PUBLIC BENEFIT ORGANIZATIONS
REGULATORY AUTHORITY

STRATEGIC PLAN
2023 - 2027

KENYA VISION 2030

Vision

An efficient, effective and sustainable Public Benefit Organizations (PBO) sector

Mission

To enhance regulation, facilitate, strengthen capacity and provide policy advice to the Public Benefit Organizations (PBO) sector

Core Values

Quality Service

Professionalism

Integrity

Teamwork and Team Spirit

Diversity and Inclusivity

FOREWORD

The importance of strategic planning cannot be overemphasized. The Public Benefit Organizations (PBO) sector is highly volatile, posing new opportunities and challenges. The strategic plan for 2023-2027 is aligned with the revised guidelines for preparation of the fifth-generation strategic plan (The National Treasury and Economic Planning, 2023), Ministerial Strategic Plan, the Government's Manifesto, BETA, the Vision 2030 and the Sustainable Development Goals (SDGs).

This Plan was initially developed to respond to the requirements of the NGOs Coordination Act, 1990.It was reviewed following the operationalization of the PBO Act, 2013 in May, 2024. The PBO Act repealed the NGOs Co-ordination Act and establishes a new PBO regulatory framework. This include the establishment of the Public Benefit Organizations Regulatory Authority (PBORA) as a successor organization of the NGOs Co-ordination Board, with expanded mandate.

The Plan covering a five-year period aims at sustained outcomes that are desired by the Authority's stakeholders. It is a roadmap that ensures that short-term results are aligned with the long-term goals. To do this, the Authority continues to embrace and deepen the use of the Balanced Scorecard as outlined in the revised guidelines for preparation of the fifth-generation strategic plan (The National Treasury and Economic Planning, 2023), that will provide periodic assessment of how the Authority is progressing towards achieving its strategic goals and ultimately its vision.

The Board, Management and Staff are cognizant of the fact that the ultimate measure of success is customer experience derived from the stakeholder and customer satisfaction/feedback. To achieve the highest standards of customer and stakeholder satisfaction, employees are treated as partners in the Authority, and their interests are respected and they have a say on matters that concern them and that their opinions are sought and listened to. Finally, communication and involvement will be emphasised to create a climate of mutually defined expectations and sharing of information on the Authority's Vision, values and objectives. In view of the dynamism required for strategy execution, the Board will continue to realign the organizational structure to enable the Authority achieve the identified strategic objectives effectively.

I wish to emphasise that the Board is committed to the implementation of this Plan in partnership with the Government Ministries, Agencies and other stakeholders in order to realize our Vision.

Chairman

Public Benefit Organizations Regulatory Authority

PREFACE

This strategic plan steers the direction that the Public Benefit Organizations Regulatory Authority (PBORA) will take to deliver on its mandate and realise its Vision in the next five years. The Authority's mandate as stipulated in the PBO Act, 2013 is to register, regulate and facilitate the PBOs in Kenya to complement government development efforts.

In the development of the Strategic Plan, the Authority adopted an extensive participatory approach. The process entailed consultations and interviews with staff, management, the Board of Directors and external stakeholders. The methodology included administering of questionnaires, literature review, focused group discussions, pre and post workshop reviews, strategic planning and validation workshops and stakeholder consultations. The plan also adopted an integrated strategic planning and management system that blends change management and communication to bring high levels of stakeholder and employee buy-in and a shared vision for the future. Three strategic themes/goals were identified and objectives set under each. Annual targets have also been set and indicative budgets proposed for the activities to be implemented in the entire Plan period. Collaborations and partnerships with the Ministry of Interior and National Administration, Development Partners and relevant stakeholders will be essential in the realization of this Plan.

I wish to express my deep gratitude and appreciation to staff, the management, the Strategic Plan steering team and the UNDP Amkeni Wakenya for the continued support. The development of the plan has been undertaken solely by the Authority's fraternity and this will create more ownership of the processes, initiatives and strategic results. The employees are expected to own the Strategic Plan which in turn will empower them to deliver on the expected results to the benefit of all stakeholders. It is my hope that the Authority will provide an enabling environment for an effective, efficient and sustainable PBO sector.

Director/CEO

Public Benefit Organizations Regulatory Authority

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Definition of Concepts and Terminologies

Activities: Actions taken or work performed, through which inputs are mobilized to produce outputs.

Baseline Year: Reference year when the baseline value was captured.

Baseline: A standard against which performance, achievements or an intervention can be assessed or comparisons made.

Goal: A broad statement generally describing a desired outcome for a project

Indicators: Specific quantified measurements related to the extent a project/programme is reaching objectives or targets.

Inputs: The financial, human, material and information resources used to produce outputs through activities and to accomplish outcomes.

Objective: A measurable statement about the end result that a project/programme is expected to accomplish in a given period of time.

Outcomes: Measures the intermediate results/describe the action change in conditions/ changed practices as a result of a programme or project activity/output.

Outputs: Measurement of goods and services produced.

Plan: an outline of programmes and activities designed on the basis of past learning as well as current needs and sustainability prospects, so as to bring about qualitative changes in the lives of people by means of socio-economic development.

Programme: A series of interrelated projects with a common overall objective.

Result: A describable or measurable change in state that is derived from a cause-and-effect relationship.

Stakeholder(s): Specific people or groups who have a stake in the implementation of the plan

LIST OF ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
AWP	Annual Work Plan
BETA	Bottom-up Economic Transformation Agenda
BSC	Balanced Scorecard
CAJ	Commission on Administrative Justice
EAC	East African Community
ERP	Enterprise Resource Planning
FRC	Financial Reporting Centre
HoD	Head of Department/Division
ICM	Institute of Charity Management
ICT	Information Communication Technology
ISMS	Information Security Management System
KPI	Key performance Indicator
KRA	Key Result Areas
M&E	Monitoring and Evaluation
MSME	Micro, Small and Medium Enterprise
MTPIV	Fourth Medium Term Plan
NGO	Non- Governmental Organisation
NGOCB	NGOs Co-ordination Board
NPO	No-profit Organisation
PBO	Public Benefit Organisation
PESTEL	Political Economic Socio Technological Environmental and legal
POCAMLA	Proceeds of Crime and Anti-Money Laundering Act
POTA	Prevention of Terrorism Act
SDG	Sustainable Development Goals
SOFREP	Statement of financial reporting
SP	Strategic Plan
SWOT	Strength Weakness Opportunity and Threats
TF	Terrorism Financing
TNT	The National Treasury
UN	United Nations
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY

The Strategic Plan provides an overview of the Authority's mandate, functions, objectives and strategies to be pursued during the five-year plan period (2023/24-2027/28). The Strategic Plan was developed in line with the revised guidelines for preparation of the 5th generation Strategic Plans among other policy frameworks.

It sets out the framework which will enable the Board to carry out its functions in line with its vision and mission. It further identifies and address challenges encountered in the implementation of the previous strategic plan (2020-2022); and builds on the lessons learnt. The Plan is aligned to key policy documents such as the Constitution of Kenya, Kenya Vision 2030, the Fourth Medium Term Plan (2023-2027), BETA, the Sustainable Development Goals (SDGs), East African Community (EAC) Vision 2050, and African Union Agenda 2063.

The Strategic Plan is organized into eight chapters; Chapter one provides the background information in the context of the Boards mandates, policies and national development agenda and the role it plays.

Chapter two outlines the Board's overall strategic direction by establishing the framework and context for the Board in its efforts to coordinate and facilitate NGO's operations in Kenya. This encompasses its mandate and functions, vision, mission, core values, strategic goals and quality statement.

Chapter three contains a detailed situation analysis highlighting key milestones achieved, challenges encountered and lessons learnt in the implementation of the 2020-2022 Strategic Plan. It further gives an analysis of the environment in which the Board operates in the context of: Strengths, Weaknesses, Opportunities and Threats (SWOT); Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis and stakeholder analysis.

Chapter four gives the strategic model of the Board clearly stating its vision, mission and core values. It further outlines the key result areas; strategic issues, strategic objectives and the strategic interventions.

Chapter five of the Strategic Plan shows how the Key Result Areas (KRAs) are mapped onto the strategic objectives in chapter four and expected strategies/ activities that will be implemented for successful achievement of the Strategy. The key result areas are: Efficient and Effective Service Delivery, Enhanced Compliance, Risk Based targeted Monitoring /Supervisory, Enhanced Coordinated Institutional capacity /improved productivity, Enhanced partnerships and collaborations. The successful implementation of the plan will require adequate human and financial resources.

Chapter 6 focuses on how the Strategic Plan will be implemented through the Operationalisation of the implementation plan, action plan, annual work plans, budgeting

and performance contracting. It also highlights the principles of the organisation structure, staff establishment, business process re-engineering and risk analysis & mitigation measures

Chapter Seven highlights the financial resource requirements, resource gaps, resource mobilization strategies, and resource management strategies for the Strategic Plan period. It is estimated that the implementation of the projects and strategic activities in the next five years will require **Kshs. 1,469.00 million** excluding regular expenditures outside the Strategic Plan.

Finally, Chapter Eight discusses the monitoring, evaluation, and reporting framework for the Strategic Plan. It describes the monitoring, evaluation, and reporting activities to be undertaken, how and when they will be undertaken, and by whom to ensure a continuous flow of timely information for decision-making and learning has been provided.

CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter gives an overview of how the Authority's strategic plan will play a crucial role in facilitating the achievement of the organization's vision, mission, strategic goals, and effective delivery of its mandate and functions as per Executive Order No. 2 of 2023 on the Organisation of the National Government. In addition, the chapter describes the key guiding policies that support National Development Agenda, the Kenya Vision 2030, the Fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (BETA), the UN Agenda 2030 on Sustainable Development Goals (SDGs), AU Agenda 2063, and EAC Vision 2050. It further describes the process the Authority undertook to develop its 2023/24 – 2027/28 Strategic Plan.

1.1 Strategy as an imperative for organisational success

The development of this Strategic Plan 2023/24-2027/28 was informed by the Revised Guidelines for Development of 5th Generation Strategic Plans and BETA which is the National Development Agenda. The plan addresses the challenges identified and lessons learned during the end-term review of the NGOs Co-ordination Board's Strategic Plan 2018-2022.

This strategic plan will be pivotal in facilitating the achievement of the Authority's vision, mission, strategic goals, and effective delivery of its mandate and functions by providing the following critical aspects:

- **Strategic Alignment and clarity**

Shared understanding: The plan serves as a common document that unites the Board, staff, and stakeholders around a shared vision, mission, and strategic goals. This alignment fosters collaboration and ensures everyone works towards the

- **Guiding Framework**

- **Roadmap for action**: The plan outlines specific steps, initiatives, and projects needed to achieve the strategic goals, providing a clear roadmap for implementation.
- **Performance measurement**: The plan establishes measurable objectives and key performance indicators (KPIs) to track progress and evaluate the effectiveness of implemented strategies.
- **Adaptability**: The plan will be flexible enough to adapt to changing circumstances and emerging opportunities, ensuring the organization remains relevant and efficient.

- **c. Enhanced Effectiveness**

- **Resource mobilization**: The plan strengthens fundraising efforts by showcasing the organization's strategic direction and impact, making it easier to attract donors and resources.
- **Accountability and transparency**: The plan provide a basis for holding the Board and staff accountable for achieving the outlined goals, fostering transparency and building trust with stakeholders.
- **Partnership building**: The plan highlights areas for collaboration with other organizations, facilitating the development of strategic partnerships that enhance impact and reach.

1.2 The context of strategic planning

This Strategic Plan is aligned with Kenya Vision 2030, which is the country's development blueprint that aims to transform Kenya into a newly industrialized middle-income country by the year 2030; the Fourth Medium Term Plan (2023-2027); BETA; the Sustainable Development Goals (SDGs); and African Union Agenda 2063.

1.2.1 United Nations 2030 Agenda for Sustainable Development

This is a blueprint for peace and prosperity for people and the planet now and into the future. The Authority is committed to implement SDG 17 as illustrated in table 1.1.

Table 1.1: SDG Relevant to the Authority's Mandate

NO.	SUSTAINABLE DEVELOPMENT GOALS	TARGET	OUR ROLE
1.	**SDG17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	The Authority strives to enhance the Partnership with other institutions to support the achievement of Sustainable Development Goals in Kenya.

