



**CENTRE FOR ENHANCING DEMOCRACY
& GOOD GOVERNANCE**

STRATEGIC PLAN 2013-2017

Mid Term Review
&
Result Measurement of The Implementation



CENTRE FOR

VISION

A society that respects
marginalized and vulnerable
rights in all social, political,
economic development

MISSION

To develop the capacity of
and vulnerable communities
to demand, adopt and im
sustainable best practices in
good governance through
information disse



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& GOOD GOVERNANCE**

STRATEGIC PLAN

2013-2017

Vision:

A society that respects and protects marginalised and vulnerable peoples' rights in all social, political and economic development processes.

Mission:

To develop the capacity of marginalised and vulnerable communities in Kenya to demand, adopt and implement sustainable best practices in democratic governance through advocacy, information dissemination, research and networking

Design, Layout & Printing

Myner Logistics Ltd
Nairobi

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FOREWARD

A consultative and participatory process was adopted to develop this strategic plan. There were inputs from the staff, board members, as well as partners in government, civic society and the community. This has greatly increased the ownership and buy - in into the document which is a big milestone in moving towards the realization of our goals in the next 5 years.

The purpose of this strategic plan is fourfold. First is to give the strategic directions to the CEDGG operations for the coming 5 years, spelling out how the resources (Human, Technical and Material) will be utilized in the most effective and efficient manner so as to realize our vision and mission. Secondly, this strategic plan will form the framework for developing networks and partnerships with our key stakeholders for learning and resource mobilization purposes. Thirdly, the plan will help CEDGG to address the felt needs of the marginalized and vulnerable groups and communities who constitute our primary target groups of our work. Fourthly, the plan forms the logical basis for effectively monitoring and evaluating the results of our efforts.

The plan will be operationalized through the Annual Work Plans and Budgets (AWPBs). Our activities will be linked to the agreed strategies in order to achieve the key expected outcomes contained within the six Key Result areas. A Participatory Monitoring, Evaluation and Reporting system (PMER) has been developed and will be used for effective result measurement for the programme. This will provide room for ex-ante, mid-term and ex-poste evaluations for all projects being implemented by CEDGG.

The new focus of this Strategic Plan, coupled with the ever changing external environment requires that a pro-active change management process has to be pursued by the CEDGG Board and management. This process will ensure that CEDGG attains a “*state of the art implementation Capacity*” in the form of top notch competence (i.e. high level implementation skills, knowledge and experience). This change management process will also ensure the institutionalization of a SMART Performance Monitoring framework (indicators) and a vibrant, enabling and focused governance function.

In the next 5 year planning period, CEDGG will endeavour to build networks and partnerships with like - minded local, regional, national and international partners in order to gain synergy in implementing programmes but also leverage into wider development efforts.

Finally, the content of the plan is not cast in stone and hence will be subject to review as and when it will be necessary depending on the changing external environment and from learning points during the implementation of the programmes using periodic progress review reports.

Cornelius ODUOR

Chief Executive Officer
CEDGG

1.0 THE INTRODUCTION

1.1 ABOUT THE CENTRE FOR ENHANCING DEMOCRACY AND GOOD GOVERNANCE (CEDGG).

The Centre for Enhancing Democracy and Good Governance (CEDGG) is a grass root Civil Society Organization (CSO) that was founded in 1995 by Mr. Charles Kamuren (A Human Rights Defender from the Endorois community). It works to empower vulnerable groups and ethnic minority communities to realize their governance and development rights. It has its head office in Nakuru Town – Nakuru County, in the Republic of Kenya.

As an organization, CEDGG was first formed as a Community Based Organization to advocate for socio-economic rights of the marginalised groups and communities in Baringo and Koibatek districts. With time, CEDGG expanded its geographical coverage, with a special focus on the Rift Valley and now covers the counties of Nakuru and Baringo and Kericho. CEDGG has since been legally registered as a Non-Governmental Organisation.

The Mandate of CEDGG is that of empowering vulnerable groups through training, advocacy, networking and linkages in areas of human and constitutional rights, cultural heritage and equitable distribution of resources. Beneficiaries of CEDGG include disadvantaged ethnic minorities, women, youth, children, displaced persons and the poor.

In terms of governance, CEDGG has three major structures namely the Annual General Meeting (AGM), which is the supreme decision

making body and comprises of all members (who are both individual and corporate). Below the AGM is the Management Board (MB), which makes policies and sets operation systems for the organization. The members of this board (who are 7 in number) are elected from among the CEDGG members at the AGM. Below the MB is the Secretariat which has the Management Team (MT) and various cadres of staff. The Secretariat is charged with the implementation of the policies and programmes, and the running of the organization on a day to day basis.

The organization implements its mandates through well calculated collaboration with other likeminded organizations and hence is a member of the Constitution and Reform Education Consortium (CRECO); a network of civil society organizations which seek to have just governance, constitutionalism and respect for the law, and the Social Audit Learning Platform (SALG) a network of CSOs promoting social accountability and management of decentralised funds in Kenya

2.1 THE CORE DEVELOPMENT ISSUE.

The core problem that CEDGG is trying to address in our society is the *low capacity of the marginalised and vulnerable groups to engage with and participate in the decision making processes* around the constitutional reform agenda and the development process in general.

The Constitution of Kenya 2010 provides for a devolved system of governance. Article 174 of the Constitution of Kenya stipulates the aims of devolution key among which include; to promote democratic and accountable exercise of power, to give powers of self governance to the people and enhance participation of the people in the exercise of powers of the state and making decisions affecting them and to ensure equitable sharing of national and local resources. However, devolution like other forms of decentralization does not automatically lead to improved governance and economic performance. For instance, devolution may lead to the capture of local governments by the political elites, especially if devolution rules and systems are not well designed, and hence allow the local politicians to use the local resources to consolidate their hold onto political power through patronage.

By moving all decisions further out from the national limelight, devolution risks permitting greater levels of corruption and mismanagement of resources. This is prevalent where community members lack awareness as to their roles and capacity to claim their

rights. The risk of corruption is higher in the absence of mechanisms to enable the community to effectively monitor and evaluate the usage of the devolved funds that go hand in hand with devolution. This is exactly the situation that the people of Baringo and Nakuru County are likely to find themselves in if nothing is done to empower them on the soon to be established county governments.

The root causes of the low capacity for engagement among the marginalized and vulnerable groups include lack of political goodwill from the elites who control the power for societal decision making. There has been historical injustices and exclusion of minority communities by successive governments from colonial times to date. The communities themselves are faced with lack of awareness on the constitution, legal and developmental frameworks hence are unable to claim their rights. There is generally poor governance practice among state and non state organizations. The policies for rural development (e.g. the CDF Act) are not pro-poor and hence not supportive to the emancipation of the marginalized and vulnerable. This is further complicated by the fairly entrenched public apathy to injustices.

Some of the side effects of this low capacity of the marginalized and vulnerable communities to participate in decision making and claiming their rights have been; negative ethnicity, spiralling poverty, corruption and wastage of public resources; inequitable development, high prevalence of human rights abuses, impunity and lawlessness.

3.0 THE STRATEGIC MODEL

3.1 THE PHILOSOPHICAL OUTLOOK

3.1.1 The vision

“A society that respects and protects marginalized and vulnerable peoples' rights in all social, political and economic development processes”.

3.1.2 The Mission.

To develop the capacity of marginalized and vulnerable communities in Kenya to demand, adopt and implement sustainable best practices in democratic good governance through advocacy, information dissemination, research and networking.

3.1.3 Our Motto:

“Safeguarding the Rights of the Vulnerable and Marginalized Citizens”

3.1.4 The Core Values.

The CEDGG bases its core values on the internationally recognised principles that human rights are universal, inalienable and are based on the rule of law. In fostering the realization of the human rights of marginalized and vulnerable people in Baringo and Nakuru counties, CEDGG therefore subscribes to the following core values:

TEAM WORK

We believe that we can achieve better results with effective teams that consist of individuals who work together to achieve a common

goal or purpose and who hold themselves accountable for team output. We ensure that the team has a common purpose and clear goals, it has the necessary skills and resources, a common approach to work, the willingness to share information, have trust and support in each other, the ability to work through conflict and willingness to take responsibility for team actions. Our team building initiatives will be through calculated steps of Forming, Storming, Norming and Performing.

SOCIAL JUSTICE

We at CEDGG believe that there has to be justice exercised within a society, particularly as it is exercised by and among the various social classes of that society. A socially just society is based on the principles of equality and solidarity, understands and values human rights, and recognizes the dignity of every human being. We believe in the fair and proper administration of laws conforming to the natural law that all persons, irrespective of ethnic origin, gender, possessions, race, religion, etc., are to be treated equally and without prejudice.

PROFESSIONAL EXCELLENCE

We shall uphold professional excellence by making sure that We produce high – quality technical work through attention to detail in the work we do, and the refining of our technical skills by interaction with professional colleagues and, at times, by specific training. We will strive to communicate our work clearly. We shall keep to agreed schedules. We will recognize our professional limits in our work. There will be deliberate efforts to invest in furthering the human rights

profession. We will ensure affirmation of co-workers for better growth and ensure each staff enjoys the worker and helps others to-do so. When errors and misunderstandings occur along the way and our goal must be to learn from them, leave them behind, and move forward in our quest

INTEGRITY

This includes humility; transparency; accountability and professionalism. The organization is fully accountable to all stakeholders, from its members of staff to the public, government, civil society and development partners. The CEDGG will be guided by transparency and professionalism which is enhanced by a competent and results-focused team with a strong work ethic; a team that is committed to human rights principles, including the principle of equity and fairness, and that is guided by internationally accepted human rights instruments.

TOLERANCE

This value is a key aspect of governance. Therefore, within the CEDGG and in relation to its programmes, a spirit of tolerance that encourages willingness to accommodate or allow for differences in beliefs, be they political, religious or ideological, behavioural, customary, etc, will be encouraged.

3.2 THE GUIDING PRINCIPLES.

3.2.1 The Rights Based Approaches (RBA) Context matters.

A rights-based approach means being guided by community rights and needs whilst simultaneously empowering those same communities to broaden participation and strengthen relationships

vertically with policy makers, research institutes, donors and NGOs, and horizontally with other communities and CBOs.

