alliance (KEPSA) (2020) on the Coronavirus pandemic impact on Kenya’s economy indicates that 61% of businesses had been affected by the measures being taken around the world to contain the virus. The survey featured ninety-five (95) locally owned businesses spanning seventeen (17) sectors of the economy. In addition, there were thirty-two (32) manufacturers surveyed by the Kenya Association of Manufacturers (KAM) with the findings integrated into the KEPSA report. According to the report, most businesses expect to be disrupted in these various ways:

- Most companies foresee a situation where they will have to ask employees to work from home thus negatively affecting businesses in the service sector,

⁶ https://www.ipinst.org/wp-content/uploads/2015/06/eastern_africa.pdf

- -Increased cost of goods which will consequently increase the overall cost of production,- Reduced capital flows, restrictions on travel, and reduced staff time,
- Difficulty in obtaining credit from financial institutions as well as reduced ability to meet their loan interest payments, and,
- Slowed investment appetite from foreign and local investors.
- The macroeconomic impacts on the key sectors of the economy: The risk on four (4) sectors is high, two (2) moderate and 2 low, showing a significant impact of the COVID-19 pandemic on the Kenyan economy.
- Exchange rate volatility: COVID-19 is already having an impact on the exchange rate. The Kenya shilling weakened to a five-month low on 17 March 2020. The local currency was traded at 103.38 against the dollar at the close of business, the lowest since October 30 2019, when it exchanged at 103.40 to the US\$.³¹ The shortage of imports from China for instance, which accounts for an estimated 21% of the country's imports, is expected to exert pressure on the exchange rate as local importers look for alternative import markets, which may be more expensive. This is bound to increase demand for the dollar from merchandise importers and result in exchange rate depreciation.
- Diaspora remittances: According to the 2019 Migration and Development report remittances rose from \$1.962 billion in 2017 to \$2.855 billion in 2019, an increase of over \$892 million (Sh75 billion) and equivalent to 2.9% of Kenya's GDP. As outward remittances decline in tandem with the nominal GDP (in US dollar terms) of the source countries, the COVID pandemic would result in a decline of Diaspora remittances due to reduction in disposable income. Central Bank of Kenya monthly statistics on Diaspora remittances indicates a decline of 15.6% from US\$259.4 million to US\$219.0 million between January and February 2020. This coupled with increased prices of household items especially in Europe and North America is likely to lead to further reduction in remittances in 2020.
- Monetary policy: Vis-à-vis monetary policy, the Monetary Policy Committee (MPC) cut the Central Bank Rate (CBR) from 8.25% to 7.25 on 23 March 2020 to cushion the economy from the Coronavirus pandemic.³² The MPC also reduced the Cash Reserve Ratio (CRR) from 5.25% to 4.25%, thus releasing Ksh.35.2 billion as additional liquidity availed to banks to directly support borrowers that are affected adversely by the Coronavirus pandemic.

Technological

Technology today is evolving at such a rapid pace, enabling faster change and progress; causing an acceleration of the rate of change, until eventually it will become exponential. However, it is not only technology trends and top technologies that are evolving; a lot more has changed this year due to the outbreak of COVID-19.

The gravity of the Covid-19 pandemic and its widespread impact over the course of 2020 hasn't been witnessed in most people's lifetimes. But while it's an unprecedented situation, history tells us that it will spawn a transformation of society. While it's difficult to define precisely how the future will take shape, insights from a recent study conducted by Dimension Data and NTT Limited, a leading global IT solutions and technology provider, shows that there are at least five critical trends and disruptive technologies that hold promise to help local organizations unpack their postures with regards to safety and security, support sustainable growth and reduced environmental loads. a). All-photonics networks (APNs) will power global communications, b). Cognitive Foundation (CF) technology will connect and control everything, c). Digital twin computing (DTC) will enable predictive analytics by integrating the real and virtual world, d). The evolution of the 'citizen developer' and robotic process automation (RPA) will reshape businesses and e). Quantum and edge computing will usher in a new era of computing⁷.