1.2.2 African Union Agenda 2063

This is a 50-year development blueprint adopted by Africa Heads of State and Governments in 2013 anchored in promotion of inclusive and sustainable development in Africa. The Authority is committed to playing its role in the socio-economic transformation of the continent through the Kenya Government's commitment to the Africa's Agenda 2063. The implementation of this plan will touch on the priority areas of the agenda thus contributing towards the attainment of two (2) aspirations and the associated goals. The Authority provides an enabling environment for democratic values, principles of human rights, justice and the rule of law.

Table 1.2: Africa Unions Agenda 2063 Aspiration relevant to the Authority's Mandate

No.	Aspiration	Goal	Our Role
3	An Africa of good governance, democracy, respect for human rights, justice and the rule of law	Capable institutions and transformed leadership in place at all levels	The Authority will endeavor to build capacities of the PBO sector to encourage good governance
6	An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children	Engaged and empowered youth and children	The Authority through research will endeavor to advise on avenues for creating opportunities for Africa's youth for self-realization, access to health, education and job

1.2.3 East Africa Community (EAC) Vision 2050

The vision 2050 lays out a broad East Africa perspective in which the region optimizes the utility of its resources to narrow the gap in terms of social wellbeing and productivity. The agenda articulates the community's desired future state; it serves to provide architecture around which EAC should focus its energies for economic and social development. The Authority's mandate is aligned to the following:

Table 1.3: EAC's Vision 2050 Target Relevant to the Authority's Mandate

No.	EAC's Vision 2050	Target	Our Role
4.	Cross-cutting issues Good governance	Rule of law and law enforcement	Ensure PBOs Compliance under the PBO Act and related regulatory frameworks
		The issue of illicit financing, illicit drug, money laundering must be systematically and jointly addressed during the period of vision 2050.	Safeguard Non-Profit Organizations (NPOs) from illicit financial flows. NPOs risk assessment on money laundering and terrorism financing. Develop policy briefs.

1.2.4 Constitution of Kenya, 2010

The Constitution of Kenya, 2010 enshrines the fundamental human rights which includes the right to democracy and rule of law, expands on devolution and governance, national values systems, among others. The development of this Strategic Plan and its implementation is derived from the constitution and other government policy requirements. The specific sections considered in the constitution includes but not limited to: Article 6 on Devolution and access to services; Embracing Public participation; Article 10 on National Values and Principles of governance; Article 36 on freedom of association; the Bill of Rights; Article 201 on Principles of Public Finance; Leadership, Integrity and accountability among other provisions.

1.2.5 Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BETA) and Fourth Medium Term Plan (MTP IV)

Kenya Vision 2030 is a long-term development blueprint for the country, that aims to transform Kenya into a newly industrialized, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision is anchored on three pillars: economic, social, and political, and recognizes the critical role the sectors in the economy play in achieving sustainable development. The Authority is supported by the social pillar, with the theme of building a just and cohesive society that enjoys equitable social development in a clean and secure environment. The Authority commits to promoting open engagement between government and civil society, as well as the free flow of information, particularly through better and continuous engagement with the media.

The Strategic Plan 2023/24-2027/28 is anchored and aligned to BETA which outlines the Government's priority focus areas for development. Bottom-Up Economic Transformation Agenda is geared towards economic turnaround and inclusive growth. The agenda aims at increasing investments in the five sectors that form the core pillars. They include Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry. The Agenda also includes the following key enablers: Infrastructure; Manufacturing; Blue Economy; the Services Economy, Environment and Climate Change; Education and Training; Women Agenda; Youth Empowerment and Development Agenda; Social Protection; Sports, Culture and Arts; and Governance. The overarching objective is to improve the livelihoods and welfare of Kenyans. The focus of the Authority is to enhance coordination in the PBO sector, which entails fostering collaboration among PBOs at the National and County levels.

Medium Term Plan (MTP) is a successive five-year plan that implements the Kenya Vision 2030. The MTP contains five sectors namely: Finance and Production Economy; Infrastructure; Environment and Natural Resource; Social Sector; and Governance and Public Administration. The Authority through its SP (2023/24-2027/28) has prioritised implementation of economic recovery strategies to re-position the economy on a steady and sustainable growth trajectory. While the Authority's primary mandate doesn't directly involve repositioning the entire Kenyan economy, it can certainly play a significant role in supporting and collaborating with PBOs that contribute to sustainable economic growth. These are some specific strategies the Authority will implement:

Capacity Building for PBOs:

- The Authority will conduct Training and workshops on financial management, project development, and impact measurement. This will equip PBOs with the necessary skills and knowledge that strengthen their ability to manage resources effectively, attract funding, and demonstrate their impact on economic development.
- Programs to promote collaboration and resource sharing: The Authority will encourage partnerships between PBOs working in complementary areas to leverage resources, expertise, and reach.
- Facilitation of knowledge exchange and best practices: The Authority will create platforms for PBOs to share successful strategies and learn from each other, promoting innovation and adaptability.

Supporting Specific Economic Sectors:

- Promote PBOs working in agriculture, microfinance, and small business development: These sectors are crucial for creating jobs, generating income, and fostering inclusive economic growth. The Authority will facilitate access to funding, resources, and training for these PBOs.
- Collaborate with government agencies and private sector actors: The Authority will build partnerships to create enabling environments for these sectors, such as addressing regulatory barriers and promoting access to markets and finance.

- Advocate for policies that support sustainable economic development: The Authority will engage in policy dialogues and advocacy campaigns to encourage policies that promote environmental sustainability, equitable access to resources, and responsible business practices.

Promoting Social Entrepreneurship and Innovation:

- The Authority will support PBOs that develop innovative solutions to economic challenges by encouraging the use of technology, green practices, and inclusive business models to drive sustainable economic growth.
- The Authority will facilitate access to funding and mentorship for social entrepreneurs by partnering with incubators, accelerators, and impact investors to support the development and scaling of impactful ventures.
- The Authority will raise awareness about social entrepreneurship and its potential for economic development by organizing campaigns and events to showcase successful examples and inspire others to engage in this field.

Data and Knowledge Sharing

- The Authority will collect and analyse data on the contributions of PBOs to national development and inform policy decisions.
- The Authority will share knowledge and best practices with other stakeholders by collaborating with government agencies, research institutions, and international organizations to share knowledge and learn from each other's experiences.
- The Authority will promote transparency and accountability by encouraging PBOs to adopt high standards of governance and financial management to build trust and attract more resources.

1.2.6 Sector Policies and Laws

There are various policies, regulations and legislation that guide the operations of PBOs in Kenya. The notable policies, regulations and legislation include:

- Kenyan Constitution, 2010
- PBO Act, 2013
- NGOs Co-ordination Act, 1990
- NGOs Regulations, 1992
- Terms and Conditions attached to the registration certificate

The Public Benefit Organisations Act, 2013 defines a Public Benefit Organisation (PBO) as a voluntary membership or non-membership grouping of individuals or organisations, which is an autonomous, non-partisan, non-profit making, and which is organized and operated locally, nationally or internationally; engages in public benefit activities as set out in the Sixth Schedule of the Act and is registered as such by the PBO Authority.

The NGOs Co-ordination Act No. 19 of 1990 defines a Non-Governmental Organisation (NGO) as a private voluntary grouping of individuals or associations not operated for profit

or other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to health, agriculture, education, industry and supply of amenities and services.

1.3 History of the PBORA

The Public Benefit Organizations Regulatory Authority (PBORA), formally known as the NGOs Co-ordination Board, is a State Corporation established under the Public Benefit Organisations (PBO) Act No. 18 of 2013. This Act officially came into effect on May 14, 2024, as per Legal Notice No. 78 of 2024.

This new legislation supersedes the NGOs Co-ordination Act of 1990, aiming to create a more supportive regulatory framework for Public Benefit Organizations (PBOs). The objective is to enhance transparency, accountability, and efficiency in their operations, ensuring alignment with Kenya's national development goals. The NGOs Co-ordination Board is a state regulatory agency established under Section 3 of the NGOs Co-ordination Act No.19 of 1990. The Board started its operations in 1992 under the Ministry of State in the Office of the President and has since been diversely domiciled in other ministries, including Home Affairs, and National Heritage and Culture. It is currently under the Ministry of Interior and National Administration, in line with Executive Order No.1 of 2023 on organisation of the Government of the Republic of Kenya

1.4 Methodology of Developing the Strategic Plan

The processes of Developing this Strategic Plan were guided by a Technical Committee comprising the Management and Heads of Departments (HoDs). The processes involved sensitizing the committee, evaluating the Previous Strategic Plan 2020-2022, and thorough situational analysis. The Authority's internal and external operating environment was analysed to ascertain the validity of issues for strategy formulation.

To develop a comprehensive understanding of the current situation, a multi-pronged approach was employed. This included:

i. Desk review: Existing data was thoroughly analyzed to establish a baseline,
ii. Primary data collection**:** A custom-designed questionnaire was administered to gather additional insights and
iii. Review of recent reports: Supplementary information was gleaned from relevant documents like the Customer Satisfaction Survey, Work Environment Survey, and industry benchmark reports.

Following this comprehensive data-gathering phase, a stakeholder participation process was initiated. The draft document was circulated for feedback through consultative workshops, meetings and finally sent to the Board of Directors on December 20th, 2023 for consideration and approval. Subsequently, it was submitted to the National Treasury for review on December 27th, 2023. All feedback received was meticulously processed, collated, and incorporated to enrich the final document.

The operationalization of the PBO Act in May 2024 necessitated the review of this Plan to align it with the new regulatory framework.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter outlines the Authority's overall strategic direction by establishing the framework and context for the Authority in its efforts to coordinate and facilitate PBO's operations in Kenya. This encompasses its mandate and functions, vision, mission, core values, strategic goals and quality statement.

2.1 Mandate and Functions of the Authority

Section 42 of the PBO Act designates and confers the Authority's regulatory and oversight mandate to:

a) Register and de-register PBOs;
b) Maintain a register of registered PBOs with the precise sectors, affiliations and locations of their activities;
c) Interpret the national policy on PBOs so as to assist in its smooth implementation and observance by Government ministries, departments and agencies at various levels;
d) Receive and review annual reports of PBOs;
e) Advise the Government on the activities of PBOs and their role in development within Kenya;
f) Issue forms, instructions, and model documents;
g) Facilitate information sharing and networking between PBOs and the Government;
h) Institute inquiries to determine if the activities of PBOs do not comply with the PBO Act or any other law; and
i) Provide advice and training to PBOs.
j) Oversight and monitor PBOs that are at risk of terrorism financing abuse.

2.2 Vision statement

An efficient, effective and sustainable Public Benefit Organizations (PBO) sector.

2.3 Mission Statement

To enhance regulation, facilitate, strengthen capacity and provide policy advice to the Public Benefit Organizations (PBO) sector.

2.4 Strategic Goals

Through various consultative meetings with the board stakeholders, the following strategic goals were determined:

i. Strategic Partnering and collaboration
ii. Good Governance in the PBO Sector
iii. Citizens service excellence

2.5 Core Values

The following is a description of the Authority's core values.

Table 2.1 Description of Core Values

Core value	Description
Integrity	We show impartiality, fairness and honesty while upholding the highest ethical standards. We seek to remain independent, accountable and transparent in all our dealings as we deliver quality services to stakeholders.
Professionalism	We pledge to uphold established professional standards, ensure the privacy and confidentiality of client information, and carry out our mandate.
Quality Service	We provide quality services that exceed the expectations of stakeholders. As accountable public servants, we exemplify the highest standards of excellence in the work environment.
Teamwork and Team spirit	We contribute fully to the activities of the Authority through common effort by sharing information and resources to create a workplace that fosters community and cooperation.
Diversity and Inclusivity	We understand, accept and value differences between people including race, ethnicity, gender, age, religion and disability. We are collaborative, supportive and respect environment that increases participation and contribution of all stakeholders.

2.6 Quality Policy Statement

The Authority is committed to promoting partnership between PBOs and the Government to secure livelihood and economic prosperity for the people of Kenya as envisaged in the Constitution and National Development Strategies.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

3.0 Overview

This chapter provides a review of the previous Strategic Plan (2020-2022). It o]utlines the key achievements, challenges, emerging issues and the lessons learned during the implementation of the plan. It analyzes the Authority's environment using the SWOT and PESTEL analytical tools. The chapter further identifies stakeholders, their roles and responsibilities and highlights lessons for the planning period.

3.1 Situational Analysis

3.1.1 External Environment

The war in Europe and the Middle East has triggered a massive shock to the global economy, especially in energy and food markets, reducing supply and pushing up prices to unprecedented levels. The war added heavily to the inflationary pressures during the post-pandemic recovery and pushed up consumer prices, especially for energy and food.