3.2.2 The Communities Lie at the Centre of a Successful Equitable Development in Society.

In order to move towards equitable development, vulnerable communities must be seen as more than passive recipients of action plans. They have a natural ability to adapt and change to the challenges they face and the opportunities available. A structure needs to develop that places vulnerable community members on an equal footing with other communities and allows more meaningful and rational involvement of the community in decision-making. The major benefits of an organizational shift to community-led development are that the change towards progress is transparent, appropriately paced and sustainab

3.2.3 The Participation of all members of the communities is critical.

If communities can be seen as the heart of devolution in Kenya, it is the individual members of these communities that will allow it to function. Free and meaningful participation is seen as a right and includes the right of access to development processes, institutions, information and complaints mechanisms. We must avoid the domination of a powerful section of the county society but allow the full and active participation of all members of communities, including the most marginalized.

3.2.4. Partnerships are essential in bringing about lasting and meaningful change.

The equitable access to adequate development res cannot be addressed by communities alone. It calls for widespread collective action including policy makers, service providers, research institutes and funding bodies must work in partnership to provide encouragement, skills, advice and funding to sponsor and support community-led initiatives.

3.3 THE DEVELOPMENT TARGETS.

3.3.1 The Overall Goal

To strengthen the capacity of marginalized and vulnerable communities to claim their rights and effectively participate in the decision making of the development process in the counties of Baringo, Kericho and Nakuru.

3.3.2 The Objectives.

1. To raise awareness and empower the vulnerable and marginalized groups on their rights and privileges enshrined in the legal and constitutional frameworks.
2. Advocate for formulation of policies that are responsive to the current and emerging needs of the vulnerable and marginalized groups and communities.
3. Undertake peace building and conflict resolution mechanisms among the vulnerable and marginalized groups and communities.
4. To facilitate the creation and strengthening of community level advocacy and accountability forums/ networks that

would robustly engage with county governments to promote accountable exercise of power.

5. To research, document and disseminate the innovative best practices on emerging social, economic and political issues of the marginalized and vulnerable groups.
6. To enhance the implementation capacity of CEDGG through the adoption and implementation of RBM practices in its work and better result measurement practices.

3.4 THE CRITICAL ISSUES.

These are the situations or conditions both within and outside CEDGG that must be addressed if CEDGG has to make a difference in its work. They are statements of the gaps between the envisioned future (ideal vision) and the current performance level in CEDGG. They are generated from-major trends in the need, perceptions and service expectations of the community and the stakeholders as detailed in stakeholder analysis. They build on the strengths of the organization; takes advantage of opportunities available in the external environment and helps address the weaknesses within the organization and the threats from the external environment. They are related to the core problem that CEDGG is trying to address. As a result of the analyses for gaps, the critical issues were identified as follows:

3.4.1 The Underperformance of the Core Programme.

During the implementation of the previous strategic plan, there was high achievement in some programmes such as governance but low performance in others due to constrains related to limits in funding

to lack of staff numbers and skills to implement certain initiatives such as the research component. The team has to improve on the implementation capability to raise requisite resources.

3.4.2 Widespread Culture of Impunity and Marginalization of Vulnerable Communities among the Duty Bearers:

Despite previous work by CEDGG, there is still prevalent behaviour of chauvinism against women and girls due to the Patrilinear nature of the societies living in Western Kenya. Boys and men are instinctively wired to discriminate, abuse, denigrate and humiliate women at any opportunity be it at home or at other public places and processes.

The large majorities of these Women and girls are still illiterate and have low awareness of their rights for emancipation and self determination.

3.4.4 Limited Support to Livelihoods of the Vulnerable Communities in Baringo, Nakuru and Kericho Counties.

There are still an overwhelming number of vulnerable persons whose lives have been thrown into a state of destitution in that they have no secure shelter, sources of food and average income. These households do not have access to societal / family support and coping mechanisms for their plight.

3.4.5 Limited Awareness among Vulnerable Communities on their Rights enshrined In the Kenya Constitution.

The vulnerable groups have very limited access to formal education and hence are missing – out big on the acquisition of critical life skills that prepares them for to take life challenges and take advantage

of opportunities in the world to better their lifestyle. They also need key skills to confront the risks that come their way on day to day basis because of their vulnerability at present.

3.4.6 Lack of Strategic Policies for Partnerships Development at CEDGG.

At present, the organisation lacks pro-active and comprehensive policies, strategies, systems and procedures for engaging partners, establishing learning networks that enables it to take advantage of the opportunities in the environment and manage risks brought about by the barriers in the environment.

3.4.7 Limited Integration and Up Scaling of Innovations.

The core programming of CEDGG currently does not pro-actively upscale innovations, best practices and unique case studies and part of its result measurement and learning. There is no deliberate effort to gauge the level of quality of its results Vis a Vis those being realized by others in the human rights sector (Bench Marks).

3.4.8 Short Fall on Organizational Growth Strategies at CEDGG.

CEDGG has shortfalls in certain organizational policies / systems that would help the organization to guide programming and internal control functions. This includes state of the art policies on resources mobilization, change management, risk management, human resources management and result measurement mechanisms.

3.5 THE KEY RESULT AREAS.

In the next five years, CEDGG will focus its financial and technical resources in four thematic areas. These are the strategic options that

the organisation has identified as the themes for its development work for this strategic planning period (2013 – 2017). They are referred to as the Key Result Areas (KRAs). They include:

3.5.1 The Governance and Devolution Programme.

Discrimination, exclusion and non – participation impacts negatively on the vulnerable people and might be exacerbated during the transition to devolved government. This necessitates an advocacy strategy that ensures the policies, laws and priority development initiatives are in favour of these vulnerable people.

The objective in this programme is to promote participatory issue-based decision-making processes in the devolved system of government within the 3 counties of Baringo, Nakuru and Kericho. The programme will significantly contribute to the change in quality of life of the target group in this case vulnerable communities.

The key expected outcomes include:

1. The change in attitude and behaviour among the duty bearers such that there is pro-active consultation and consideration of the felt development and welfare needs of the vulnerable groups in the three counties during decision making and resources allocation processes.

The KEY STRATEGIES to be employed to achieve this outcome include:

- a) Advocacy on the rights of the vulnerable groups. The OUTPUTS here include:
 - i. Research and Evidence developed in form of IEC materials and disseminated

- ii. Advocacy forums (petitions, meetings, joint action) are held with the respective county and national governments and committees.

- iii. Policy brief series undertaken:

b) Monitoring of policies, laws, and practices that are supportive of the inclusion of the needs of the vulnerable groups in the 3 counties. The OUTPUTS for this strategy include:

- i. Governance barometer tools developed and administered on duty bearers.
- ii. Feedback sessions on the findings and proposed change management strategies are held.

2. There is a marked CHANGE IN ATTITUDE AND BEHAVIOUR AMONG THE RIGHTS HOLDERS (I.E. THE VULNERABLE GROUPS) such that they pro-actively claim their rights by advocating and actively participating in the decision making and resources allocation processes at county and national government levels.

The KEY STRATEGIS for attaining this outcome include:

a. Empowerment of various vulnerable groups. The key OUTPUTS include:

- i. Skills, knowledge and experience on group dynamics, human rights, the development of petitions and advocacy tactics are imparted.
- ii. Community based forums are supported and enabled to undertake the articulation of community issues and participate in joint – sessions of government (county and national) for

mainstreaming the needs and concerns of the vulnerable in resources allocation processes.

- iii. Information and Communication channels linking the communities to the outside world are established.
- iv. Confidence booster development activities including coping with drought, food insecurity and inter – clan strife are funded and implemented.
- v. Linkages and referrals between the vulnerable groups and other development agencies by CEDGG on community needs that they cannot address are facilitated.

3.5.2 The Human Rights and Access to Justice Programme.

The main challenge being addressed by this programme is the incessant occurrence of acts of the abuse of human rights of the vulnerable groups in the targeted counties and beyond. This makes promotion of respect for human rights and dignity a priority area of focus for CEDGG.

The objective is to facilitate vulnerable and marginalized groups and communities to access justice and secure their rights. The programme will significantly contribute to ensuring that the rights of the vulnerable and marginalized groups/communities are respected, protected and fulfilled and their justice is guaranteed.

The key expected outcomes include:

1. Raised AWARENESS LEVELS OF MARGINALIZED GROUPS/ COMMUNITIES on their rights and justice system.

The key STRATEGIES to attain this outcome are:

- a) Establish the current situation of human rights and access to

justice. The key OUTPUTS include:

- i. Baseline surveys executed
 - ii. Indicator values for human rights established
- b) Information dissemination and training.
 - i. More members of marginalized groups/communities are aware of their rights and justice system.
 - c) Undertake Public Interest Litigation on behalf of afflicted individuals and groups. Outputs include:
 - i. Deserving cases screened.
 - ii. Legal personnel are procured
 - iii. Logistical support resources are sought.
 - e) Conduct referrals.
 - i. Cases out of CEDGG mandates are referred to competent organizations
 - d) Conduct legal aid clinics.
 - i. Human rights issues are redressed
 - ii. Referrals are made
 - iii. Advocacy evidence is consolidated
2. CAPACITY OF MARGINALIZED GROUPS/COMMUNITIES TO DEMAND for the respect, protection and fulfilment of their rights and to access justice increased.

The KEY STRATEGIES to achieve the outcome are:

- a. Setting up and strengthening interest based networks/groups. Key OUTPUTS are:
 - i. Institutional mapping and competence analysis established.

- ii. Commensurate capacity building and logistical support is provided

3.5.3 Partnership, Networking and Knowledge Management.

At present, CEDGG lacks pro-active and comprehensive policies, strategies, systems and procedures for engaging partners, establishing learning networks that enables it to take advantage of the opportunities in the environment and manage risks brought about by the barriers in the environment.

The objective here is to promote synergy and leverage with other sector actors in delivering the organization's mandate. This will ensure more beneficiaries are reached and satisfied with the products and services of CEDGG.