Legal Issues

The Public Benefit Organizations (PBO) Act of 2013 is meant to replace the Non-Governmental Organizations Coordination Act of 1990. However, as of February 2019, the PBO Act was not operationalized or implemented due to the government's reluctance. This section therefore also talks about the 1990 Act. Observers believe the new law would make it easier for NGOs to operate, if implemented. It 'would create a more enabling legal environment for NGOs by encouraging them to maintain high standards of governance and management through effective self-regulation, the establishment of an independent regulator, a more transparent registration process, and required government support to NGOs in various ways' (USAID, 2018, p. 105). It would change the definition from an NGO as non-governmental, to a PBO as an 'autonomous, non-partisan, non-profit making...engage[d] in defined public benefit activities' (Odhiambo, 2017, p. 20).

The current (1990) framework is seen to be more confused and restrictive. 'The legal framework is characterized by multiple laws, which are implemented by different Government

⁷ <https://www.businessdailyafrica.com/bd/corporate/technology/the-tech-trends-that-look-to-shape-2021-3216766>

ministries, agencies and departments. The diverse and sometimes overlapping laws present difficulties for the Government in developing harmonized, systematic and coordinated plans and approaches to civil society. To compound the problem, some of the regulatory agencies are under-resourced and find it difficult to manage their basic functions effectively' ("Kenya - Civic Freedom Monitor - Research Center - ICNL," 2019). According to an Oxfam report, the government's desire to 'limit influence of civil society over the International Criminal Court' and to prevent the influence of Al-Shabab has led it to restrict NGOs' freedom to operate (Oxfam, 2016, p. 3).

5.0. Management and Governance

5.1. Institutional Strengthening

AfriNov as an organization, for the next three years will endeavour to achieve the following key objectives as an organization;

Objective	Key outcomes	Key Activities
Objective 1: To enhance AfriNov's reputation as an employer of choice.	A HR system in place that identifies Staff as the key organizational building blocks. A gender responsive work culture strengthened at AfriNov. AfriNov staff complying with digital integration in organizational operations.	Learning and growth- ensuring that there are skills transfer in all key organizational responsibilities and departments. Develop a merit based performance rewarding system. Staff capacity built based on an organizational needs assessment. Gradually automate organizational processes and procedures for effectiveness and efficiency.
Objective 2: To enhance programs implementation effectiveness in order to achieve impact and strengthen compliance.	Donor/ partner reporting compliance. Program implementation progress documented and shared with key stakeholders. Program implementation impact documented and shared with key stakeholders.	Key stakeholders mapping Develop and operationalize a MEAL system. Ensure there are clear Key Performance Indicators for all the Programs.

Objective	Key outcomes	Key Activities
Objective 3: To increase scale and organizational income.	Current donors/partners retained. New partners/donor acquired in line with our programmatic areas. Diversification of donors/partners.	Development of high quality proposals. Explore other resource mobilization avenues- like crowd funding. Programmatic work scaled up to seven more counties.
Objective 4: To strengthen research and design.	Projects designed based on data driven decisions. A robust research and design department informing programmatic work.	Partnering with learning and research institutions. Allocate more resources to research and design.

5.2. Corporate Governance

AFRINOV adopts a corporate governance system that maintains the balance of rights, relationships, roles and responsibilities of staff members, directors and management. This ensures delivery within the premise of integrity, excellence, professionalism, diversity, collaboration and innovation in driving her interests and of those we serve. Below are the roles and responsibilities of the board:

	Area	Functions
1.	Organisational Leadership Strengthening	<ul style="list-style-type: none"> • Performance Management of the executive • Mentor and guide the executive • Strategic Planning, Monitoring and Evaluation • Organisational external evaluation
2.	Resource Mobilization	<ul style="list-style-type: none"> • Mobilize resources towards implementation of the strategic plan • Link AfriNov management to funding opportunities
3.	Performance Management	<ul style="list-style-type: none"> • Establish suitable indicators for organisational performance • Monitor organisational performance regularly • Strategic guidance on organisational growth
4.	Strategy development and oversight.	<ul style="list-style-type: none"> • Develop organisation goals, vision and mission • Manage strategic plan implementation • Guide on Organisational strategic directions
5.	Risk Management	<ul style="list-style-type: none"> • Strategic guidance on organisational risks management • Overall management of organisational risks
6.	Compliance	<ul style="list-style-type: none"> • Ensure organisational compliance to client requirements • Ensure organisational compliance to the strategies • Ensure compliance with regulatory framework
7.	Operating Plan	<ul style="list-style-type: none"> • Provide leadership to the organizational operational plans • Set policy agenda for the organization
8.	Partnerships Management and Communication	<ul style="list-style-type: none"> • Lead in strategic organisational communication • Increase organisational market Share • Enhance Organisational partnership management

Therefore, in addition to the fund-raising role attribute, board members will be required to demonstrate, among others:

- A strong belief in the organization. It is critical that board members are loyal to the purpose for which the organization was created and understand the needs of its constituents. They should also have a strong sense of the history of the organization, and be able to reconcile this with the organization's vision and changing realities.
- Diversity. The composition of the board should be diverse, reflecting the population that it seeks to serve. Some sources for prospective board members are colleges and universities, legal professionals, business leaders in the community, donors, service clubs, the banking industry, and volunteers.
- Willingness to commit time and resources. Board members should be able to attend most board meetings and be ready to commit financial resources in support of the organization.
- Experience in governance. The most valuable board members display strong skills in stewardship and planning for the future, formulating strategic plans, setting priorities, and monitoring performance.
- Ability to work with a team. Board members have to put aside self-interests to determine what is best for the organization.
- An understanding of his or her role as board member. In an interview conducted by Peter Drucker, one non-profit executive described board members as "governors, sponsors, ambassadors, and consultants." Board members play many roles but managing the organization is not one of them.

5.4. The role of Management

The Management will be responsible for: -

- Implementation of the strategic plan strategic areas.
- Operations management.
- Service delivery performance management.
- Reporting progress to the board.

6.0. Monitoring, Evaluation And Learning

AfriNov shall during the pre-strategic plan period, review and update its Monitoring and evaluation framework whose purpose is; among others; to offer guidance in tracking of performance indicators towards achievement of the strategic plan results and inform future programming. In support of AfriNov commitment to accountability and constant learning, there will be several tools to monitor, evaluate and learn:

- Provide information on the scope of our work using output reporting data.
- Complete several review exercises to understand – and speak about – our achievements as well as our challenges, and how we deal with them
- Undertake a strategic evaluative research process to assess our overall strategies, test the core assumptions about how AfriNov is contributing to social change and assess our effectiveness in different contexts, and
- AfriNov will consult with key stakeholders to gather their insights and assessments about our overall efforts

This section will also cover the strategic plan reporting.

6.1. Schedule of timing of AfriNov SP M&E Activities.

Activity	2021				2022				2023			
	1	2	3	4	1	2	3	4	4	1	2	3
In-House Staff & Board Feedback (monthly)	√	√	√	√	√	√	√	√	√	√	√	√
Quarterly Reviews by Management Board	√	√	√	√	√	√	√	√	√	√	√	√
Quarterly Assessment of staff performance	√	√	√	√	√	√	√	√	√	√	√	√
Annual External Audits				√				√				√
Provision of progress report to strategic partners (Quarterly)	√	√	√	√	√	√	√	√	√	√	√	√
Midterm review							√					
Strategic Review and End of Term Review											√	√
Review and Preparation of the strategic plan (2024-2026)											√	√