3.1.1.1 Macro-environment

PESTEL Analysis

The following are PESTEL factors affecting the Public Benefit Organizations Regulatory Authority.

Political

There has been a change in government priority areas from the 'Big Four Agenda' adopted by the previous administration to the 'Bottom-Up Economic Transformation Agenda' (BETA) adopted by the current Kenya Kwanza administration.

The BETA agenda champions the struggles of everyday Kenyans, particularly small businesses and informal workers. It prioritizes empowering these "hustlers" through microfinance, tax breaks, and support for small-scale agriculture. This aims to support community- and individual-driven projects while decentralizing economic growth.

The Authority needs to continue to enhance its strategies to align with the new government's focus on microfinance, small businesses, and community-driven initiatives. This involves supporting PBOs working in these areas, facilitating partnerships with the private sector, and promoting community-based development projects. To further decentralize its services across the nation, the Authority should work to strengthen its regional offices, open new ones, collaborate with local government agencies, and support local PBOs' efforts to expand their capacities.

Economic

The prevailing inflation and rising costs of living present financial challenges for the Authority. This situation has been further exacerbated by the competing resource needs in the government.

There have been increased operational costs, reduced staffing levels and reduced the Board's activities/programs in the PBO sector. This has greatly impacted the Authority's ability to articulate its mandate of facilitating PBOs in Kenya.

Socio-Cultural

There has been increased philanthropy in the country with media reports of many Kenyans helping needy cases and giving back. This helps to promote PBO work in the country and makes PBO facilitation better. Additionally, the PBO sector enjoys positive public perceptions which has led to increased public appreciation of the sector, fostering the Authority's Image.

PBOs face various challenges as they carry out their operations which include but not limited to: gender roles that limit women's participation, cultural beliefs & practices, poverty and income inequality that hinder project sustainability. The Authority needs to navigate these complexities by enhancing stakeholder partnerships to ensure inclusivity and address potential sensitivities.

Technological

The Authority has adhered to the government directive of service automation by onboarding all its services on the e-citizen platform. This has led to increased efficiency, enhanced transparency and accountability and reduced operational costs.

There has been a tremendous rise in technology that has revolutionized the means of communication and networking among people. This has led to an upsurge in the use of online platforms like social media, and online meeting applications.

There have been emerging issues around data privacy and cybersecurity in Kenya. In the last year, several cyber-attacks were reported, signalling the need for robust cyber security measures. Additionally, the Office of the Data Protection Commissioner (ODPC) issued fines to various entities to enforce individual rights to privacy as per the Data Protection ACT. In line with this, the Authority has established a committee to spearhead Data Protection in the organization and ensure registration of staff with ODPC as data handlers. This will help enforce best practices around data privacy and cybersecurity in the Authority.

Environmental

Climate change and environmental sustainability are critical issues facing both Kenya and the world, presenting severe challenges with far-reaching consequences. Kenya has taken decisive actions towards addressing this including making global agreements, providing funding and investments, Capacity building and technical assistance, Research and development and Advocacy and awareness.

The Authority will endeavour to support the PBO sector to effectively mitigate the adverse effect climate change and promote environmental sustainability thereby contributing to a more sustainable future.

Legal

The Legal aspect significantly impacts the Authority, particularly due to outdated laws and a lack of seamless regulation within the sector. These factors create challenges in governance, transparency and accountability. However, amidst these challenges lie opportunities, such as the potential for changes in laws to address deficiencies and enhance governance practices. Additionally, addressing the lack of seamless regulation presents an opportunity to improve the effectiveness of the Authority's operations.

3.1.2 Summary of Opportunities and Threats

Based on the analysis of its external environment, the Authority summarized its emergent opportunities and threats as per the table below.

Table 3.1: Summary of Opportunities and Threats

ENVIRONMENTAL FACTOR	OPPORTUNITIES	THREATS
Political	Change of government priorities	Political Unrest
Economic	Alternative resource mobilization	Reduced Authority funding from the government
Socio-cultural	Upsurge in local philanthropy	Complexities in cultural norms and sensitivity on specific PBO sectors
Technological	Advancement in technology	Sector vulnerability to cybersecurity and data privacy
Environmental	Government initiative on 'Go green'.	Climate change and environmental degradation
Legal	Changes in law for the charitable sector	Unfavourable court rulings on PBO sector

3.1.3 Internal Environment

The section analyzes the Authority's internal factors that may influence its performance. An analysis of its Strengths and Weaknesses enables us to determine our immediate operational environment. During this Strategic Plan period, the Authority will leverage on its strengths to take advantage of opportunities, intervene in areas of weakness and use the risk management system to respond to the threats.

3.1.3.1 Governance and Administrative Structures

The Authority has a well-established structure that oversees the implementation of all Authority functions. It is led by the Board of Directors, Director/CEO, and Management Team, each of whom has a specific but related function.

The Board of Directors provides governance and oversight of Authority operations. The Director/CEO is responsible for the day-to-day operations of the organization and represents the Authority publicly, engaging with stakeholders and media on its activities and positions. The management implements Board directives and provides expertise in carrying out the

Authority's functions. They report to the Director/CEO on Authority progress, challenges, and performance.

3.1.3.2 Internal Business Processes

Overall, the Authority's core mandate involves registering, regulating and facilitating PBOs in Kenya. There are various key processes involved in each of these processes.

Under PBO registration, the Authority conducts application processing, verification and due diligence, issuing registration certificates and maintaining a register of PBOs. Under PBO facilitation, the key processes involved include developing and enforcing regulations, monitoring compliance, compliance enforcement and capacity building.

3.1.3.3 Resources and Capabilities

The Authority has invested in a data center at its main offices which has hosting servers, network switches, routers, firewalls, UPS, and IP PABX. It also has ICT equipment in all its offices including 65 personal computers, 27 laptops, heavy-duty printers/copiers, internet facilities (WAN, LAN and VPN), email cloud services and software (Google Cloud and ERP).

The Authority enjoys good relationships and partnerships with PBOs, Private sector entities, academic institutions and international organizations. It leverages these partnerships to help it achieve its mandate through networking, knowledge sharing and resource mobilization.

3.1.4: Summary of Strengths and Weaknesses

The Authority undertook an in-depth internal environment analysis as illustrated below.

Table 3.2: Summary of Strengths and Weaknesses

Component	**Strength**		**Weakness**	
	Factor	**Impact**	**Factor**	**Impact**
Governance and Administrative	Established by an ACT of Parliament	Secures the Authority's mandate	Inadequate regulatory mechanisms	Low compliance Levels
Internal Business Processed	Decentralization of services	Accessibility and convenience of clients	Poor visibility	Reduced revenue
	Automation	● Efficient and Effective service delivery ● Satisfied customer ● Increased revenue		
Resource and capabilities	Competent and skilled staff	● Quality of service ● Customer satisfaction ● Increased revenue	Inadequate working space (charity center)	Increased operational cost
	Sector Contribution to Development	● Increased stakeholder confidence		

3.1.5 Analysis of past performance

The Authority has implemented its strategic plan 2020-2022 to various degrees of success as outlined

Table 3.3: Summary of past performance

Priority Areas	Key Results Areas	Strategies	Achievement/Remarks
Regulatory, legislative and policy environment for PBOs	Enhanced regulatory and policy environment for PBOs	● Strengthen regulatory, legislative and policy environment for PBOs ● Regular monitoring and review of the existing regulatory framework to effectively achieve the Board's mandate	Pending
Compliance with regulations by PBOs	PBOs complying with legal, administrative and funding obligations PBOs working in line with the Government policies	● Developing and implementing compliance guidelines ● Sensitising PBOs on compliance requirements ● Timely dissemination of the Annual sector report ● Strengthening financial reporting for PBOs ● Strengthen monitoring, investigation and enforcement	Strategies 100% achieved
Institutional capacity of the Board	Effective and efficient operations of the Board	● Strengthen governance of the Board ● Strengthen the HR capacity of the Board ● Rebrand the Board ● Enhance resource mobilisation capacity of the Board ● Enhance timely communication with stakeholders ● Strengthen ICT infrastructure ● Strengthen Monitoring and Evaluation (M&E) System ● Build capacity of Board Directors	Strategies 100% achieved
Enhance sustainability and capacity of PBOs	PBOs contributing to social and economic	● Strengthen sustainability and capacity of PBOs	Strategies 100% achieved

	livelihoods of the people of Kenya	● Strengthen collaboration with PBOs ● Develop programmes that ensure sustainability of PBOs ● Create a stakeholder networking platform	
Partnerships and networking	Improved collaboration and networking between PBOs, Government, private sector, donors and other stakeholders	Initiate and strengthen collaboration and networking among stakeholders	Strategies 100% achieved
Financial sustainability of the Board	Sustainable resources for institutional programs and operations	Mobilise adequate resources Diversify sources of funding	Strategies 100% achieved

3.1.5.1 Key Achievements

During the implementation of the Strategic Plan 2020/2022, the board achieved the following:

- Improved institutional capacity by employment of additional staff, acquisition of ICT infrastructure and training of Board of Directors.
- Devolution of the Board's services through the opening of regional offices in Nakuru and Meru counties.
- Increased the number of registered NGOs from 11,890 in 2020 to 12,692 in 2022/2023.
- Development and incorporation of a new organizational structure.
- Enhanced capacity of staff through institutional/individual sponsored training in various courses.
- Initiated the process of automating the Board's services.

3.1.5.2 Challenges

During the implementation of the Strategic Plan 2020/2022, the board encountered the challenges listed below:

- Inadequate funding
- Inadequate capacity (staffing and ICT infrastructure)
- low compliance levels

3.1.5.3 Lessons Learnt

The following is the knowledge gained during the implementation of the previous Strategic Plan 2020-2022:

- Having regular capacity-building forums with NGOs helps to increase NGO compliance.
- Stakeholder participation is key in garnering stakeholder support in Board operations.
- Staff development is paramount for improved performance and organizational success
- The Board should leverage its partnerships for knowledge and skills enhancement of staff

3.2 Stakeholder Analysis

The implementation of this Strategic Plan will require concerted efforts from all partners through mutually beneficial collaborations. An analysis of the Authority's stakeholders is shown in the table 3.4.

Table 3.4: Stakeholder Analysis

S/No	Name of stakeholder	Role	Stakeholder's expectations from organization	Organization's expectations from the stakeholder
1	PBOs	Effective implementation of their mandate, compliance with the legal and regulatory framework and other enabling laws.	An enabling environment, transparent and accountable, efficient services	Compliance with the legal and regulatory framework, giving feedback on Authority services
2	General Public	Feedback on services offered.	Efficient, accessible, and proximal service delivery, accountability and integrity	Cooperation with the Authority
3	Parent Ministry	Ensure timely disbursement of funds, provide support in the enactment of the relevant policies and legislations	Proper utilization of funds, achieving the set targets, timely submission of reports, a well-regulated sector	Timely disbursement of funds, provide support in the enactment of relevant policies and legislations.

4	Other ministries and State departments, County governments and state agencies include judiciary and the legislature.	Partnership, collaboration, and relevant technical support to the PBO sector.	Timely information sharing, partnerships and collaborations	Understand the Authority's mandate, consult the Authority on issues affecting PBOs, timely information on Government policies
5	PBORA Staff	Implementation of the Authority's strategic plan and mandate	Conducive work environment, reward, recognition and motivation strategy, career development and progression, timely remittances of statutory deductions, equity, and equality	Satisfactory performance of duties, adherence to all Authority procedures and manuals,
6	Board of Directors	Provide a strategic plan, and relevant policies, approve budget and ensure implementation of strategic plan procedures and policies	Implement all the decisions made	Provide strategic direction, approve policies and budget
7	National Federation of PBOs and other self-regulation forums	Submit annual reports to the Authority, promote best practice in the PBO sector	Partnership and collaboration, efficient information sharing	Promote best practices in the relevant sector
8	Professional Organisations	Ensure professional standards and integrity for PBOs	Partnerships to ensure professional standards and integrity for PBOs	Ensure PBOs meet standards of professional practice
9	Donor Community	Partnership and collaboration	Information sharing, timely response to inquiries, enforcement of compliance	Transparency and accountability, partnership and collaboration
10	Media	Professional reporting	Provision of accurate information on the PBO sector	Accurate reporting on the PBO sector and highlighting activities of the PBO sector

11	County Governments	Provision of quality services to the public	Timely and quality information on the PBO sector in their counties, Board guidance on collaboration with PBOs	Provision of an enabling environment for PBOs in their counties, work with PBOs to enhance development in counties.
12	Financial institutions	Partnership and collaboration	Timely response on PBO registration status	Partnership and collaboration
13	Suppliers/ merchants	To supply quality goods and services	Timely requirement specifications, timely payouts of goods and services, transparent and accountable tendering process	To supply quality goods and services
14	Other Regulators of charitable	Information sharing, partnership, and collaboration	Information sharing, partnership and collaboration	Offer technical support, share information freely and be willing to participate in partnership and collaboration
15	Law Enforcement Agencies (LEAs)	Monitor and Investigate acts of money laundering and criminal and terrorist financing	Timely information on suspicious transactions by PBOs	Partnership and collaboration, monitor and investigate acts of money laundering and criminal and terrorist financing

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter outlines the strategic issues, strategic goals and key result areas, which provide the Board's aspirations over the implementation period of the Plan. The Strategic Plan has ten (10) strategic objectives with respective Key Performance Indicators and initiatives. The strategic objectives and strategies align with the Vision, Mission and Core Values of the Board.