The key expected outcomes include:

1. JOINT ACTION is undertaken among likeminded organizations.
The key STRATEGIES include:
 - a. Technical cooperation in terms of exchange of skills, knowledge and experience. OUTPUTS include:
 - i. Exchange programmes conducted.
 - ii. Complementary Joint planning, implementation, monitoring and evaluation initiatives undertaken.
 - iii. Joint Resources mobilization undertaken.
 - iv. Up scaled sector wide advocacy undertaken.
 - b. Establishing Learning platforms.
 - i. Information exchange channels on best practices and innovations established.
 - ii. A high profile / visibility of the CEDGG brand (products and

services) is maintained.

3.5.4 The Organizational Development Programme.

There are organizational challenges within CEDGG related to policies strategies and practices on resources mobilization, change management, risk management, human resources management and result measurement mechanisms.

The objective here is to build internal capacity of CEDGG to competently implement its mandate. This will ensure that CEDGG becomes a centre of excellence in program implementation under the Democratic governance sector of NGOs.

The key expected outcomes include:

1. INTERNAL OPERATIONAL SYSTEMS AND PROCEDURES are well developed and operationalized. The KEY STRATEGIES to be applied include:
 - a. Improving internal control mechanisms. The OUTPUTS include:
 - i. Vibrant M&E system established.
 - ii. Finance, Human resources and asset management systems upgraded
 - iii. Risk management systems established and operationalized.
 - iv. Resources mobilization and sustainability mechanisms are strengthened
 - b. Augment the implementation capacity. OUTPUTS include:
 - i. Fair and just HR system (entry, retention and separation) established.
 - ii. Ample working environment (office space, equipment, communication channels, logistics and team culture) is

established.

- iii. Maintaining a high profile of CEDGG
- c. Change Management
 - i. Re-alignment with new legal status
 - ii. Organisational structure rationalised
 - iii. Key requisite resident skills built among board and staff

CEDGG 5 YEARS (2013-2017) WORKPLAN AND BUDGET

Key Results Areas	Expected outcomes	Outputs	Target group	Responsibility	2013	2014	2015	2016	2017	Budget (USD) BUDGET
Governance and Devolution	The change in attitude and behaviour among the duty bearers such that there is pro-active consultation and consideration of the felt development and welfare needs of the vulnerable groups.	Research and Evidence developed in form of IEC materials and disseminated	National Government Ministries, County government structures e.g. County Assembly, Executive Committee, Municipal/Town Committees, County public service	Program Officer	31,765					31,765
		Advocacy forums (petitions, meetings, joint action) are held with the respective county and national governments and committees.			21,176	52,941	30,588	38,824	38,824	182,353
		Policy brief series undertaken:					35,294	10,588	10,588	56,471
		Governance barometer tools developed and administered on duty bearers.				3,529	21,176	5,647	5,647	36,000
		Feedback sessions on the findings and proposed change management strategies are held.					3,176	3,176	3,176	9,529

	Expected outcomes	Outputs	Target group	Responsibility	2013	2014	2015	2016	2017	Budget (USD)
		The change in attitude and behaviour among the rights holders (i.e. the vulnerable groups) such that they pro-actively claim their rights by advocating and actively participating in the decision making and resources allocation processes at county and national government levels.	<p>Skills, knowledge and experience on group dynamics, human rights, the development of petitions and advocacy tactics are imparted.</p> <p>Community based forums are supported and enabled to undertake the articulation of community issues and participate in joint – sessions of government (county and national) for mainstreaming the needs and concerns of the vulnerable in resources allocation processes.</p> <p>Information and Communication channels linking the communities to the outside world are established.</p> <p>Confidence booster development activities including coping with drought, food insecurity and inter – clan strife are funded and implemented.</p>	Rural and urban poor, women, youth, ethnic minority communities	Program Officer	21,176	31,765	24,706	38,824	45,882
					38,824	35,294	17,647	8,824	8,824	35,294
							31,765	28,235	28,235	88,235
										183,529

	Expected outcomes	Outputs	Target group	Responsibility	2013	2014	2015	2016	2017	Budget(USD)
			Linkages and referrals between the vulnerable groups and other development agencies by CEDGG on community needs that they cannot address are facilitated.			7,059	7,059	1,059	1,059	1,059
Human rights and Access to Justice	Raised awareness levels of marginalized groups/communities on their rights and justice system.	Baseline surveys executed	Rural and urban poor, women, youth, ethnic minority communities	Program Officer	31,765					31,765
		Indicator values for human rights established								
	More members of marginalized groups/communities are aware of their rights and justice system.	31,765			31,765	14,118	24,706		102,353	
	Deserving cases screened.				5,471	6,353	6,353	6,353	24,529	
	Legal personnel are procured				6,353	4,588	4,235	4,235	19,412	
	Logistical support resources are sought.						8,824	8,824	17,647	
	Cases out of CEDGG mandates are referred to competent organizations									
	Human rights issues are redressed						1,059	1,059	2,118	
		Referrals are made								3,529

	Expected outcomes	Outputs	Target group	Responsibility	2013	2014	2015	2016	2017	Budget (USD)
Organization strengthening	Internal operational systems and procedures are well developed and Vibrant M&E system established.	Finance, Human resources and asset management systems upgraded	CEDGG staff, Board members and consultants and suppliers.	CEDGG board, CEO, Finance and Administration manager	6,353	4,706				11,059
		Risk management systems established and operationalized.				3,529				3,529
	Resources mobilization and sustainability mechanisms are strengthened	11,059			10,588	5,882	4,706	10,588	42,824	
	Fair and just HR system (entry, retention and separation) established.				7,059				7,059	
	Ample working environment (office space, equipment, communication channels, logistics and team culture) is established.	10,588			14,118	10,588	8,824	17,647	61,765	
Total Direct Project Costs					252,118	252,106	252,118	252,235	252,118	1,260,694
Human Resources (30% of direct project cost)					75,635	75,632	75,635	75,671	75,635	378,208
Administrative costs (10% of direct project cost)					25,212	25,211	25,212	25,224	25,212	126,069
Total Budget Costs					352,965	352,948	352,965	353,129	352,965	1,764,972

**MID TERM REVIEW OF THE 2013- 2017 STRATEGIC PLAN
&
RESULT MEASUREMENT OF THE IMPLEMENTATION**

CEDGG

November 2015

ROOKS LIMITED
Nairobi, Kenya

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LIST OF ACRONYMS

AGM	ANNUAL GENERAL MEETING
CACC	CONSTITUENCY AIDS CONTROL COMMITTEE
CCR	CENTRE FOR CONFLICT RESOLUTION
CDF	CONSTITUENCY DEVELOPMENT FUND
CDN	CATHOLIC DIOCESE OF NAKURU
CEDEG	CENTRE FOR ENHANCING DEMOCRACY AND GOOD GOVERNANCE
CHRCE	CENTRE FOR HUMAN RIGHTS AND CIVIC EDUCATION
CRECO	CONSTITUTION AND REFORM EDUCATION CONSORTIUM
CSO	CIVIC SOCIETY ORGANIZATION
CSOYA	CIVIL SOCIETY OF THE YEAR AWARD
CTL	CENTRE FOR TRANSFORMATIONAL LEADERSHIP
EWC	ENDOROIS WELFARE COUNCIL
GoK	GOVERNMENT OF KENYA
IEC	INFORMATION EDUCATION AND COMMUNICATION
ICT	INFORMATION COMMUNICATION TECHNOLOGY
KRA	KEY RESULT AREA
KRA	KENYA REVENUE AUTHORITY
LATF	LOCAL AUTHORITIES TRANSFER FUND
LCD	LIQUID CRYSTAL DISPLAY
LFA	LOGICAL FRAMEWORK APPROACH
MB	MANAGEMENT BOARD
M&E	MONITORING AND EVALUATION
MERL	MONITORING EVALUATION REPORTING AND LEARNING
MUHURI	MUSLIM FOR HUMAN RIGHTS

MT	MANAGEMENT TEAM
NCCK	NATIONAL COUNCIL OF CHRISTIANS IN KENYA
NCSC	NATIONAL CIVIL SOCIETY CONGRESS
NCEP	NATIONAL CIVIC EDUCATION PROGRAMME
NGO	NON – GOVERNMENTAL ORGANIZATION
NHIF	NATIONAL HOSPITAL INSURANCE FUND
NSSF	NATIONAL SOCIAL SECURITY FUND
OPDP	OGIEK PEOPLES DEVELOPMENT PROGRAMME
PWDs	PEOPLE WITH DISABILITIES
PLWHIV	PEOPLE LIVING WITH HUMAN IMMUNAL DEFICIENCY
RBM	RESULT BASED MANAGEMENT
RECONCILE	RESOURCE CONFLICT RESOLUTION
SALG	SOCIAL AUDIT LEARNING GROUP
SP	STRATEGIC PLAN
TISA	THE INSTITUTE FOR SOCIAL ACCOUNTABILITY

EXECUTIVE SUMMARY

In the last two and half years the organization has been implementing a five year strategic plan (2013-2017)¹, whose focus is organized around four thematic areas, namely: *The Governance and Devolution Programme* whose objective is to promote participatory issue-based decision-making processes in the devolved system of government; *the Human Rights and Access to Justice Programme* whose objective is to facilitate vulnerable and marginalized groups and communities to access justice and secure their rights; *the Partnership, Networking and Knowledge Management programme* which is aimed at promoting synergy and leverage with other sector actors in delivering the organization's mandate and the *Organizational Development Programme* whose focus is to build the internal capacity of the organization to adopt and apply Result Based Management in her work.

As part of our Monitoring, Evaluation and Learning plan, CEDGG sought to undertake a midterm review of its strategic plan implementation (for learning and adjusting). The review adopted a participatory approach involving all stakeholders i.e. governance, management, field staff, beneficiaries and partners with the guide of a professional consultant. This was to help us track our effectiveness, relevance and sustainability.

This report contains the design and findings of the review. It concludes that CEDGG has made significant strides in implementing the strategic plan with impressive results in the following area;

- Significant progress was registered in the outcome areas related to participation within the context of devolution: there is overwhelming evidence to show that the interventions by

CEDGG resulted in changes in behavior in both duty bearers and right holders with regards to participation in devolved governance. At least 10 out of 31 outputs were linked to achievement of outcomes related to devolution. This is perhaps explained by the fact that resources received by CEDGG were earmarked for devolution projects.