6.2. Programmatic Logical Framework Matrix.

Result Area	Indicator(s)	Means of Verification	Risks/Assumptions
Goal: Achieve over 80% of the programmatic targets.	% change in programmatic performance.	Annual performance reports.	Funds will be available in line with our programmatic pillars.
Programmatic Area 1: Peace building and Nonviolence Action			
Objective 1: To promote peace building and reconciliation that improves nonviolent conflict management and ensures sustained peace.	% reduction in the rate of violent incidents reported to the local administration.	Quarterly County Security Committees' security reports. Annual and Quarterly project reports.	There will be a peaceful environment for the AfriNov Staff to traverse the targeted counties to promote peace and reconciliation.
Outcomes: 1. Communities' adopting non-violent approaches to conflict management and resolution. 2. Communities are able to peacefully co-exist.	1.1. No. of communities adopting non-violent approaches to conflict management and resolution. 2.1. No. of communities peacefully coexisting with each other	Documented success stories Community meeting notes/minutes/reports.	Different communities will be able to adopt and appreciate non-violent conflict management and resolutions mechanisms.
Strategic Interventions 3. Strengthening and operationalizing of peace committees and community groups. 4. Institutionalizing nonviolent approaches at the community level. 5. Formation of nonviolence movements.	3.1. No. of communities with peace committees identified and mapped out. 3.2. No. of peace communities strengthened and operationalized. 4.1. No. of communities practicing non-violent approaches. 5.1. No. of nonviolent community movements formed	Peace Committee meeting reports/ minutes. Peace Meetings videos and Photographs. Signed community peace agreements.	Different communities will agree and operationalize peace agreements.

Result Area	Indicator(s)	Means of Verification	Risks/Assumptions
Programmatic Area 2: Economic Development for Peace building.			
Objective 2: To increase equal access to livelihood opportunities for vulnerable and marginalized communities	% increase in household income for the vulnerable and marginalized communities. % of women and youths reporting increased income(s).	Annual Economic Surveys by KEBS. Annual programmatic reports. Impact Reports.	The targeted vulnerable and marginalized will agree to venture into non-traditional livelihood options to bolster their household incomes.
Outcomes: 1. Increased household income for the marginalized and vulnerable communities. 2. Communities sharing information and knowledge on entrepreneurship, income generation, and livelihoods through an established community of practice network within the targeted areas.	2.1. No. of marginalized and vulnerable households reporting positive change in their monthly incomes. 2.1. No. of Communities accessing information and knowledge on entrepreneurship and income generation through the established community of practice networks within the targeted areas.	Monthly project reports. Monthly and Quarterly Household Income Monitoring reports	The marginalized and the vulnerable community households will be honest enough to report a true reflection of their progressive income status.

Result Area	Indicator(s)	Means of Verification	Risks/Assumptions
Programmatic Area 1: Peace building and Nonviolence Action			
Strategic Interventions			
3. Train, mentor and coach the marginalized and vulnerable communities on business development.	3.1 No. of marginalized and vulnerable communities trained, mentored and coached on business development.	Training, Mentoring and Coaching reports. Activity Pictures and Videos. Uwezo, Women Enterprise and Youth Funds Annual disbursement reports.	The National and County governments will be in support our economic development approaches at the community level. Communities will be able to peacefully co-exist
4. Link marginalized and vulnerable individuals to access Government economic empowerment funds e.g. Uwezo Fund, Women Enterprise Fund, Youth Fund	4.1. No. of women and youths accessing funds from the government economic empowerment funds. 4.2. Amount of money in Kshs. Accessed by women and youths from the government economic empowerment funds.	Community committee meeting reports/ minutes/notes.	
5. Establish a community of practice network within the targeted communities.	5.1. No. of established community of practice networks within the targeted areas.		