4.1 Strategic Issues

The Board will focus on 5 strategic issues as defined below:

i. Institutional Capacity

This addresses key aspects that enable the Board to deliver on its mission and vision. A well-structured organization with defined roles and responsibilities ensures accountability and streamlined work. It addresses the operational challenges that the Board faces, i.e. insufficient working space, poor ventilation and lighting, logistical challenges, etc. The Board also lacks adequate incentives to attract and retain skilled workers to deliver quality services.

ii. NGO Compliance with Regulations and Standards

This strategic issue evaluates the NGOs' knowledge of and compliance with the relevant laws and regulations as well as codes of conduct relating to aspects like registration, governance and reporting, etc. The Board requires all NGOs registered under Section 10 of the NGOs Coordination Act 1990 to comply with the terms and conditions. The Board will endeavor to offer induction workshops for newly registered organizations and sensitization workshops for existing organizations to enhance effective and efficient service delivery.

iii. Policy, Legal and Institutional Regulations

This strategic issue analyzes the gaps that exist in policies, legal and regulatory framework and institutional norms that enable or hinder the Boards operations. Outdated and insufficient policies, legal frameworks, and institutional regulations hinder the Board's effectiveness in delivering on its mandate. The NGOs Act of 1990 despite being revised in 2012 is still lacking in terms of provision of law & creating an enabling environment for NGOs; Registration of international NGOs, freezing of bank accounts in the event of suspected fraud, mechanisms to resolve disputes, etc. are some of the missing links. The policy regulations with regards to the fees the Board charges is Kenya Gazette Supplement No.159,2nd Nov of 2012. There is a need to revise the policy to increase the revenue collected by the Board. As a result, the Board lacks the controls, resources and directives required to fulfill its obligations across the NGO sector.

iv. Partnerships, Collaboration and Networking

It examines the importance of partnerships and collaborations with government agencies, and also how to improve linkages with the Board's stakeholders. Inadequate partnerships,

collaborations and networking pose a risk to the Board as it leads to stagnation. Partnerships are important for exchanging resources necessary to keep abreast of emerging trends and innovations in the environment.

v. Adequate and Sustainable Resourcing

This issue assesses the limited financial resources, sub-optimal resource allocation and utilization. Inadequate budgetary provisions for critical programs inhibit the Board from delivering its mandate. Unsustainable resources hinder the Board from conducting regular and effective training to enrich its Human Capital, which helps to deliver quality services.

4.2. Strategic Goals

The Board will focus on the following 3 strategic goals:

i. Citizens Service Excellence

This strategic goal prioritizes enhancing the Board's service delivery to its clients. This will be achieved through several key initiatives, including:

- **Program expansion:** This will include extending the breadth and reach of programs to serve a wider client base.
- **Improved efficiency:** This will be accomplished through optimizing processes to reduce turnaround times and enhance service delivery speed.
- **Client feedback integration:** The Board will incorporate feedback mechanisms like customer satisfaction surveys to continuously improve services based on client needs.
- **Staff development:** This will be done by investing in training programs to equip staff with a strong service orientation and foster a client-centric culture within the Board.
- **Digital transformation:** This will be done by leveraging technology to streamline operations and create a more efficient service delivery model.

Ultimately, this strategic goal aims to empower and enrich our clients, providing them with the resources and support necessary to address pressing humanitarian, social, and environmental challenges.

ii. Good Governance in the NGO Sector

This goal is about promoting good governance and best practices across the NGO sector through regulatory frameworks and developing appropriate standards. It aims to improve transparency, accountability and organizational integrity. It is achieved by formulating the right policies, offering training programs, capacity-building initiatives, etc. Good governance helps the Board audit NGOs and develop ethical codes of conduct rooted in good governance principles that better regulate NGO activities in Kenya.

iii. Strategic Partnering and Collaboration

This goal focuses on the Board developing strategic partnerships. It encompasses mapping collaboration opportunities and building sustainable partnership models based on platforms for knowledge sharing. The purpose is to engage with other key stakeholders who offer unique insight and perspectives.

4.3. Key Result Areas.

The Board will focus on 5 key result areas shown below:

i. Efficient and Effective Service Delivery
ii. Enhanced Compliance
iii. Risk Based targeted Monitoring /Supervisory
iv. Enhanced Coordinated Institutional capacity /improved productivity
v. Enhanced partnerships and collaborations

Table 4.1: Summary of Strategic Goals, Issues and Key Result Areas

Strategic Issues	Strategic Goals	Key Result Area
● Institutional Capacity ● Adequate and sustainable resources	Citizens service excellence	Efficient and effective Service Delivery
● NGOs compliance with regulations and standards ● Policy, legal and institutional regulation	Good Governance in the NGO Sector	Enhanced compliance
		Risk Based on targeted Monitoring /Supervisory
		Enhanced Coordinated Institutional capacity /improved productivity
● Partnerships, collaboration and networking weak partnerships and networks	Strategic Partnering and collaboration	Enhanced partnerships and collaborations

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter outlines themes(goals), objectives and strategies that will deliver the 2023/24-2027/2028 Strategic Plan. The strategic objectives and strategies align with the Vision, Mission and Core Values of the Board.

5.1 Strategic Objectives

The Strategic Objectives serve as a roadmap to realize the Board's mission and vision. The Board will focus on the following strategic objectives:

1. Improve corporate image and visibility
2. Improve customer satisfaction
3. Enhance partnership & collaboration
4. Improve internal processes
5. Improve compliance enforcement mechanisms
6. Strengthen the regulatory framework
7. Strengthen the Monitoring and Evaluation (M&E) System
8. Improve Human capital
9. Improve infrastructure & systems (both ICT-related and others)
10. Enhance the sustainability of the NGO sector

Table 5.1: Outcomes Annual Projection

KRA 1: Efficient and effective Service Delivery							
Strategic Objective	**Outcome**	**Outcome Indicator**	**Projections**				
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Improve corporate image and visibility	● Visibility (sensitisation, rebranding) ● Increased revenue base ● Increased appreciation of the sector	Brand image score/Brand perception Score	60	60	65	65	70
		Corruption perception Index					
		Customer survey feedback	70	70	75	75	80
Improve customer satisfaction	Improved customer service delivery	Customer satisfaction Index	80	-	80	-	90
KRA 2: Enhanced partnerships and collaborations							
Enhance partnership & collaboration/ Improve partnership and collaborations	● Strategic Communication ● Visibility ● increased resources ● increased Peer learning ● Research and knowledge management ● Partnership programmes	peer learning /Exchange programmes	1	2	2	2	2
		No. of partnerships	1	2	2	2	2
		(KES)Funds raised from established partnerships	1 M	2M	3M	4M	5M
		No. of research study/project	2	2	2	2	2
		Knowledge management repository	-	-	-	-	1
KRA 3: Enhanced compliance							

Improve internal processes	● Reduced turnaround time ● Reduced complaints ● Improved staff productivity ● Increased compliance levels ● Integrated processes	Reduced Turnaround time (days) ● Pre-registration Services Post Registration Services	14	14	14	14	14
		% of complaints resolved	100	100	100	100	100
		Content Analysis report	1	1	1	1	1
		Average days for complaint resolution	14	14	14	14	14
		Productivity index	70	80	80	80	85
		Service Delivery Index	70	75	80	80	85
		% compliance levels Parameters of compliance ● Map out regulatory regime report ● Implementation status	30	35	35	40	45
		% of automated processes	30	50	75	80	100
		% of level of integrated processes	-	-	-	80	100
Strengthen the regulatory framework	Increased level of compliance	Reduced litigations					
		compliance level					
		% of laws and regulations amended					
Improve compliance enforcement mechanisms	● Active) NGOs ● Increased revenue ● Reduce violation	NGOs operating in Kenya					
		NGOs Governance complaints (% Reduction)	10%	10%	10%	10%	10%
		Risk based supervisory monitoring (case basis) (Annual Report)	1	1	1	1	1
KRA 4: Risk Based targeted Monitoring /Supervisory							
Strengthen Monitoring and Evaluation (M&E) System	● Quality data ● Integrated M&E tools (framework)	% projects/programmes implementation	80	80	80	85	85
		Adherence to SLAs	100	100	100	100	100
		Regular quality reports-	4	4	4	4	4

	• Improved data management • Informs Decision making • Resource management -Efficient utilisation	No. of corrections - Stakeholder review					
		Integrated data base	-	-	-	80	100
		Compliance status reports (annual Report)	1	1	1	1	1
KRA 5: Enhanced Coordinated Institutional							
Improve Human capital	• Competent and skilled staff • Employee satisfaction • Productivity/ performance • Adequate Staff levels • Improved staff relations	PC Moderated score	2.8	2.7	2.6	2.5	2.4
		Employee satisfaction Index	67	70	74	78	80
		Work environment index	70	74	78	80	82
		Culture Audit					
		Increased productivity	80	80	85	85	85
		% implementation of the annual training plan	50	50	50	50	50
Improve infrastructure & systems (both ICT related and others)	• Reduced operational costs (reduced expenditure) • Reduced system downtime • Improved business continuity	implementation of ICT strategy	100	100	100	100	100
		Adherence to Maintenance Schedules	100	100	100	100	100
		Level of upgraded networks	10	20	30	40	50
Enhance the sustainability of the NGO sector	Improved compliance level Increased accountability Improved public confidence	Report	1	1	1	1	1

5.2 Strategic Choices

The Strategic Plan Framework shows how the Key Result Areas (KRAs) are mapped onto the strategic objectives that will operationalise the goals identified in chapter four and expected strategies/ activities that will be implemented for successful achievement of the Strategy. The framework is presented in table 5.2.

Table 5.2: Strategic objectives and Strategies

Key Result Areas	Strategic Objectives	Strategies
KRA 1: Efficient and effective Service Delivery	Improve corporate image and visibility	NGOCB brand functionality
	Improve customer satisfaction	Implement Communication and media strategy
KRA 2: Enhanced partnerships and collaborations	Enhance partnership & collaboration/ Improve partnership and collaborations	Sustained partnership and collaboration programs
KRA 3: Enhanced compliance	Improve internal processes	Digitization of the automated processes and Mapping of NGOs
	Strengthen the regulatory framework	
	Improve compliance enforcement mechanisms	
KRA4: Risk Based targeted Monitoring /Supervisory	Strengthen Monitoring and Evaluation (M&E) System	Institutionalise Data warehouse and analytics
KRA 5: Enhanced Coordinated Institutional capacity /improved productivity	Improve Human capital	Institutionalise performance enhancement programmes or initiatives
	Improve infrastructure & systems (both ICT related and others)	Implement ICT strategy
	Enhance the sustainability of the NGO sector	Stakeholders' engagements and collaborations programmes/initiatives

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This Chapter highlights how the Strategic Plan will be implemented through the operationalisation of the implementation plan, i.e Five-year action plan, annual work plans, budgeting and performance contracting. It also highlights the principles of the organisation structure, staff establishment, business process re-engineering and risk analysis & mitigation measures.

6.1 Implementation Plan

The Board will implement the Strategic Plan through the development of an elaborate action plan. The action plan gives the strategic objectives of each Key Result Area with well-defined annual targets, annual budgets and responsibility for execution of the activities. The concept of performance contracting will also be deployed in operationalising of the Strategic Plan.

6.1.1 Action Plan

The Board has developed an action plan as per the revised guidelines of the fifth-generation strategic plan. The action plan has the following variables: Strategic issues, strategic goals, KRA, outcomes, strategic objectives, Strategies, Key Activities, expected outputs, output indicator, annual targets, annual budget and responsibility for execution as outlined in Table 6.1.