- Novel and innovative methods of enhancing citizen participation in governance processes: CEDGG organized Baringo Deputy Governor CSO Roundtable as an innovative mechanism of sustaining engagement between county government and civil society. This mechanism is likely to produce strong results in the area of policy advocacy, if it is sustained in the remaining plan period. It also offers opportunity for replication in other counties. Another notable innovative mechanism is the residents association (RAs). The RA model has been piloted in Nakuru and has produced good results in promoting accountability and catalyzing official action in respect to localized problems affecting communities.
- Social audit on devolved governance the flagship project: CEDGG has implemented social audit projects in Nakuru and Baringo counties with considerable success. Social audits provided communities with tools and structured mechanisms for assessing performance and outcomes of development projects while also catalyzing accountability for poor performance, corruption and malpractices. It is notable that CEDGG went beyond publishing the results of social audits and continued to support engagement between the social auditors/affected communities and relevant authorities whose

¹ www.cedgg.org

project were audited. Out of these engagements, the social auditors were able to seek remedial action on issues identified in the social audit.

- Knowledge products on devolved governance produced and disseminated: CEDGG published over 5,000 IEC materials, policy briefs and research reports, largely on devolved governance. These materials supported advocacy and learning activities of the organization. The materials also elevated the visibility of the organization.
- Strong networking with county and national organizations in pursuit of results: CEDGG has emerged as a leader within its counties of operation with respect to governance issues. Owing to this, the organization is able to effectively network with other like-minded CSOs in the counties of operation. CEDGG has also maintained a viable referral mechanism for violation of rights through such networking.
- Joint action with like-minded actors was visible and yielded positive outcomes: for instance, participation of CEDGG in the successful CDF Act case. However, this outcome should be mainstreamed across the other outcomes since joint action is necessary in the realization of all results to be pursued by CEDGG.

However, the assessment of the achievements and emerging impacts pointed to the following recommendations moving forward.

- Need to consolidate some outcomes: outcomes related to participation and human rights are designed in a manner that lends themselves to duplication of outputs. There is need to consolidate these into 2 major outcomes. The language of the outcomes should be simplified to ease of measurement and

communication.

- Need to formulate indicators, baseline values and targets for achievements: to make the measurement of achievement of outcomes feasible, CEDGG must develop indicators for the same, as well as baseline values and targets.
- On sustainability of results: a high level of ownership of interventions was exhibited by target groups, pointing to a high potential for sustainability of the same. However, where CEDGG has facilitated the establishment of forums (e.g. residents associations), no conscious efforts are made to develop exit-strategies and sustainability plans for these initiatives. this may undermine their sustainability.

SECTION 1: INTRODUCTION

1.1. Background

The Centre for Enhancing Democracy and Good Governance (CEDGG) is a Nakuru-based civil society organisation that works to empower vulnerable and marginalized citizens to claim their rights in local development and governance processes.² CEDGG has been in operation since the year 2001 and legally exists as a Non-Governmental Organisation. Its head office is in Nakuru Town – Nakuru County, in the Republic of Kenya while its programme work covers mainly the mid rift valley region i.e. Nakuru, Baringo, West Pokot, Elgeyo Marakwet, Laikipia and Kericho Counties. Since 2013, CEDGG has been guided by a strategic plan (2013-2017) as the blue print for its development and governance programmes.

The organization implements its mandate through well-established collaboration with other like-minded organizations thereby drawing strength from a wide range of partnership with organizations and networks, and hence is a member of the Constitution and Reform Education Consortium (CRECO); a network of civil society organizations which seek to have just governance, constitutionalism and respect for the law, and the Social Audit Learning Platform (SALG) a network of CSO's promoting social accountability and management of decentralized funds in Kenya. To this end CEDGG sought to review the efficacy of its strategic plan by carrying out a mid-term review of its five year strategic plan document (2013 – 2017) and an assessment of the partner organizations and networks capacities to execute it.

This report contains the design and findings of the review. It concludes that CEDGG has made significant strides in implementing the

strategic plan with impressive results. However, the assessment of the achievements and emerging impacts was hampered by absence of baseline information, against which such assessment would have been made.

The review sought to produce a revised viable and responsive strategic plan for the CEDGG. It will cover a period of the second phase of the 5 years (2013-2017). Its geographic scope is the mid rift valley region constituting the current target counties of CEDGG.

1.2 Objectives of the Review

The review study was guided by the following objectives:

1. Review the institutional performance and capacity of CEDGG based on implementation of the strategic plan document (2013-2017);
 2. Review the external environment (issue and stakeholders) within which CEDGG has mounted its strategy;
 3. Perform a strategic review of key priorities of CEDGG within the strategic plan;
 4. Through a systematic participatory process review the strategic plan to be a responsive and viable strategy for the CEDGG as a guide for operations and expansion in the remaining half of the implementation phase.
- The review design entailed a participatory approach throughout all stages of the exercise. The team consulted and sought opinions from key/critical stakeholders including staff, business and private sector representatives, government officials, civil society organizations and academia.

² See <http://www.cedgg.org/> accessed on 17th June 2015

1.3 Methodology

The process adopted the conventional strategic planning methodology which entails internal and external environment analysis, stakeholder analysis and strategic analysis:

Internal environment review: this entailed undertaking an institutional performance review based on the results-framework contained in the strategic plan. The extent to which the anticipated results are achieved was measured and any variances duly accounted for. However, the absence of baseline indicator values impaired the actual measurement of achievement. The exercise also involved a review of the SWOT analysis and capacity assessment of the organization that were carried out during the development of the strategic plan. The performance review yielded the key achievements and challenges registered by the organization within the period of review. Success and constraining factors facing the organization were deduced from the SWOT review to identify the existing or emergent strengths, weaknesses, threats and opportunities facing the organization. The outcomes of this exercise augmented the performance review section by providing reasons behind success and constraining factor. Capacity review on the other hand identified the capacity assets and deficits based on the assessment done at the development of the current plan. The outcomes of the internal assessment review generated elements of the agenda for institutional change to be pursued within the remainder of the strategic plan period

External environment review: this entailed review PESTEL analysis to identify the enabling and constraining factors that existing within the external operating environment of the CEDGG. The analysis focused on the mid rift valley region (Nakuru, Baringo, West Pokot, Elgeyo Marakwet, Laikipia and Kericho) counties that CEDGG focuses on

as well as the national and international contexts. The data and information to facilitate the PESTEL was obtained from literature review, key informants and focus group discussions as well as from stakeholders attending the strategic review meeting

Stakeholder review: this entails reviewing the profiles of key stakeholders of that engage with CEDGG. It will basically rely on the stakeholder mapping that was done during development of the plan. The exercise resulted in validation of comparative advantage of CEDGG.

Strategic review: This will entailed a review of the key strategic issues and priorities pursued by CEDGG in the first half of the strategic plan period. The strategic relevance of these priorities and strategic-fit will form the main basis for analysis.

The review designed largely employed qualitative methods in data collection and analysis. However, basic quantitative methods were used in analyzing financial performance of the organization. Both primary and secondary data will be collected and analyzed with overall and combined approaches.

Literature review was conducted at the beginning of, and throughout, the process to provide baseline information on, among other things, the mandate of the organization; political, social and economic profile of the mid rift valley region and related areas; and to fill in gaps or triangulate information that will be collected during field work.

Primary data collection: In-depth interviews with key informants particularly the immediate stakeholders of CEDGG (staff, close collaborators from government, private sector and civil society)

were conducted within a 10-day period. One-on-one discussions will be held with these individuals to pursue qualitative aspects of the task.

Below is a breakdown of the key informant interviews:

County/category	CEDGG	Partners	County	Total
Nakuru	4	3	3	10
Baringo	0	1	2	3
Kericho	1	0	0	1
Laikipia	0	1	0	1
Nairobi (national partners)	0	2	0	2
Total	5	7	5	17

The strategic planning workshop will be organized as a forum to validate some of the findings arising from the interviews.

1.4 Constraints

Access to respondents: Some respondents could not be accessed due to initial non-responsiveness. Owing to financial and time constraints, the consultants had limitations in accessing respondents located in the counties. This was alleviated through conducting tele-interviews.

Absence of baseline information and values: this made it impossible to measure achievement (or otherwise) of results as per the strategic plan. This notwithstanding, the exercise recorded in detail, the progress made by CEDGG in pursuing the results as planned.

SECTION 2: FINDINGS

2.1 Achievement Analysis

This section analyses the achievements registered by CEDGG as per the results framework that is contained in the strategic plan. The results under review include outcomes (objectives), outputs, financial performance and sustainability. This analysis is based on information reviewed from the annual plan, annual reports, quarterly reports, interviews with staff and focus group discussion.

2.1.1 Analysis of outputs

The strategic plan of CEDGG contained a result framework with 31 outputs linked to 6 outcomes. From review of programme documents, interviews with staff and stakeholders, the consultants were able to assess the progress towards implementation of these outputs. However, the measurement of actual achievement of the outputs was constrained by the absence of a clear M&E framework and in particular, lack of baseline information. The review of achievement of outputs contained in Annex (1) yielded the following findings:

- **Devolution programming produced the most results:** At least 10 out of 31 outputs were linked to achievement of outcomes related to devolution. This is perhaps explained by the fact that resources received by CEDGG were earmarked for devolution projects.
- **Novel and innovative methods of enhancing citizen participation in governance processes:** CEDGG organized Baringo Deputy Governor CSO Roundtable as an innovative mechanism of sustaining engagement between county government and civil society. This mechanism is likely to produce strong results in the area of policy advocacy, if it is

sustained in the remaining plan period. It also offers opportunity for replication in other counties. Another notable innovative mechanism is the residents association (RAs). The RA model has been piloted in Nakuru and has produced good results in promoting accountability and catalyzing official action in respect to localized problems affecting communities.