Result Area	Indicator(s)	Means of Verification	Risks/Assumptions
Programmatic Area 3: Democracy & Governance.			
Objective 3: To strengthen democratic leadership that is responsive, inclusive, gender sensitive and accountable to the public..	Ratio of women to men in leadership positions. % of women and youths in leadership positions.	IEBC election reports. Community committees meeting reports.	The local communities will be supportive and responsive to women and youth leadership.
Outcomes 1. Informed and empowered citizen participation in governance affairs. 2. Women and youth included in leadership and decision making structures.	1.1.No. of community leaders holding key county development committees' leadership positions. 1.2.No. of projects established at the community level as a result of direct citizen participation in governance. 2.1.No. of women and youths elected to the county assemblies. 2.2. No. of county assembly bills drafted and tabled in the county assemblies by women and youths and passed.	County development Committees meeting reports. Community projects inception reports. County bills publications	The local communities will support women and youth aspiring leaders towards the next general elections


Result Area	Indicator(s)	Means of Verification	Risks/Assumptions
Programmatic Area 3: Democracy & Governance.			
Strategic Interventions 3. Conduct civic education 4. Support community actions in social accountability. 5. Leadership development training 6. Business mentorship and coaching.	3.1. No. of civic education sessions conducted. 4.1. No. of community actions on social accountability conducted. 5.1. No. of women and youths in leadership positions trained on leadership development. 6.1. No. of entrepreneurs identified, mentored and coached on business development.	Civic education and community action sessions reports. Leadership development training reports. Business development training reports.	Programmatic allied funds will be available and sufficient enough.
Programmatic Area 4: Climate Change			
Objective 4: To strengthen resilience of vulnerable households in drought-affected semi-arid regions to adapt to the shocks and stresses related to climate change.	Percentage of vulnerable households in drought affected semi-arid regions adapting to shocks and stresses related to climate change.	End of Strategic Period Evaluation report.	There will be amicable working relations between the communities and the National/County governments. County Assemblies will legislate and pass Climate change laws and policies. County assemblies will allocate at least 1% of the annual budget towards climate change mitigation. Communities will be able to adopt new and improved climate-sensitive agricultural production techniques

Result Area	Indicator(s)	Means of Verification	Risks/Assumptions
Programmatic Area 4: Climate Change			
Outcomes 1. Government pass laws, budgets and policies on Climate Change. 2. Communities practicing adaptation measures to Climate Change	1.1 No of laws and policies passed by the National/ County government on climate change. 1.2 No of counties allocating at least 1% of annual budget for climate. 2.1 No of Vulnerable communities demonstrating improved capacity to plan for, respond to and cope with shocks and stresses related to climate change.	Operationalization of Laws and policies passed by the County/ National government(s) on Climate Change. County Integrated Development Plans. Community meetings' Resolutions.	
Strategic Interventions 3. Conduct advocacy campaign for the adoption of policies, laws and budgets on Climate Change 4. Train government officials of key institutions on climate change planning, implementation, monitoring and access to finance; pro-poor climate change policy, other areas identified in the institutional capacity assessments.	3.1 No of advocacy campaigns on adoption of policies, laws & budgets on climate change conducted. 4.1 of key government officials trained on on climate change planning, implementation, monitoring and access to finance; pro-poor climate change policy, other areas identified in the institutional capacity assessments.	Monthly, Quarterly and Annual programmatic reports. Activity reports. Activity photos.	

Result Area	Indicator(s)	Means of Verification	Risks/Assumptions
Programmatic Area 4: Climate Change			
Strategic Interventions 5. Empower communities to adopt improved, climate-sensitive agricultural production techniques. 6. Develop capacity of vulnerable communities to protect and manage natural resources in a climate sensitive manner.	5.1 of climate-sensitive agricultural production techniques being adopted by the communities. 6.1 of vulnerable communities' capacity built to manage natural resources in a climate sensitive manner.	Monthly, Quarterly and Annual programmatic reports. Activity reports. Activity photos.	

This document was reviewed and approved by AfriNov board of directors on 6th May 2021 during a full board virtual meeting.

Signed by



Margaret Achitsa Mukulo
AfriNov Board Chairperson



Nonviolence | Evidence | Action

Nonviolence Works !

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