Table 6.1: Implementation Matrix

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Institutional Capacity; Capacity strengthening and sustainability																
Strategic Goal: Citizens' service excellence																
KRA: Efficient and effective Service Delivery																
Outcome: Enhanced brand identity																
Strategic Objective(s): Improve corporate image and visibility																
NGOCB brand functionality Implement Communication strategy	Brand strategy and guidelines Regular updates of the website and social media platforms Increase of regional offices. Development and dissemination of IEC (information, education and communication) materials	Approved stakeholder /branding strategy and guidelines Updated website Approved framework for regional offices set up Benchmark report Increase staffing levels Training plans Approved communication Strategy	Brand image score/Brand perception Score	70	60	60	65	65	70	1.9	7.6	6.0	6.0	7.0	Corporate Communication	Research and Policy
			Corruption perception Index	5	5	5	5	5	5	0.5	0.5	0.7	0.7	0.7		
Strategic Objective 2: Improve customer satisfaction																
Conduct Bi-annual Customer Satisfaction	Capacity building (additional staff training) Adequate office space CSR activities	Customer satisfaction survey report Approved stakeholder	Customer survey feedback	80	70	70	75	80	0.5	1.95	7.65	6.7	6.7	7.7	Corporate Communication	Research and Policy

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Stakeholder engagement strategies	Bench Marking with existing registration regimes in the world	/branding strategy and guidelines	Customer satisfaction Index	90	80	-	80	-	90	0.8	6.8	0.8	6.8	0.8		
Strategic Issue: Partnerships, collaboration and networking weak partnerships and networks																
Strategic Goal: Strategic Partnering and collaboration																
KRA: Enhanced Partnerships and Collaborations																
Outcome: Sustained Partnership and programmes																
Strategic Objective: Enhance partnership & collaboration																
Sustained partnership and collaboration programmes	ICM-certification of the curriculum (relevant institute) Peer Learning /benchmarking strategy Collaborating with MDAs, and county governments. Private sector partnership Knowledge Management Strategy Scientific conference-East Africa Regulators Conference Annual NGOs week	Certified curriculum Approved benchmarking strategy Scientific conference schedule and report Annual Partnership and collaboration report	peer learning /Exchange programmes	9	1	2	2	2	2	4.8	9.4	7.4	7.4	7.4	Partnership and Resource Mobilisation	Finance and Account, Corporate Comm' Research &Policy
			No. of partnerships	9	1	2	2	2	2	2.8	9.4	7.4	7.4	7.4		
			(KES)Funds raised from established partnerships	15 Million	1M	2M	3M	4M	5M	3.8	9.4	7.4	7.4	7.4		
			No. of research study/project	10	2	2	2	2	2	2.8	9.4	7.4	7.4	7.4		
			Knowledge management repository	-	-	-	-	-	1	2.8	4.4	7.4	7.4	9.4		
Strategic Issue: NGOs compliance to regulations and standards; Policy, legal and institutional regulation																
Strategic Goal: Good Governance in the NGO Sector																
KRA: Enhanced compliance																
Outcome: Sustained active register of NGOs																
Strategic Objective(s): Improve internal processes																

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Digitization of the automated processes	Complaint content analysis Develop and implement a Feedback management mechanism Performance management system Monkey survey – Bench Marking with existing registration regimes in the region M&E framework Develop and implement a Plan on the Act and regulations on the compliance parameters ICM – Needs assessment Stakeholder sensitization forums (plan) Automation (Rolling out of ERP) Capacity Building -Training report Process flow Mapping	Approved feedback management system Performance appraisal report Service delivery reports	Reduced Turnaround time (days) Pre-registration Services Post Registration Services	14	14	14	14	14	14	3	4	4	4	4	Operations and Compliance	
			% of complaints resolved	100	100	100	100	100	100	0.2	0.2	0.2	0.2	0.2	Corporate Communication	All
			Content Analysis report	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2		
			Average days for complaint resolution	14	14	14	14	14	14	-	-	-	-	-		
			Productivity index	85	70	75	80	80	85	0.5	0.5	0.5	0.5	0.5	Corporate Support	All
			Service Delivery Index	85	70	75	80	80	85	1	1	0.6	0.6	0.6	Operations and Compliance	
			% compliance levels	45	30	35	35	40	45	-	-	-	-	-		
			% of automated processes	100	30	50	75	80	100	1	-	1	1	1		
			% of level of integrated processes	100	-	-	-	80	100	-	-	-	-	-		
Strategic Objective: Strengthen the regulatory framework																

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Review adequacy of existing legal and regulatory framework	Develop Regulations and policies on the regulatory framework Regulation developed for the NPOs sector in line with NPOs risk assessment findings Review Code of conduct (NGO Board enforcement) Develop and disseminate of the policy Sensitization workshops on the legal and regulatory framework Establishment of multiagency committee for NPOs	Annual report on NGOs Legal reviews/ policy advise brief(s) ADR Mechanism	Reduced litigations							-	-	-	-	-	Legal	
			compliance level							-	-	-	-	-		
			% of laws and regulations amended							-	1	1	-	-		
Strategic Objective: Improve compliance enforcement mechanisms																
Mapping of NGOs	NGOs Mapping Multi agency team formation Mapping Proposal Partnership with the NGAO and other development Partners	Mapping of NGOs report Stakeholder sensitization forums (plan)	NGOs operating in Kenya							-	50	-	20	-	Research and Policy	Operations and Compliance
			NGOs Governance complaints (% Reduction)	10%	10 %	10 %	10 %	10 %		1	1	1	1	1		
			Risk based supervisory monitoring report	1	1	1	1	1		1	1	1	1	1		
Strategic Issue: NGOs compliance to regulations and standards; Policy, legal and institutional regulation																
Strategic Goal: Good Governance in the NGO Sector																

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					Y 1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA: Risk Based targeted Monitoring /Supervisory																
Outcome: Sustained active register of NGOs																
Strategic Objective(s): Strengthen Monitoring and Evaluation (M&E) System																
instutionalise Data warehouse and analytics	Strengthen M&E unit Develop and implement corporate monitoring and evaluation framework (all departments) Capacity Building (training; tools…) Performance evaluation review recommendation report Establish/instutionalise/use /develop Data warehouse and analytics Data verification mechanism	Monitoring and evaluation framework Operational Data warehouse	% projects/programmes implementation	85	80	80	80	85	85	0.2	0.2	0.2	0.2	0.2	Research and Policy	Operations and compliance
			Adherence to SLAs	100	100	100	100	100	100	-	-	-	-	-		
			Regular quality reports-	4	4	4	4	4	4	-	-	-	-	-		
			No. of corrections-Stakeholder review	-	-	-	-	-	-	-	-	-	-	-		
			Integrated data base	100	-	-	-	80	100	-	1	3	5	10		
			Compliance status reports (annual Report)	5	1	1	1	1	1	1.5	1.5	2.2	2.5	3.0		
Strategic Issue: NGOs compliance to regulations and standards; Policy, legal and institutional regulation																
Strategic Goal: Good Governance in the NGO Sector																
KRA: Enhanced Coordinated Institutional																
Outcome: Active and engaged work force, customer centric motivated workforce																
Strategic Objective(s): Improve Human capital,																
Instutionalise performance enhancement	Employee satisfaction survey Implementation of staff relations warfare	Competent and skilled staff Productivity/ performance	PC Moderated score	2.4	2.8	2.7	2.6	2.5	2.4	0.5	0.2	0.5	0.5	0.5	HR&A	

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
programmes or initiatives	Incentives initiatives Succession planning and career progression Implementation of ICT strategy		Employee satisfaction Index	80	67	70	74	78	80	0.2	0.2	0.2	0.2	0.2		
			Work environment index	82	70	74	78	80	82	0.2	0.2	0.2	0.2	0.2		
			Culture Audit							0.2	0.2	0.2	0.2	0.2		
			Increased productivity	85	80	80	85	85	85	-	-	-	-	-		
			% implementation of the annual training plan	50	50	50	50	50	50	15	25	35	45	55		
			implementation of ICT strategy	100	100	100	100	100	100	20	30	40	60	100	ICT	
			Adherence to Maintenance Schedules	100	100	100	100	100	100	20	20	20	20	20	HR&A	
			Level of upgraded networks	50	10	20	30	40	50	-	-	-	-	-	ICT	
			NGOs Sustainability Report	5	1	1	1	1	1	-	1.5	1.5	1.5	1.5	Partnership and Resource Mobilisation	Research and Policy
Strategic Objective: Improve infrastructure & systems (both ICT related and others),																

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance system availability	Implementation of ICT strategy Equipment investment and Replacement plan	Improved business continuity Reduced operational costs (reduced	implementation of ICT strategy	100	100	100	100	100	100	20	30	40	60	100	ICT	
			Adherence to Maintenance Schedules	100	100	100	100	100	100	20	20	20	20	20	HR&A	
			Level of upgraded networks	50	10	20	30	40	50	-	-	-	-	-	ICT	
Strategic Objective: Enhance the sustainability of the NGO sector																
Stakeholder engagement strategy and mapping	NGOs Sustainability feasibility study	NGO sustainability research	NGOs Sustainability Report	1	-		1	-	-	-	1.5	1.5	1.5	1.5	Partnership and Resource Mobilisation	Research and Policy

6.1.2 Annual Workplan and Budget

The Board has developed annual work plan for FY 2023/24 and will develop annual work plans for each financial year of the plan period. It will further be cascaded to departmental and individual work plans. The Board will cost the work plans based on corresponding activities and available resource allocation (Annex I).

6.1.3 Performance Contracting

The Board will develop performance contracts as per the performance contracting guidelines for the respective performance cycle of the plan period as a key accountability tool to ensure efficient service delivery. The performance contracts will then be cascaded to departmental and individual work plans (Annex I)

6.2 Coordination Framework

6.2.1 Institutional Framework

The Board of Management

The Board of Management consists of 18 members and the Executive Director (ED) who is the Board Secretary. The Board is responsible for overseeing the management of the organization and provides guidance and direction to attain corporate objectives. To achieve these objectives the Board has constituted five committees, namely: Human Capital, Finance and Administration; Risk and Audit, Operations Research & Compliance (OPRC) and Work Permit. Specifically, the Board is mandated to undertake the following:

(i) Provide leadership in the management of the organisation by articulating the goals of the Board and planning how the goals will be achieved
(ii) Ensure that good corporate governance is integrated at all levels of the organisation
(iii) Approving policy and ensuring management compliance to approved policy
(iv) Monitor management and corporate performance against the Strategic Plan and approved budgets.
(v) Oversee compliance to statutory and regulatory frameworks of the organisation

The Executive Director (ED)

The day-to-day operation of the Board is delegated to the ED who is responsible for providing leadership in formulation, promotion and implementation of strategies and policies of the Board in line with the mandate. The ED chairs the management and reports to the Board on behalf of the management. specifically, the ED is in charge of:

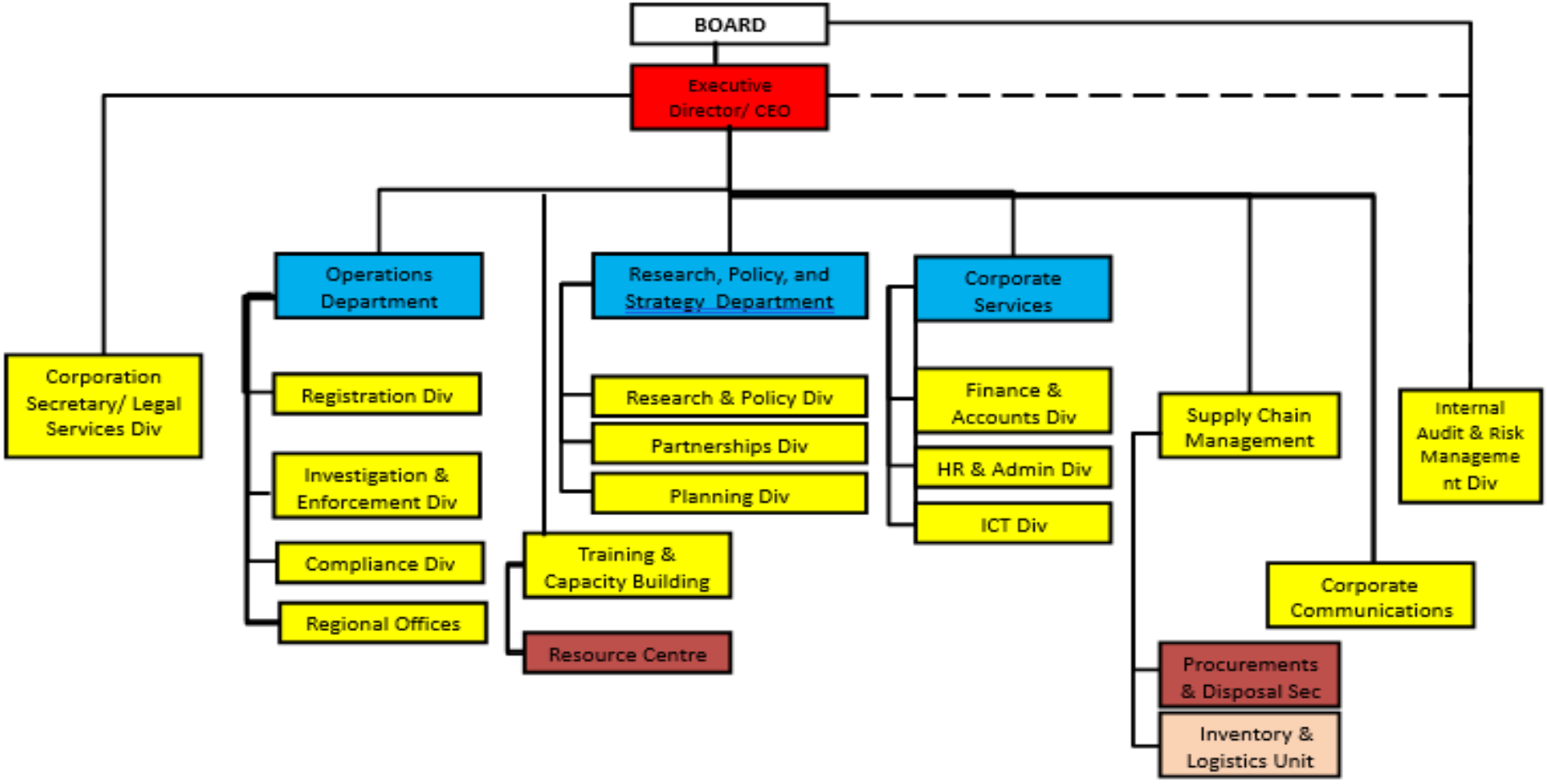
i. Providing overall leadership in the execution of the Board's mandate and Implementation of the Board of management's decisions;
ii. Ensuring the efficient, effective and transparent execution of the Board's mandate in accordance with the Act, regulations and other Relevant laws;

iii. Responsible for the execution and communication of the Board's strategies, decisions and policies
iv. Leading, overseeing and ensuring quality standards in licensing, supervision,
v. Spearheading strategic and continuous sustainable transformative leadership for the organisation
vi. Establish and maintain effective collaboration and partnerships with organs of Government and Government agencies, international organisations, the private sector and all stakeholders
vii. Spearheading research on best practices globally so as to improve regulation and coordination of NGOs sector players

Management

The organization is headed by the ED who is responsible to the Board of Management for the day-to-day activities. The ED is assisted by three Senior Directors (Operations, Research, Policy & Planning and Corporate Services) and seven Managers. We have adopted a devolved governance structure for effective service delivery, accountability and ease of communication.

Figure 6.1: Organisational Structure



6.2.2 Staff Establishment, Skills set and Competence Development

The approved staff establishment is 207 officers and the in post is 63 a deficit of 144 officers as tabulated.

Table 6.2 Staff establishment

Designation	Cadre	Staff Establishment	Optimal Staffing Level	In-Post	Variance
Executive Director	U	1	1	1	-
Personal Assistant	P	-		-	-
Office Administrator/Senior	N/L	5		3	2
Assistant Office Administrator/Senior	G/H	14		-	14
Driver/Senior	G/H	13		3	10
Principal Legal Officer	P	1		1	-
Manager, Legal Services/Corporate Secretary	R	1		-	1
Legal Officer/Senior	L/N	1		2	(1)
Director Operations	S	1		1	-
Manager, Registration	R	1		-	1
Principal Officer Registration	P	15		2	13
Registration Officer/Senior	L/N	26		11	15
Assistant Registration Officer	H/K	5		-	5
Manager Investigations and Enforcement	R	1		-	1
Principal Investigations and Enforcement Officer	N/L	1		1	-
Investigations and Enforcement Officer/Senior	L/N	4		1	3
Manager Compliance	R	1		-	1
Principal Compliance Officer	P	1		1	-
Compliance Officer/Senior	L/N	20		3	17
Assistant Compliance Officer/Senior	G/H/K	4		-	4
Manager Training & Capacity Building	R	1		-	1
Principal Training & Capacity Building Officer	P	1		-	1
Training & Capacity Building Officer/Senior	L/N	6		-	6
Director Research, Policy & Strategy	S	1		-	1
Manager Research & Policy	R	1		1	-
Principal Research & Policy Officer	P	1		1	-

Researcher/Senior	L/N	16		1	15
Data Analyst/Senior	L/N	2		-	2
Research Assistant/Senior	H/K	2		-	2
Manager Partnership &Resource Mobilization	R	1		1	-
Principal Partnership & Resource Mobilization Officer	P	1		-	1
Partnerships & Resource Mobilization Officer/Senior	L/N	3		-	3
Manager Planning, Monitoring & Evaluation	R	1		-	1
Principal Planning, Monitoring & Evaluation Officer	P	1		1	-
Planning Officer/Senior	L/N	2		-	2
Monitoring and Evaluation Officer/Senior	L/N	18		2	16
Director Corporate Services	S	1		1	-
Manager Finance &Accounts	R	1		1	-
Principal Finance Officer	P	1		-	1
Principal Accounts Officer	P	1		1	-
Finance Officer/Senior	L/N	1		-	1
Accountant/Senior	L/N	1		1	-
Manager Human Resource & Administration	R	1		1	-
Principal Human Resource and Development Officer	P	1		1	-
Principal Administration Officer	P	1		1	-
Administration Officer/Senior	L/N	4		1	3
Human Resource & Development Officer/Senior	L/N	1		1	-
Record Management Officer/Senior	L/N	2		2	-
Record Management Assistant/Senior	H/K	2		1	1
Office Assistant/Senior	F/G	2		3	(1)
Principal/Manager Information Communication Technology	P/R	1		1	-
Information Communication Technology Officer/Senior	L/N	1		2	(1)
Information Communication Technology Assistant/Senior	H/K	1		-	1
Principal/Manager Corporate Communication	P/R	1		1	-
Corporate Communication Officer/Senior	L/N	1		1	-

Customer Care Assistant/Senior	H/K	2		2	-
Principal/Manager Supply Chain Management	P/R	1		1	-
Supply Cain Management Officer/Senior	L/N	1		1	-
Supply Chain Management Assistant/Senior	H/K	1		-	1
Manager Internal Audit	R	1		1	-
Principal Internal Auditor	P	1		-	1
Internal Auditor/Senior	L/N	1		1	-
		207		63	144

Table 6.3: Skills Set and Competence

Cadre	Skills set	Skills gap	Competence Development
S	Master's Degree	Senior Leadership Management	● Enroll the Strategic Leadership development program ● Corporate Governance
R/P	Master's Degree	● Management and Supervisory Skills ● Communication skills ● Customer Experience	● Training in Senior Management Course ● Training in Communication skills ● Customer Experience Training
L	Master's Degree	● Management and Supervisory Skills ● Presentation skills ● Report Writing skills ● Communication skills	● Training in Management and Supervisory Skills ● Training in Presentation skills ● Training in Report Writing skills ● Training in Communication skills
N	Bachelor's Degree	● Presentation skills ● Report Writing skills ● Communication skills	● Training in Presentation skills ● Training in Report Writing skills ● Training in Communication skills

6.2.3 Leadership

The Executive Director is responsible for monitoring the implementation of the Strategic Plan assisted by the directors of various directorates The Heads of Divisions will also play a key role in fast-tracking the implementation of their key strategic issues and report progress to the ED who will report to the Board of Directors.

KRA	Strategic Theme Team
KRA 1: Efficient and effective Service Delivery	i. Manager Corporate communication -Team leader ii. Manager Research and policy iii. Manager Partnership and Resource Mobilisation
KRA 2: Enhanced partnerships and collaborations	i. Manager Partnership and Resource Mobilisation-Team leader ii. Manager Corporate communication iii. Manager Finance and Accounts
KRA 3: Enhanced compliance	i. Director Operation and Compliance -Team Leader ii. Principal Investigation and enforcement officer iii. Principal Compliance officer iv. Principal ICT Officer v. Principal Registration officer vi. Manager legal Services
KRA 4: Risk Based targeted Monitoring /Supervisory	i. Director Operation and Compliance -Team Leader ii. Manager Research & Policy
KRA 5: Enhanced Coordinated Institutional capacity /improved productivity	i. Director Corporate Services -Team Leader ii. Director Operation and Compliance iii. Manager Research and Policy

6.2.4 Systems and Procedures

The Board shall make use of the applicable technologies and infrastructural development such as automation and digitisation of manual registers and NGOs registration and post-registration services to enhance service delivery and enhance efficiencies.

6.3 Risk Management Framework

The formulation of this Plan took cognizance of the risks that can inhibit the attainment of the desired results and outlined the mitigation measures. The risks categories identified includes strategic, legal, Organisational, operational, financial and technological. Seamless implementation of the outlined interventions is guaranteed by integrating this plan with risk a management strategy. A risk-based approach will be employed in programmes and projects planning and execution to ensure effective management of risks in accordance to

the risks management framework. Table 6.4 shows the Risk Analysis Matrix for various risk categories.

Table 6.4: Risk Analysis

S/No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall risk level (L/M/H)	Mitigation Measures
1.	Unethical practices	Low	High	Medium	●Controlled access to the backend system ●Adherence to standards and guidelines for registration and regulations ●Enforcement of code of conduct
2.	The current PBO Act not operationalised and any amendments is likely to affect the implementation of this Strategic Plan.	High	High	High	Get support from the Government to operationalize the PBO Act
3.	Disaster (Fire, Data Loss/Political unrests)	Medium	High	Medium	●Review and Implement the Business continuity plan. ●Implement the Disaster Recovery plans. ●Implement records management policy ●Acquire off-site data back-up services
4.	Breach of contracts for outsourced services	Medium	High	Medium	●Vet the outsourced service providers ●Improve contract management
5.	Existence of parallel registration regimes for charitable organisations	Medium	Medium	Medium	●The NGOs coordination Board will become a one

					stop shop for all charities in Kenya while also providing capacity support to PBOs to reduce dormancy
6.	Dormant NGOs	Medium	Medium	Medium	● Increase staff capacity for effective monitoring and evaluation ● Increase guidance workshops to sensitise NGOs on compliance. ● Clean up the register of NGOs to weed out non-compliant and dormant NGOs.
7.	Decrease in government subvention and A-in-A collection	High	High	High	● Lobbying parliament and national treasury ● Explore additional sources of AIA. ● Source for funding from partners for strategic initiatives. Develop and implement a resource mobilization strategy
8.	Information security risk/ unauthorized access to the database	Low	High	Low	● Review and Implement the ICT policy ● Develop and implement data protection policy ● Develop ISMS framework and obtain certification ● Improve physical security measures

					● Vetting of outsourced vendors
9.	Court awards	Medium	High	Medium	● Establish of ADR mechanism ● Promote the use of ADR mechanism ● Enhance efficiency and effectiveness in our operations

Risk Mitigation and Monitoring

Continuous monitoring of the identified risks will be undertaken to ascertain the extent to which they affect the implementation and the adequacy of the mitigation measures. It is expected that the allocation of resources to implement the risk management strategies will progressively limit the risks. The identified resource mobilisation effort is expected to generate sufficient resources to implement strategies that mitigate financial risks. These risks will be reviewed in the third year and at the end of the Plan period to establish the validity of the identified and the emerging risks.

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

7.0 Overview

This chapter highlights the financial resource requirements, resource gaps, resource mobilization strategies, and resource management strategies for the Strategic Plan period.

7.1 Financial Requirements

The total estimated financial resource requirement for the Plan period is **KSh. 3,200.47 million** against an estimated allocation of **KSh. 1,731.47 million**, hence a gap of **KSh. 1,469 million**. Table 14 summarises the resource requirement for the Board for the plan period 2023/24-2027/28.

Table 7.1: Financial requirement for implementing the strategic plan.