- **Social audit on devolved governance the flagship project:** CEDGG has implemented social audit projects in Nakuru and Baringo counties with considerable success. Social audits provided communities with tools and structured mechanisms for assessing performance and outcomes of development projects while also catalyzing accountability for poor performance, corruption and malpractices. It is notable that CEDGG went beyond publishing the results of social audits and continued to support engagement between the social auditors/affected communities and relevant authorities whose project were audited. Out of these engagements, the social auditors were able to seek remedial action on issues identified in the social audit.
- **Knowledge products on devolved governance produced and disseminated:** CEDGG published over 5,000 IEC materials, policy briefs and research reports, largely on devolved governance. These materials supported advocacy and learning activities of the organization. The materials also elevated the visibility of the organization. However, CEDGG should disseminate these materials to institutions of learning in order to stimulate their uptake in academic and policy-oriented research.
- **Empowerment of marginalized communities (Endorois):** Through the TIED project, CEDGG was able to pursue its core

mandate of empowerment of VMGs. The project yielded positive results demonstrate improved ability of the Endorois people to assert and claim their rights as a community.

- **Strong networking with county and national organizations in pursuit of results:** CEDGG has emerged as a leader within its counties of operation with respect to governance issues. Owing to this, the organization is able to effectively network with other like-minded CSOs in the counties of operation. However, more needs to be done to ensure forging of viable partnerships with private sector organizations. Similarly, CEDGG has struck effective relations with national organizations (CRECO, TISA, IMLU etc) to pursue results that are way beyond its organizational capacity and mandate (e.g. litigation on constitutionality of the CDF Act). CEDGG has also maintained a viable referral mechanisms for violation of rights through such networking.
- **Strong of social media and ICT in dissemination of information and learning:** CEDGG is active in social media, as demonstrated by considerable high traffic in its Facebook account and website. These tools not only assist the organization in reaching out to a wider audience with its information products but also enhances its visibility.
- **Strong organizational policy environment:** CEDGG has developed policy documents and organizational frameworks to guide implementation of its current plan. For instance, it has put in place a financial policy, capacity development and resource mobilization framework. This has contributed to strong policy environment for the organization

However, the following challenges were noted

- **Human rights thematic area was under-programmed and therefore under-performed:** CEDGG is known more as a human rights organization perhaps due to its history and past performance. However, only 6 out of 31 outputs where progress was reported on related to human rights results. This can be explained by the fact that the organization received limited funding to pursue human rights-specific projects.³ If the dire funding situation persists, CEDGG should consider enhancing the application of HRBA in other programming areas in order to ingrain the pursuit of human rights results through funding earmarked for other projects.
- **Inconsistent focus on VMGs:** Except for the TIED project, CEDGG could not demonstrate VMG-focused programming within the review period. Rather, CEDGG projects appeared to target the general population (VMGs were merely incidental to general population targeted by the interventions). Yet potential exists for CEDGG to focus its current and future programmes in deliberately targeting VMGs as the primary beneficiaries. This will require concrete mapping, focused design of interventions and targeted implementation and monitoring of projects with the VMGs at the core.
- **Capacity building for staff not pursued as per plan:** The capacity building plan was not strictly adhered to due to resource constraints.⁴ The capacity building plan has never been reviewed since 2014 and its contents may be outdated. In the same vein, no staff appraisals are carried out and hence capacity gaps are never identified in deliberate and on a continuous basis. This may impact negatively on

³ This perhaps is reflective of shrinking funding for human rights programming in the country since 2013.

⁴ Only 2 staff reported having attended training activities as per the capacity building plan

the overall organizational capacity of the organization and therefore more fundraising efforts should be directed towards implementation of the said plan

- The outputs are too many with overlaps: programming and measuring of results around 31 outputs can prove to be a huge challenge for a medium-sized organization like CEDGG. There is need therefore for CEDGG to rationalize its current results framework and produce a leaner structure that can easily be monitored and reported on.

2.1.2 Achievement of Outcomes

Progress towards achievement of outcomes was evaluated and reported in the annex (2). The following key observations were made:

- **Significant progress was registered in the outcome areas related to participation within the context of devolution:** there is overwhelming evidence to show that the interventions by CEDGG resulted in changes in behavior in both duty bearers and right holders with regards to participation in devolved governance
- **Joint action with like-minded actors was visible and yielded positive outcomes:** for instance, participation of CEDGG in the successful CDF Act case. However, this outcome should be mainstreamed across the other outcomes since joint action is necessary in the realization of all results to be pursued by CEDGG.
- **Need to consolidate some outcomes:** outcomes related to participation and human rights are designed in a manner that lends themselves to duplication of outputs. There is need to consolidate these into 2 major outcomes. The language of the

outcomes should be simplified to ease of measurement and communication.

- **Need to formulate indicators, baseline values and targets for achievements:** to make the measurement of achievement of outcomes feasible, CEDGG must develop indicators for the same, as well as baseline values and targets.
- **On sustainability of results:** a high level of ownership of interventions was exhibited by target groups, pointing to a high potential for sustainability of the same. However, where CEDGG has facilitated the establishment of forums (e.g. residents associations), no conscious efforts are made to develop exit-strategies and sustainability plans for these initiatives. This may undermine their sustainability.

2.2 Review of Internal Environment of CEDGG

This section entailed the review of strengths and weaknesses that were identified at the development of the current plan in 2013. Information was collected from the internal reports as well as external sources (interviews and literature review). The purpose was review of SWOT was to test the validity of some of the issues that were identified and 2013 but also assess the extent to which CEDGG has taken advantage of strengths and opportunities while mitigating against weaknesses and threats. New issues were identified and brought to the attention of the organization.

A detailed matrix of the SWOT is contained in Annex 3. However, the following key observations can be made:

- **Most of the strengths identified in 2013 remain valid:** However, notable concerns about the reduced focus on human rights and failure to translate some strategic outcomes into project

interventions (particularly on human rights) may point to some weaknesses.

- **Significant progress has been made towards ameliorating weaknesses:** for instance, capacity in M&E has been enhanced (through recruitments and training), coherence in planning is enhanced and fundraising efforts have been sustained (74% of the budget realized in 2013-5 period).
- **New weaknesses have emerged which merit attention:** CEDGG lacks an effective M&E strategy and limited investment in staff capacity building could impair the overall organizational capacity

2.3 Review of External Environment of CEDGG

External environment relates to the factors that may affect the organization either positively or negatively. These factors are identified using PESTEL tool of analysis, which looks at political, economic, social, technological, environmental and legal risks and opportunities that abound in the operating environment of an organization. The review entailed re-examining the PESTEL analysis that was done at the development of the current plan. Using a variety of sources, the consultants were able to assess validity of the said analysis and identified gaps which require attention. A detailed review of the PESTEL analysis is contained in Annex (4) of this document

The following are some key observations made in the said review

- **Political analysis omitted some key risks:** The impact of ICC on local politics may serve to weaken accountability mechanisms and increase hostility against those deemed as anti-Jubilee. Inconsistency in the implementation of constitutional reform

agenda may also impact negatively on entrenchment of devolution and promotion of the human rights agenda. It is noteworthy that high public interest in the reform agenda was noted as an enabler of the work of CEDGG. However, there are indications that public interest may be waning perhaps due to the rather unimpressive track record of constitutional implementation.

- **Emergence of extractive industry in Rift Valley:** Oil exploration is already underway in parts of upper R.Valley including West Pokot and Baringo Counties. There is evidence that extractive industries tend to undermine rights of communities (particularly the VMGs). There is heightened awareness and agitation for fair benefit-sharing mechanisms with implications for in target counties. This creates a programming opportunity for CEDGG.
- **Emergent social problems:** The analysis did not capture key social issues facing most of the target counties such as gender imbalances, youth bulge, alcoholism. These are issues that may require attention. Negative cultural practices that undermine the rights of women, persons with disability, the youth among marginalized groups also remains as a big concern.
- **CEDGG has considerably exploited ICT potential:** the use of website, Facebook, Twitter has enabled CEDGG enhance its outreach and visibility. However, CEDGG needs to put in place policies that prevent abuse of ICT facilities by staff and stakeholders
- **Emergent environmental threats:** cases of rising forest destruction and natural resource-based (land) conflicts in R. Valley portent a development challenge which CEDGG should respond to. Similarly, the worsening effects of climate

change and their impact on vulnerability of marginalized groups requires attention.

- **Threats to enabling environment of CSOs:** Proposed amendments to the Public Benefits Authority Act⁵ may constrict space for operation of CSOs both at national and county levels. CEDGG has identified this threat and has accordingly joint national efforts (under the Civil Society Reference Group) to advocate for operationalization of the PBO Act.

2.4 Stakeholder Analysis

The review extended to the stakeholder analysis that was done during development of the strategic plan. The following are issues that emerged from the review:

- **Need for CEDGG to develop a common conceptual understanding of VMGs:** VMGs and the issues they face provide a raison d'être for CEDGG. However, there is no coherent internal conception of the VMG. This affects the ability of the organization to properly target VMGs, and monitor results relating to this group.
- **Inclusion of county government and devolve governance institutions as stakeholders of CEDGG:** the development of the current strategic plan occurred before the inauguration of the devolved system of government. For this reason, CEDGG may have omitted the inclusion of this category of stakeholders. A reviewed strategy must include this category.

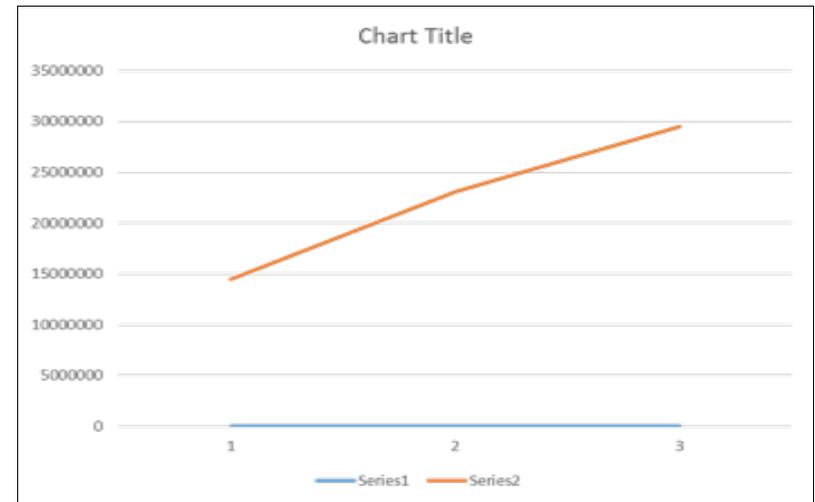
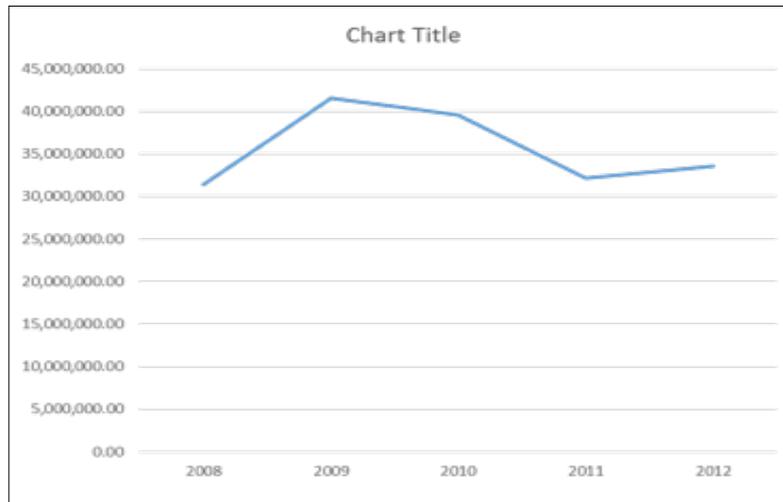
5

- **Stakeholder information regarding development partners and the NGO regulator** should be updated, given the changes in the CSO environment since 2013.

2.5 Financial performance and sustainability analysis

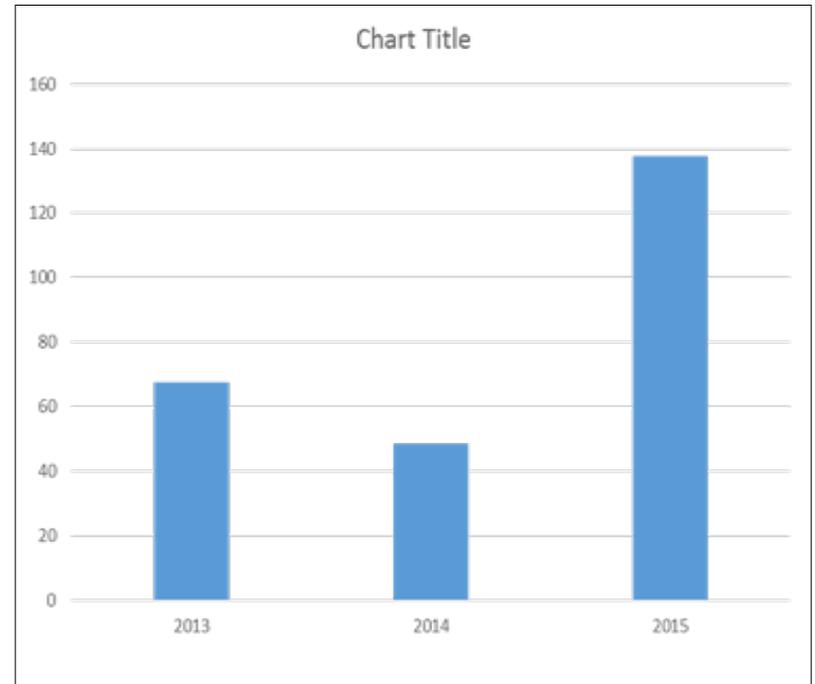
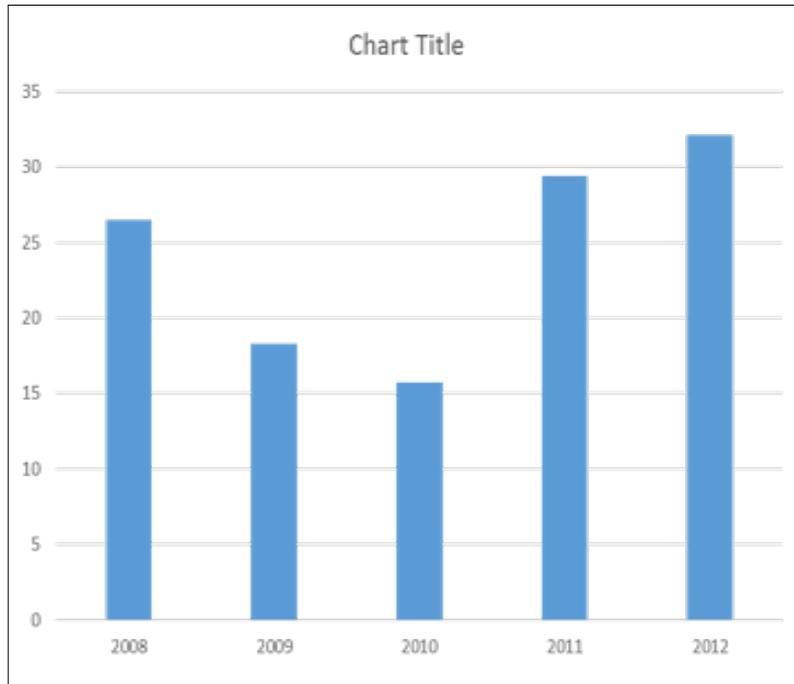
In the first half period (2008-2010) of implementation of previous strategic plan (2008-12), CEDGG formulated a global budget of Ksh 112,481,117/= out of which only 22,103,071/= was actually raised and spent. This constituted a 20% realization of the budget. Within the first half of implementation of the current (2013-17) plan, CEDGG

managed to raise a Ksh 67,042,281/= against a budget of Ksh 90,577,850/=. This represented a budget realization of 74%. Below is a graphical representation of the financial performance of CEDGG within the said two different periods for comparison.



The comparison shows that the increase in funding within the current plan period has been steady with an upward trend. The graphs below indicate the amounts raised on a year-to-year basis for comparison.

The table shows that in absolute terms, CEDGG has so far raised less resources than it did within a similar period under the previous strategic plan. This is consistent with trends in the democratic governance sector, where CSOs are generally experiencing diminished funding. However, the projections of funding by CEDGG point to a strong finish in 2017, owing to a strong likelihood of availability of funds of election programming.



With regards to sustainability, it is worrying that financial reporting procedures do not capture internally-generated revenue. For this reason, records show that no revenue was thus generated since 2008! This points therefore to a grim scenario of high chronic donor dependency. However, after interviewing staff and Board, the consultants learnt that CEDGG has been raising revenue from renting out chairs and provision of consultancy services to other CBOs. This type of revenue must be captured and audited as part of the organization's financial resources. It will also be possible for CEDGG to formulate a donor dependency ratio and build its sustainability strategy based on it.

It is encouraging the CEDGG has developed a resource mobilization strategy. The strategy has a strong component of local resource mobilization. However, to ensure that the organization focuses on its primary mandate effectively, it may be desirable for CEDGG to establish a special purpose vehicle to oversee internal revenue generation and investments. This SPV could be registered as a limited liability company, owned by CEDGG members. Similarly, the organization should set firm targets for internal resource mobilization and ensure effective follow-up on the same.

SECTION 3: REVIEW OF STRATEGIC FRAMEWORK

3.1 Review of Vision Mission and Values

This section reviews the philosophical framework for guiding all operations and decision-making processes of CEDGG.

3.1.1 Review of Vision

The vision of CEDGG currently is “A society that respects and protects marginalized and vulnerable peoples’ rights in all social, political and economic development processes”. The review found the vision relevant and appropriate enough to guide all the programmes, operations and decision –making processes of the organization. It adequately captures the aspirations which the organization holds for its target group- the marginalized and vulnerable communities.

3.1.2 Review of Mission

The current mission of CEDGG is “To develop the capacity of marginalized and vulnerable communities in Kenya to demand, adopt and implement sustainable best practices in democratic good governance through advocacy, information dissemination, research and networking”. The consultants made the following observations regarding the mission:

- The use of the term “develop capacity” denotes a rather less ambitious or lower- level result which CEDGG endeavors to pursue as a mission. Perhaps a more broader result like “empower” or “strengthen capabilities” would be more appropriate in describing the intended results to be pursued.
- The mission is rather over ambitious by delimiting its scope to cover the entire country. Perhaps the mission should

particularize the specific geographical area where CEDGG is likely to root its programmes and operations (e.g. R.Valley region).

- The service which CEDGG endeavors to provide to its target group, that is “to demand, adopt and implement sustainable best practices in democratic good governance” is ambiguous and may not be easily operationalized and measured. What for instance is “good governance”? Perhaps a focus on civic empowerment- enabling the target group enjoy rights and perform their civic duties- would be more appropriate as it lends itself to measurement.
- The strategies to be pursued by CEDGG could be consolidated using broader concepts; for instance, research and information dissemination can be replaced by “knowledge management”; networking could be replaced by “partnerships”.
- The mission is long (at 30 words) and may not be an effective message for communicating the mandate of the organization.

The consultants therefore propose a revised mission as follows:

“to promote civic empowerment of marginalized and vulnerable communities in Rift Valley region of Kenya through civic education, policy advocacy, knowledge management and partnerships.”

3.1.3 Review of Values and Guiding Principles

CEDGG has outlined its values as; “team work, professional excellence, social justice, integrity and tolerance”. From the key informant interviews, it was evident that the work of CEDGG is associated with these values. The review therefore finds these values

as sufficient and well aligned with the implementation of the current plan for the remainder period.

The guiding principles of CEDGG are: "rights based approach; community centered approach; participation and; partnerships". The principles link well with the afore-stated values and appear well-

aligned to implementation of the current plan.