Key Result Area	Projected Resource Requirement (KES. Million)					
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Efficient and effective Service Delivery	3.7	22.1	14.2	20.2	16.2	76.4
Enhanced compliance	15.2	178.2	174.1	140.6	122.6	630.7
Risk Based targeted Monitoring /Supervisory	5.5	10.5	8.5	13.5	8.5	46.5
Enhanced Coordinated Institutional capacity /improved productivity	97	101.7	111.5	111.7	131.5	553.4
Enhanced partnerships and collaborations	34	32	32	32	32	162
Total	155.4	344.5	340.3	318	310.8	1,469

Table 7.2: Resource Gaps

Financial Year	Estimated Allocations (KES. Mn)	Estimated Financial Requirements (KES. Mn)	Variance (KES. Mn)
Year 1	294.79	450.19	155.4
Year 2	327	671.5	344.5
Year 3	352	692.3	340.3
Year 4	369.6	687.6	318
Year 5	388.08	698.88	310.8
Total	**1,731.47**	**3,200.47**	**1,469.00**

7.2 Resource Mobilisation Strategies

The Board will utilize the following strategies to finance its resource requirement gaps:

i. **Government grants and partnerships**
   - The Board will advocate for additional resources from the exchequer

- The Board will partner with relevant government entities to design and implement joint programs

ii. Public-Private Partnerships

- The Board will hold fundraising events and galas with the private sector to generate resources.

iii. Capacity Building and Training Program

The Board will enhance its capacity-building arm, the Institute of Charity Management (ICM) to offer paid training to NGOs to generate a surplus.

iv. Donor Funding

The Board will map out potential donors/development partners and align the Board's programs/projects in line with their grant specifications.

7.3 Resource Management

The following measures will be put in place to ensure prudent and efficient utilization of resources:

i. Pooling of common user resources: the Board will endeavor to centralise common services e.g., printing services and pool transport for officers;
ii. Ensure adherence to the approved budget
iii. Ensure that all payments to the Government are digitized in line with the Government's Digital Finance Flagship Projects and as part of the PFMRs reforms. This will aim to increase revenue collection, minimise the cost of collection and enhance service delivery.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

This chapter presents the monitoring, evaluation, and reporting framework for the Strategic Plan. It describes the monitoring, evaluation, and reporting activities to be undertaken, how and when they will be undertaken, and by whom to ensure a continuous flow of timely information for decision-making and learning has been provided. The framework will facilitate the Board to identify and address challenges encountered in the implementation of the Plan and assess the extent to which the strategic results are achieved.

8.1 Monitoring Framework

Monitoring will be undertaken to determine progress in implementing this Strategic Plan. This will involve the systematic collection and analysis of information continuously to determine and address deviations as implementation progresses. Information from monitoring will help the Board to answer the following questions:

i. Are activities and initiatives taking place in line with timelines and set targets?
ii. Are budgets being released and spent in line with allocations?
iii. Are the activities implemented producing the planned outputs?

8.2 Performance Standards

The Board recognizes the importance of a robust monitoring and evaluation framework aligned with internationally accepted norms and standards. Our performance standards encompass key dimensions:

i. Efficiency: Optimizing the use of resources, including time, finances, and personnel, to effectively achieve our objectives and mandates.
ii. Effectiveness: Measuring the extent to which our strategies contribute to the regulation and facilitation of the NGO sector through evaluating the impact of policies, guidelines, and programs on enhancing the functioning and performance of NGOs.
iii. Success: Assessing the achievement of predetermined goals and targets set in our strategic plan, monitoring outcomes and outputs to ensure they meet the needs of NGOs and promote compliance with regulations.
iv. Sustainability: Ensuring the interventions and support provided are sustainable over the long term, promoting capacity building among NGOs to enhance their sustainability and resilience.

In line with these standards, we define Key Performance Indicators (KPIs) at the outcome, output, and efficiency levels. Our Monitoring and Evaluation Team, under the coordination of the Head of Department, are responsible for data collection for the respective Key Result Areas (KRAs).

8.3 Evaluation Framework

The evaluation will assess the extent to which the strategic objectives have been achieved and identifies the lessons learnt from the implementation of the Plan. It will also assess the relevance and sustainability of the initiatives for evidence-based decision-making. Three major evaluation activities that will be undertaken include:

8.3.1 Mid-term evaluation

The mid-term evaluation will be conducted mid-course (2025/2026) to assess the implementation progress, take corrective actions, review the Strategic Plan, and inform the preparation of the next strategic planning end-term evaluation and ad hoc evaluation.

8.3.2 End-term Evaluation

The evaluation will be conducted at the end of the Strategic Plan period to assess the extent to which the strategic objectives have been achieved. The achievements, challenges, lessons learnt and recommendations will inform the next cycle of the strategic planning. The evaluation is scheduled for FY 2027/28, and its findings will be presented in a comprehensive report to guide the Ministry's future direction and continuous improvement.

Table 8.1: Outcome Performance Matrix

	Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
				Value	Year	Mid Term Period (2025/26)	End of Plan Period Evaluation (2027/28)
1	Efficient and effective Service Delivery	Improve corporate image and visibility	Brand image score/Brand perception Score	60	2023	65	70
		Increased revenue base	Corruption perception Index		2023		
		Increased appreciation of the sector	Customer survey feedback	70	2023	75	80
		Improve customer satisfaction	Customer satisfaction Index	80	2023	80	90
2	Enhanced partnerships and collaborations	Strategic Communication	Peer learning /Exchange programmes	1	2023	2	2
		Visibility	Partnerships	1	2023	2	2
		Increased resources	Funds raised from established partnerships (KES)	1M	2023	3M	5M
		Increased Peer learning	Research study/project	2	2023	2	2
		Research and knowledge management	Knowledge management repository	-	2023	-	1
		Partnership programmes			2023		
3	Enhanced compliance	Reduced turnaround time	Reduced Turnaround time (days)	14	2023	14	14
			Pre-registration Services		2023		
			Post Registration Services		2023		

		Reduced complaints	% of complaints resolved	100	2023	100	100
			Content Analysis report	1	2023	1	1
		Improved staff productivity	Average days for complaint resolution	14	2023	14	14
			Productivity index	70	2023	80	85
			Service Delivery Index	70	2023	80	85
		Increased compliance levels	% compliance levels	30	2023	35	45
		Integrated processes	Parameters of compliance		2023		
			Map out regulatory regime report		2023		
			Implementation status		2023		
			% of automated processes	30	2023	75	100
			% of level of integrated processes	-	2023	-	100
4		Increased level of compliance	Reduced litigations		2023		
			compliance level		2023		
			% of laws and regulations amended		2023		
		Active) NGOs	NGOs operating in Kenya		2023		
		Increased revenue	NGOs Governance complaints (% Reduction)	10%	2023	10%	10%
		Reduce violation	Risk based supervisory monitoring (case basis) (Annual Report)	1	2023	1	1
5	Risk Based targeted Monitoring /Supervisory	Quality data	% projects/programmes implementation	80	2023	80	80
		Integrated M&E tools (framework)	Adherence to SLAs	100	2023	100	100

		Improved data management	Regular quality reports-	4	2023	4	4
			#corrections-Stakeholder review		2023		
		Informs Decision making	Integrated data base	-	2023	-	100
		Resource management -Efficient utilization	Compliance status reports (annual Report)	1	2023	1	1
6	Enhanced Coordinated Institutional	Competent and skilled staff	PC Moderated score	2.8	2023	2.6	2.4
			Employee satisfaction Index	67	2023	74	80
			Work environment index	70	2023	78	82
		Employee satisfaction	Culture Audit		2023		
		Productivity/ performance	Increased productivity	80	2023	85	85
		Adequate Staff levels	% implementation of the annual training plan	50	2023	50	50
		Improved staff relations			2023		
		Reduced operational costs (reduced expenditure)	implementation of ICT strategy	100	2023	100	100
		Reduced system downtime	Adherence to Maintenance Schedules	100	2023	100	100
		Improved business continuity	Level of upgraded networks	10	2023	30	50
		Improved compliance level	Report	1	2023	1	1
		Increased accountability			2023		
		Improved public confidence			2023		

8.4 Reporting Framework and Feedback Mechanism

The Reporting Framework established for the Board's strategic plan is a structured and systematic process to track and communicate the progress and outcomes of the strategic initiatives. This framework outlines the key performance indicators, reporting timelines, and responsible parties. Quarterly and Annual reports will be generated to provide stakeholders with comprehensive and transparent insights into the implementation status, challenges, achievements, and impact of the KRA's. Table 8.2 and 8.3 herein provides a quarterly and annual progress reporting template. The M&E framework will generate the following report:

Monthly Progress Reports on Implementation

All the departments will be required to submit Monthly progress reports on the indicators and initiatives to Strategy & Planning in line with Board's reporting timelines.

Quarterly Performance Review Reports

Performance review reports will be produced outlining the performance against the Strategic Objectives outlined in this Strategic Plan at all levels. The reports will be discussed by Senior Management Committee (SMC). The discussion will focus on a review of the findings and the agreed action points. The finalised report will be submitted to the Board of Directors.

Annual Strategic Plan Performance Report

The Annual Strategic Plan performance report will be developed. The report will be validated by stakeholders to: -

i) Obtain stakeholder insight on the information generated
ii) Mitigate bias through discussion of the information generated with key M&E actors and objective owners
iii) Generate consensus on the findings and gaps
iv) Strengthen ownership and commitment to M&E activities

M&E tools

The Strategy & Planning Department will develop an Annual Workplan and other tools for monitoring and evaluation and sensitize all the implementers within the first year of the Launch of the Strategic Plan.

Cascading the Plan

In a bid to translate high-level strategy into aligned lower-level objectives and measures, the Board will adopt a three-tier cascading framework comprising of:

I. Annual Work Plan (AWP)

II. Directorate/Departmental/Unit workplan

III. Individual workplan

In this regard, the Board will align the Vision to make strategy actionable by departments and cascade it down to employees while linking rewards, recognition and incentives to results.

T**able 8.2: Quarterly Progress Reporting Template**

Expected output	**Output Indicator**	**Annual Target (A)**	**Quarter for year…….**			**Cumulative to date (Years)**			**Remarks**	**Corrective Intervention**
			Target (B)	**Actual (C)**	**Variance (C-B)**	**Target (E)**	**Actual (F)**	**Variance (F-E)**		
Improve corporate image and visibility	Brand image score/Brand perception Score	60								
Increased revenue base	Corruption perception Index									
Increased appreciation of the sector	Customer survey feedback	70								
Improve customer satisfaction	Customer satisfaction Index	80								
Strategic Communication	Peer learning /Exchange programmes	1								
Visibility	Partnerships	1								
Increased resources	Funds raised from established partnerships (KES)	1 M								
Increased Peer learning	Research study/project	2								
Research and knowledge management	Knowledge management repository	-								
Partnership programmes										

Reduced turnaround time	Reduced Turnaround time (days)	14								
	Pre-registration Services									
	Post Registration Services									
Reduced complaints	% of complaints resolved	100								
	Content Analysis report	1								
	Average days for complaint resolution	14								
Improved staff productivity	Productivity index	70								
Increased compliance levels	Service Delivery Index	70								
	% compliance levels	30								
Integrated processes	Parameters of compliance									
	Map out regulatory regime report									
	Implementation status									
	% of automated processes	30								
	% of level of integrated processes	-								
Increased level of compliance	Reduced litigations									
	compliance level									
	% of laws and regulations amended									
(Active) NGOs	NGOs operating in Kenya									
Increased revenue	NGOs Governance complaints (% Reduction)	10%								

Reduce violation	Risk based supervisory monitoring (case basis) (Annual Report)	1								
Quality data	% projects/programmes implementation	80								
Integrated M&E tools (framework)	Adherence to SLAs	100								
Improved data management	Regular quality reports-	4								
	#corrections-Stakeholder review									
Informs Decision making	Integrated data base	-								
Resource management -Efficient utilization	Compliance status reports (annual Report)	1								
Competent and skilled staff	PC Moderated score	2.8								
	Employee satisfaction Index	67								
	Work environment index	70								
Employee satisfaction	Culture Audit									
Productivity/ performance	Increased productivity	80								
Adequate Staff levels	% implementation of the annual training plan	50								
Improved staff relations										
Reduced operational costs (reduced expenditure)	implementation of ICT strategy	100								

Reduced system downtime	Adherence to Maintenance Schedules	100								
Improved business continuity	Level of upgraded networks	10								
Improved compliance level	Report	1								
Increased accountability										
Improved public confidence										