3.2: Review of Organizational Goals and Objectives

The plan pursues 6 objectives and one overall goal under the current plan. Below is a review and proposed outlook of the same for the remainder period

Goal/Objective	Observation	Proposed goal/objective
Goal: To strengthen the capacity of marginalized and vulnerable communities to claim their rights and effectively participate in the decision making of the development process in the counties of Baringo, Kericho and Nakuru	The objective should cover the new geographical scope of CEDGG	To strengthen the capacity of marginalized and vulnerable communities to claim and defend their rights and effectively participate in the decision making of the development process in the counties of Baringo, Kericho, Nakuru, Lakiapia and Elgeyo Marakwet
Objective 1: To raise awareness and empower the vulnerable and marginalized groups on their rights and privileges enshrined in the legal and constitutional frameworks	The objective is relevant and adequate	None
Objective 2: Advocate for formulation of policies at county and national levels that are responsive to the current and emerging needs of the vulnerable and marginalized groups and communities	Ditto	None
Objective 3: Undertake peace building and conflict resolution mechanisms among the vulnerable and marginalized groups and communities	Whereas this objective is noble and support by need, it is not clear if this falls within the current expertise of CEDGG. Perhaps this should be deleted. Instead, CEDGG should strive to network with organizations that can provide this kind of support	Establish and sustain networking and partnerships with like-minded organizations in addressing human rights issues and development challenges faced by marginalized and vulnerable groups

Goal/Objective	Observation	Proposed goal/objective
Objective 4: To facilitate the creation and strengthening of community level advocacy and accountability forums/ networks that would robustly engage with county governments to promote accountable exercise of power	The objective is relevant and adequate	None
Objective 5: To research, document and disseminate the innovative best practices on emerging social, economic and political issues of the marginalized and vulnerable groups	This objective speaks to the knowledge management strategies to be pursued	None
Objective 6: To enhance the implementation capacity of CEDGG through the adoption and implementation of RBM practices in its work and better result measurement practices.	The objective is rather limiting as it only focuses on implementation rather than holistic institutional capacity.	To enhance the institutional capacity of CEDGG through the adoption and implementation of RBM practices in its work and better result measurement practices.

3.3. Review of Critical Issues

In 2012, CEDGG had identified a list of 10 critical issues which the current plan would respond to. In light of the review of SWOT and PESTEL as well as review of performance, the following observations are merited:

Critical issue	Observations/comments/recommendations
The Underperformance of the Core Programme	This issue needs to be rephrased to indicate under-performance in the human rights programming, despite the prevalence (if not worsening situation) of human rights in the target group/area.
Widespread Culture of Impunity and Marginalization of Vulnerable Communities among the Duty Bearers	This issue is still valid but ought to be framed in a manner that encapsulates not only cultural but also other forms of marginalization and impunity. For instance, the emergence of extractives industries, risk of capture of county governments by corrupt elites, worsening environmental degradation and effects of climate change etc-provide new forms of vulnerabilities that could lead to marginalization

Critical issue	Observations/comments/recommendations
Limited Support to Livelihoods of the Vulnerable Communities in Baringo, Nakuru and Kericho Counties	This issue is framed in rather needs as opposed to rights-based approach. This makes the response to the issues rather problematic for a human-rights based organization such as CEDGG. Rather the issues should be reframed to connote denial or non-fulfilment of economic, social and cultural rights of the target groups.
Limited Awareness among Vulnerable Communities on their Rights enshrined In the Kenya Constitution	This issue remains valid. However statistics to highlight the significance of this issue are required. However, the review has identified the weak organizational capacities of MVGs as an issue, which impedes their ability to claim and defend their rights. This should be highlighted as a spate issue
Lack of Strategic Policies for Partnerships Development At CEDGG	This information should be updated to show efforts made so far by CEDGG to address the same. For instance, a resource mobilization strategy is now in place (though its implementation has been rather slow);
Limited Integration and Up Scaling Of Innovations	This issue may not be valid. However, a more valid issue is the limited capacity of CEDGG to monitor and evaluate results effectively.
Short Fall on Organizational Growth Strategies at CEDGG	As framed in the current plan, issue is similar to No 8 hereinabove and perhaps should be merged. However, the slow pace of implementation of the organizational capacity development plan is a critical issue of concern and should perhaps be highlighted separately.

Goal/Objective	Observation	Proposed goal/objective
<p>Goal: To strengthen the capacity of marginalized and vulnerable communities to claim their rights and effectively participate in the decision making of the development process in the counties of Baringo, Kericho and Nakuru</p>	<p>The objective should cover the new geographical scope of CEDGG</p>	<p>To strengthen the capacity of marginalized and vulnerable communities to claim and defend their rights and effectively participate in the decision making of the development process in the counties of Baringo, Kericho, Nakuru, Lakipia and Elgeyo Marakwet</p>
<p>Objective 1: To raise awareness and empower the vulnerable and marginalized groups on their rights and privileges enshrined in the legal and constitutional frameworks</p>	<p>The objective is relevant and adequate</p>	<p>None</p>
<p>Objective 2: Advocate for formulation of policies at county and national levels that are responsive to the current and emerging needs of the vulnerable and marginalized groups and communities</p>	<p>Ditto</p>	<p>None</p>
<p>Objective 3: Undertake peace building and conflict resolution mechanisms among the vulnerable and marginalized groups and communities</p>	<p>Whereas this objective is noble and support by need, it is not clear if this falls within the current expertise of CEDGG. Perhaps this should be deleted. Instead, CEDGG should strive to network with organizations that can provide this kind of support</p>	<p>Establish and sustain networking and partnerships with like-minded organizations in addressing human rights issues and development challenges faced by marginalized and vulnerable groups</p>
<p>Objective 4: To facilitate the creation and strengthening of community level advocacy and accountability forums/ networks that would robustly engage with county governments to promote accountable exercise of power</p>	<p>The objective is relevant and adequate</p>	<p>None</p>

3.4 Review of the Results Chain

The review entailed a re-examination of the key results areas (outcomes and outputs) with a view to rationalizing them in light of previous analyses. As a result, a revised strategic results framework was developed (and attached as Annex 5). The key highlights of the revisions are:

- **Reduction of outcomes:** through a process of consolidation, the outcomes were reduced from 6 to 3 focused on human rights, participation in governance and development and institutional development of CEDGG
- **Reduction of outputs:** the outputs were reduced from 31 to 16. This is meant to align them better with the outcomes and make them easier to monitor
- **Revised logic of results and strategies:** in line with revised mission, the key strategies to be pursued to realize the new outputs are geared towards generating research materials, which in turn inform advocacy and civic education work of CEDGG. Networking and partnership strategies are threaded across outcome areas to enable the organization pursue results which are beyond its capacity in terms of mandate (e.g. delivery of basic service and peace interventions) and resource constraints (high level litigation and engagement with national-level duty bearers).

3.5 Logical framework & Implementation Framework

The review entailed constructing a implementation matrix that combined aspects of logical framework, implementation plan, human resource plan and budget. The logical framework component of the matrix provides the rationalized outcomes and

outputs for indicators, baseline values and targets (milestones of achievements) to be pursued in the remainder of the plan period. The matrix is attached hereto as Annex 6. However, CEDGG should develop a risk management framework to support implementation of the revised plan.

3.6 Monitoring and Evaluation Framework

The review adopted the framework that was contained in the original strategic plan. However, the following imperatives were identified for successful implementation of the framework:

- **Need for a comprehensive M&E plan:** this will further provide for indicator definitions and point out what will actually be measured. It will outline the modes of data collection and analysis, allocate responsibility, frequency and resource required for the same.
- **Baseline information and values:** CEDGG will have to conduct baseline research using available resources in order to provide for baseline values. This will help the organization measure the results at the end of the plan period. The methods of collection and analysis of information will be explained better in the M&E plan
- **Enhancing capacity of M&E function within CEDGG:** CEDGG lacks a substantive M&E officer and as financial resources to recruit one. However, given the importance of streamlining this function now rather than later, it is imperative for CEDGG to find alternatives. The review identified data analysis as the biggest challenge for the organization. CEDGG should therefore consider recruiting interns (university students or fresh graduates) to analyse monitoring information (field reports, newspaper cuttings, interview schedules, questionnaires)

and present these into usable formats by respective staff. This will be done under the overall coordination of a senior officer (CEO or Senior Programme Officer), who will be held responsible for the overall implementation of the M&E plan. Continuous staff training in this area will be necessary. CEDGG should also invest in necessary facilities (computer, storage etc) and software (SPSS) to support complex data analysis functions.

- **Enhancing Board Oversight:** the Board committee responsible for M&E should always demand for monitoring and evaluation reports as stipulated in the M&E plan. The board should also get involved in monitoring activities (e.g. field visits) to enable them understand the peculiarities and challenges entailing M&E. this will enable the Board develop responsive policies to support the M&E function.
- **Need to systematize annual planning and evaluation:** this will ensure the strategic plan is translated into annual plans and thus activities. It will also provide for a reflection of performance and progress achieved in the previous year, while revealing vital lessons to inform improvements in the next period.

3.7 Organizational arrangement Implications

Revisions to the strategic plans will bring about necessity for changes in how CEDGG has been organized to carry out its work. The following highlight the envisaged changes:

- **Reorganize staff terms of reference to reflect their specific and direct responsibilities towards implementation of the strategic plan:** This will thus vest responsibility and identify clear need for capacity development in order to enable staff discharge their work.
- **Improve staff performance management:** CEDGG ought to streamline and emphasis on regular staff appraisals. The appraisals should be linked to evaluation of performance
- **Ensure adherence of Board manual and promote effective board succession.** This will ensure seamless transitions at the top which otherwise would be disruptive to the implementation of the strategic plan

ANNEX 2: OUTCOME ANALYSIS

Outcome	Findings	Observations/recommendations
<p>Outcome 1: Change in duty bearers is such that there is proactive (meaningful?) consultation and consideration of felt development and welfare needs of VMGs</p>	<ul style="list-style-type: none"> • On the basis of the successful petition against appointments made by the Governor to the Executive and the public service board in Nakuru, it can be concluded that consultation and consideration of the felt development and welfare needs of MVGs is on the right track • Social audits have resulted in responses to grievances- e.g. corrective actions over stalled projects • Advocacy over budget process as resulted in inclusion of some issues in county budgets • Public participation Act in Baringo enacted with intervention of CEDGG 	<ul style="list-style-type: none"> • There is need for CEDGG to ensure that interventions on social audits result in high policy changes that prevent stalling of projects and misappropriation of resources • There is need to monitor budget implementation to report on impact of changes attributed to CEDGG's advocacy efforts • There is need to have policy change elevated into an outcome
<p>Outcome 2: Change in attitude of rights holders (VMGs) is such that they proactively claim their rights and actively advocating and participating in decision-making, and resource allocation activities in county and national government</p>	<ul style="list-style-type: none"> • Formation of very active community resident associations to claim their rights and actively advocate and participate for instance in the formulation of the CIDP and policy making in the budget process as well as winning the Endorois case shows proactivity and vibrancy in engaging with government decision-making • Increased turn-out of citizens in budget hearing processes (40%) due to CEDGG intervention 	<ul style="list-style-type: none"> • data on citizens reached is missing and therefore the total reach of VMGs could not be ascertained • This outcome and the previous one are the different sides of the same coin and therefore both should be combines