Table 8.3: Annual Progress Reporting Template

Expected output	**Output Indicator**	**Achievement for year …**			**Cumulative to date (Years)**			**Remarks**	**Corrective Intervention**
		Target(A)	**Actual (B)**	**Variance (B-C)**	**Target (A)**	**Actual (B)**	**Variance (B-C)**		
Improve corporate image and visibility	Brand image score/Brand perception Score	60							
Increased revenue base	Corruption perception Index								
Increased appreciation of the sector	Customer survey feedback	70							
Improve customer satisfaction	Customer satisfaction Index	80							
Strategic Communication	Peer learning /Exchange programmes	1							
Visibility	Partnerships	1							

Increased resources	Funds raised from established partnerships (KES)	1 M							
Increased Peer learning	Research study/project	2							
Research and knowledge management	Knowledge management repository	-							
Partnership programmes									
Reduced turnaround time	Reduced Turnaround time (days)	14							
	Pre-registration Services								
	Post Registration Services								
Reduced complaints	% of complaints resolved	100							
	Content Analysis report	1							
	Average days for complaint resolution	14							
Improved staff productivity	Productivity index	70							
Increased compliance levels	Service Delivery Index	70							
	% compliance levels	30							
Integrated processes	Parameters of compliance								
	Map out regulatory regime report								
	Implementation status								
	% of automated processes	30							
	% of level of integrated processes	-							
Increased level of compliance	Reduced litigations								
	compliance level								
	% of laws and regulations amended								
Active) NGOs	NGOs operating in Kenya								

Increased revenue	NGOs Governance complaints (% Reduction)	10%							
Reduce violation	Risk based supervisory monitoring (case basis) (Annual Report)	1							
Quality data	% projects/programmes implementation	80							
Integrated M&E tools (framework)	Adherence to SLAs	100							
Improved data management	Regular quality reports-	4							
	#corrections-Stakeholder review								
Informs Decision making	Integrated data base	-							
Resource management -Efficient utilization	Compliance status reports (annual Report)	1							
Competent and skilled staff	PC Moderated score	2.8							
	Employee satisfaction Index	67							
	Work environment index	70							
Employee satisfaction	Culture Audit								
Productivity/ performance	Increased productivity	80							
Adequate Staff levels	% implementation of the annual training plan	50							
Improved staff relations									
Reduced operational costs (reduced expenditure)	implementation of ICT strategy	100							
Reduced system downtime	Adherence to Maintenance Schedules	100							
Improved business continuity	Level of upgraded networks	10							

Improved compliance level	Report	1							
Increased accountability									
Improved public confidence									

Table 8.4: Evaluation Reporting Template

Outcome Indicator	**Baseline**		**Mid Term Evaluation**		**End of Plan Period Evaluation**		**Remarks**	**Corrective Intervention**
	Value	**Year**	**Target**	**Achievement**	**Target**	**Achievement**		
Brand image score/Brand perception Score	60	1	65		70			
Corruption perception Index								
Customer survey feedback	70		75		80			
Customer satisfaction Index	80		80		90			
Peer learning /Exchange programmes	1	1	2		2			
Partnerships	1		2		2			
Funds raised from established partnerships (KES)	1M		3M		5M			
Research study/project	2		2		2			
Knowledge management repository					1			
Reduced Turnaround time (days)	14	1	14		14			
Pre-registration Services								
Post Registration Services								
% of complaints resolved	100		100		100			
Content Analysis report	1		1		1			
Average days for complaint resolution	14		14		14			
Productivity index	70		80		85			
Service Delivery Index	70		80		85			
% compliance levels	30		35		45			

Parameters of compliance								
Map out regulatory regime report								
Implementation status								
% of automated processes	30		75		100			
% of level of integrated processes					100			
Reduced litigations								
compliance level								
% of laws and regulations amended								
NGOs operating in Kenya								
NGOs Governance complaints (% Reduction)	10%		10%		10%			
Risk based supervisory monitoring (case basis) (Annual Report)	1		1		1			
% projects/programmes implementation	80	1	80		80			
Adherence to SLAs	100		100		100			
Regular quality reports-	4		4		4			
#corrections-Stakeholder review								
Integrated data base					100			
Compliance status reports (annual Report)	1		1		1			
PC Moderated score	2.8	1	2.6		2.4			
Employee satisfaction Index	67		74		80			
Work environment index	70		78		82			
Culture Audit								
Increased productivity	80		85		85			
% implementation of the annual training plan	50		50		50			
implementation of ICT strategy	100		100		100			
Adherence to Maintenance Schedules	100		100		100			
Level of upgraded networks	10		30		50			
Report	1		1		1			

Annex 1: Annual Workplan FY 2023/24

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target Y1	Budget Y1 (Kshs. Million)	Responsibility	
							Lead	Support
Strategic Issue: Institutional Capacity; Capacity strengthening and sustainability								
Strategic Goal: Citizens service excellence								
KRA: Efficient and effective Service Delivery								
Outcome: Enhanced brand identity								
Strategic Objective: Improve corporate image and visibility								

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target Y1	Budget Y1 (Kshs. Million)	Responsibility	
							Lead	Support
NGOCB brand functionality definition and implement Communication strategy	● Brand strategy and guidelines ● Regular updates of the website and social media platforms ● Increase of regional offices. ● Development and dissemination of IEC (information, education and communication) materials	● Approved stakeholder /branding strategy and guidelines ● Updated website ● Approved framework for regional offices set up ● Benchmark report ● Increase staffing levels ● Training plans Approved communication Strategy	Brand image score/Brand perception Score	70	60	1.9	Corporate Communication	Research and Policy
			Corruption perception Index	5	5	0.5		
Strategic Objective 2: Improve customer satisfaction								

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target Y1	Budget Y1 (Kshs. Million)	Responsibility	
							Lead	Support
●Conduct Bi-annual Customer Satisfaction ●Stakeholder engagement strategies	●Capacity building (additional staff training) ●Adequate office space ●CSR activities Bench Marking with existing registration regimes in the world	●Customer satisfaction survey report ●Approved stakeholder /branding strategy and guidelines	Customer survey feedback	80	70	1.95	Corporate Communication	Research and Policy
			Customer satisfaction Index	90	80	0.8		
Strategic Issue: Partnerships, collaboration and networking weak partnerships and networks								
Strategic Goal: Strategic Partnering and collaboration								
KRA: Enhanced Partnerships and Collaborations								
Outcome: Sustained Partnership and programmes								
Strategic Objective: Enhance partnership & collaboration								
Sustained partnership and collaboration programmes	●ICM-certification of the curriculum (relevant institute) ●Peer Learning /benchmarking strategy ●Collaborating with MDAs, and county governments. ●Private sector partnership	●Certified curriculum ●Approved benchmarking strategy ●Scientific conference schedule and report	peer learning /Exchange programmes	9	1	4.8	Partnership and Resource Mobilization	Finance and Account, Corporate Communication and Research &Policy
			No. of partnerships	9	1	2.8		
			(KES)Funds raised from established partnerships	15 million	1M	3.8		
			No. of research study/project	10	2	2.8		

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target Y1	Budget Y1 (Kshs. Million)	Responsibility	
							Lead	Support
	● Knowledge Management Strategy ● Scientific conference-East Africa Regulators Conference Annual NGOs week	Annual Partnership and collaboration report	Knowledge management Strategy	-	-	2.8		
Strategic Issue: NGOs compliance to regulations and standards; Policy, legal and institutional regulation								
Strategic Goal: Good Governance in the NGO Sector								
KRA: Enhanced compliance								
Outcome: Sustained active register of NGOs								
Strategic Objective: Improve internal processes								
Digitization of records and Automation of all processes	● Complaint content analysis Develop and implement a Feedback management mechanism ● Performance management system ● Monkey survey – ● Bench Marking with existing	● Approved feedback management system ● Performance appraisal report ● Service delivery reports	Reduced Turnaround time (days) ● Pre-registration Services Post Registration Services	14	14	3	Operations and Compliance	
			% of complaints resolved	100	100	0.2	Corporate Communication	All
			Content Analysis report	5	1	0.2		

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target Y1	Budget Y1 (Kshs. Million)	Responsibility	
							Lead	Support
	registration regimes in the region ● M&E framework ● Develop and implement a Plan on the Act and regulations on the compliance parameters ● ICM – Needs assessment ● Stakeholder sensitization forums (plan) ● Automation (Rolling out of ERP) ● Capacity Building -Training report ● Process flow Mapping		Average days for complaint resolution	14	14	-		
			Productivity index	85	70	0.5	Corporate Support Services	All
			Service Delivery Index	85	70	1	Operations and Compliance	
			% compliance levels	45	30	-		
			% of automated processes	100	30	1	ICT	
			% of level of integrated processes	100	-	-	ICT/Corporate Services	
Strategic Objective: Strengthen the regulatory framework								
Review adequacy of existing legal	● Develop Regulations and policies on the	Annual report on NGOs Legal reviews/	Reduced litigations					
			compliance level					

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target Y1	Budget Y1 (Kshs. Million)	Responsibility	
							Lead	Support
and regulatory framework	regulatory framework ● Regulation developed for the NPOs sector in line with NPOs risk assessment findings ● Review Code of conduct (NGO Board enforcement) ● Develop and disseminate of the policy Sensitization workshops on the legal and regulatory framework Establishment of multiagency committee for NPOs	policy advise brief ADR Mechanism	% of laws and regulations amended					
Strategic Objective: Improve compliance enforcement mechanisms								
Mapping of NGOs	● NGOs Mapping ● Multi agency team formation ● Mapping Proposal	● Mapping of NGOs Proposal report	NGOs operating in Kenya			-	Research and Policy	Operations and Compliance
			NGOs Governance	10%	10%	1		

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target Y1	Budget Y1 (Kshs. Million)	Responsibility	
							Lead	Support
	Partnership with the NGAO and other development Partners	• Stake holder sensitization forums (plan)	complaints (% Reduction)					
			Risk based supervisory monitoring report	1	1	1		
Strategic Issue: NGOs compliance to regulations and standards; Policy, legal and institutional regulation								
Strategic Goal: Good Governance in the NGO Sector								
KRA: Risk Based targeted Monitoring /Supervisory								
Outcome: Sustained active register of NGOs								
Strategic Objective(s): Strengthen Monitoring and Evaluation (M&E) System								
Institutionalize Data warehouse and analytics	• Strengthen M&E unit • Develop and implement corporate monitoring and evaluation framework (all departments) • Capacity Building (training; tools…) Performance evaluation review recommendation report	• Monitoring and evaluation framework Operational Data warehouse	% projects/programmes implementation	85	80	0.2	Research and Policy	Operations and compliance
			Adherence to SLAs	100	100	-		
			Regular quality reports-	4	4	-		
			No. of corrections-Stakeholder review	-	-	-		
			Integrated data base	100	-	-		

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target Y1	Budget Y1 (Kshs. Million)	Responsibility	
							Lead	Support
	● Establish/institutionalize /use/develop Data warehouse and analytics Data verification mechanism		Compliance status reports (annual Report)	5	1	1.5		
Strategic Issue: NGOs compliance to regulations and standards; Policy, legal and institutional regulation								
Strategic Goal: Good Governance in the NGO Sector								
KRA: Enhanced Coordinated Institutional								
Outcome: Active and engaged work force, customer centric motivated workforce								
Strategic Objective(s): Improve Human capital,								
Institutionalise performance enhancement programmes or initiatives	● Employee satisfaction survey ● Implementation of staff relations welfare ● Incentives initiatives ● Succession planning and career progression ● Implementation of ICT strategy	● Competent and skilled staff ● Productivity/ performance	PC Moderated score	2.4	2.8	0.5	HR&A	Corporate Services
			Employee satisfaction Index	80	67	0.2		
			Work environment index	82	70	0.2		
			Culture Audit			0.2		
			Increased productivity	85	80	-		
			% implementation of the annual training plan	50	50	15		

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target Y1	Budget Y1 (Kshs. Million)	Responsibility	
							Lead	Support
Strategic Objective: Improve infrastructure & systems (both ICT related and others),								
Enhance system availability	● Implementation of ICT strategy ● Equipment investment and Replacement plan	● Improved business continuity ● Reduced operational costs (reduced	implementation of ICT strategy	100	100	20	ICT	
			Adherence to Maintenance Schedules	100	100	20	HR&A	
			Level of upgraded networks	50	10	-	ICT	
Strategic Objective: Enhance the sustainability of the NGO sector								
Stakeholder engagement strategy and mapping	NGOs Sustainability feasibility study	NGO sustainability research	NGOs Sustainability proposal	1	-	1.5	Partnership and Resource Mobilisation	Research and Policy