<p>Outcome 3: Raise awareness on levels of VMG's on their rights and justice system</p>	<ul style="list-style-type: none"> The different petitions filed by citizens speaks to an elevated awareness by VMGs on their rights and access to the justice system 	<ul style="list-style-type: none"> need to disaggregate the reach to VMGs There is however concern that CEDGG is focusing less on human rights as opposed to devolution
<p>Outcome 4: Capacity of VMGs to demand for respect, protection and fulfilment of their rights and access to justice increased</p>	<ul style="list-style-type: none"> Impacts of TIED (empowerment of Endorois community) can be attributed under this outcome 	<ul style="list-style-type: none"> This outcome is similar to the previous one hence both should be consolidated
<p>Outcome 5: Joint action is undertaken among like-minded organizations</p>	<ul style="list-style-type: none"> Synergy in development work makes for better coordination of action and consequently, larger impact of actions-as reflected in the work with TISA (leading to Annulment of CDF Act), elevating profile of Social Audit methodology 	<ul style="list-style-type: none"> CEDGG should safeguard itself from the pitfall of being viewed as a sub-national implementer for national organizations This outcome can be pursued as an activity across all outcomes and hence should be deleted
<p>Outcome 6: Internal operational systems and procedures are well developed and a vibrant M&E system is developed</p>	<ul style="list-style-type: none"> Robust internal operational systems and procedures that especially on Financial management help to move an institution in the right direction towards the achievement of their vision and mission Capacity development interventions undertaken, pursuant to implementation of the capacity building programme commensurate with availability of funds High visibility and social media presence of CEDGG; ICT functions strengthened 	<ul style="list-style-type: none"> need to strengthen MER system This outcome should be re-conceptualized broadly enough to reflect institutional strengthening of CEDGG.

ANNEX 3: REVIEW OF SWOT

Strengths (2013)	Observations
1. Carefully nurtured organization culture based on team work with dedicated team	This remains valid and is vindicated by feedback from key respondents
2. Outstanding and proven service product brand in human rights sector	However, some respondent felt CEDGG is now more of a devolution-focused CSO than a human rights organization
3. Strong foundation with VMGs in Baringo and Nakuru	However, VMGs not explicitly target and reported on in current work of CEDGG.
4. Effective upward articulation of issues on VMGs from local to national levels	This remains valid
5. Strong implementation capacity with adequate facilities	Perhaps we should also add- strong ability to conceptualize project ideas as well
6. Consistent strategic focus	Limitations in translating strategic plan into actions noted in the review
7. Fairly robust policy environment	Remains valid
8. Strong governance systems	Remains valid
Weaknesses in 2013	Observations
1. Limited research, M&E and ICT skills	M&E officer and ICT assistant employed; staff trained as well; but coherent and robust M&E framework is still lacking
2. Incoherent planning leading to overlaps and imbalance (core v/s collaborative interventions)	Some coherence in planning has been achieved;
3. Limitations in translating SP into annual plans and activities- persistence of opportunistic programming?	Improvements in translating SP into annual workplan but more can be done (including targets for measurement)

4. Lack of fundraising strategy and overreliance on (foreign) donor funding sources	Fundraising strategy in place; robust fundraising has been carried out
5. Limited funding base	Whereas CEDGG has attracted considerable funding (74% of budget is now funded), gaps still persist
6. Limited human resource base	New organogram in place and efforts to staff the same commensurate with available resources

ANNEX 4: REVIEW OF EXTERNAL ENVIRONMENT

PESTEL and Opportunities

Significant factors/trends	Opportunities (2012)	Observations (2015)
Political: existence of ethnic-based political parties	Advocate for full implementation of political reforms	Demand for monitoring of political space for incitement & hate speech exploited: Need to interrogate fractional politics in most counties of R. Valley; lingering ICC dimensions on local politics; implementation of the constitution & reform agenda
Economic: Economic boom in rift valley region	Strong potential for increased local resource mobilization	CEDGG is yet to fully exploit this yet its mandate is attractive: Need to interrogate implication of emerging extractives sector on MVGs in the region
Social: emergence of local peace building mechanism and social welfare programmes	Potential for partnerships for civic education with these mechanisms; Demand for social accountability within welfare programmes	Need to interrogate more social trends/factors; gender imbalances, youth bulge, alcoholism, etc- and programming opportunities that abound

Significant factors/trends	Opportunities (2012)	Observations (2015)
Technological: emergence of social media	Potential for exploiting ICT tools and social media for programming	CEDGG has done well to exploit this opportunity;
Environmental: extreme climate variability and efforts to rehabilitate water towers	Strong potential for increased natural resource management programming; initiation of CSR project on environment protection/conservation	CEDGG is yet to fully exploit this yet its mandate is attractive: Need to interrogate implication of emerging extractives sector on MVGs in the region
Legal trends: adulteration of progressive legislation by current leaders	Advocacy opportunity to stem adulteration	Need to interrogate regulatory environment for PBOs and what this means for CEDGG

PESTEL and Threats

Significant factors/trends	Opportunities (2012)	Observations (2015)
Political: existence of ethnic-based political parties	Threat of violence leading displacements and disruption of business processes and entrenchment of poverty	Need to interrogate negative impacts of fractional politics in most counties of R. Valley; lingering ICC dimensions on local politics
Economic: Economic boom in rift valley region	Threats related to rural-urban migration	CEDGG did not respond to this threat: Need to interrogate negative implication of emerging extractives sector on livelihoods of MVGs in the region

Significant factors/trends	Opportunities (2012)	Observations (2015)
Social: emergence of local peace building mechanism and social welfare programmes	Mechanism can be used a platform for negative ethnicity	CEDGG did not respond to the threat Need to interrogate more social trends/factors; gender imbalances, youth bulge, alcoholism, etc- and programming opportunities that abound
Technological: emergence of social media	ICT tools and social media can be used as tool for negative propaganda and proliferation of pornography	CEDGG has not responded to this threat;
Environmental: extreme climate variability and efforts to rehabilitate water towers	Displacements and loss of life and property	Forest destruction continues unabated: increased incidents of land-based conflicts Need to interrogate negative implication of emerging extractives sector on MVGs in the region
Legal trends: adulteration of progressive legislation by current leaders	No threat identified	Need to interrogate regulatory environment for PBOs and what this means for CEDGG

ANNEX 5: REVISED RESULTS FRAMEWORK

Outcome	Output	Activity
1. Meaningful and proactive consultation and consideration of development and welfare needs of VMGs in policymaking and resource allocation processes at national and county levels	1.1 Enhanced participation of VMGs in development planning & budget-making processes	<ul style="list-style-type: none"> • research on barriers to participation • development of IEC materials on participation • promote participation through media • hold training meetings on participation • provide technical backstopping
	1.2 Enhanced participation of VMGs in policy and legislative processes	<ul style="list-style-type: none"> • research on barriers to participation in policy and legislative processes • development of IEC materials on participation • promote participation through media • hold training meetings on participation • provide technical backstopping
	1.3 participation of VMGs in accountability mechanisms for devt projects	<ul style="list-style-type: none"> • design social audit processes • training social auditors • provide technical and logistical support for audit processes • publish and disseminate findings for audit processes

Outcome	Output	Activity
	1.4 Increased awareness among VMGs on governance process and development processes	<ul style="list-style-type: none"> • design/acquire civic education materials • organize media activities • hold awareness meetings
	1.5 Mechanisms for meaningful engagement between VMGs and duty-bearers enhanced and supported	<ul style="list-style-type: none"> • undertake mapping for engagement mechanisms • support VMGs establish resident associations • support roundtable meetings between resident associations and duty bearers • provide backstopping to resident associations
2. VMGs able to effectively claim and defend rights with adequate recourse to redress	2.1 Improved awareness among VMGs on human rights standards and access to justice	<ul style="list-style-type: none"> • design/acquire civic education materials • organize media activities • hold awareness meetings • influence civic education providers to integrate awareness on rights for VMGs
	2.2 Awareness among duty bearers and stakeholders on rights of VMGs enhance	<ul style="list-style-type: none"> • organize civic education meetings for duty bearers and targeted stakeholders • publish and disseminate educational materials to decision makers and target stakeholders • influence civic education providers to integrate awareness on rights of VMGs for duty bearers and other stakeholders

Outcome	Output	Activity
	2.3 Enhanced participation of VMGs in mechanisms for accountability and redress for HR violations	<ul style="list-style-type: none"> • provide legal aid to VMGs • support referrals for VGM cases beyond CEDGG's mandate • engage with policy reform processes and structures with potential for improving accountability and access to redress for rights violations at county and national levels
3. CEDGG's able to discharge its institutional mandate more effectively, efficiently and sustainably	3.1 CEDGG's internal policy environment strengthened	<ul style="list-style-type: none"> • Develop knowledge management policies • Review Human Resources Manual • Review Administrative (operations) Policy Manual • Develop a succession plan • Develop HRBA manual • Review Financial Management Manual
	3.2 CEDGG's financial sustainability enhanced	<ul style="list-style-type: none"> • Review Resource mobilization strategy • Identify and approach new donors • Establish income generation activities • Review and strengthen internal control and evaluation systems
	3.3 CEDDDG's staff capacity enhanced	<ul style="list-style-type: none"> • Recruitment of new (additional) Staff • Staff appraisals regularly conducted • Conduct staff training • Organize team building exercises

Outcome	Output	Activity
	3.6 CEDGG's knowledge management capacity enhanced	<ul style="list-style-type: none"> • Develop Knowledge management strategy • Establish a resource center • Join/actively participate in knowledge sharing networks • Produce quality and disseminate knowledge products



CEDGG

**CENTRE FOR ENHANCING DEMOCRACY
& GOOD GOVERNANCE**

**P.O. Box 15801- 20100, Nakuru
info@cedgg.org / www.cedgg.org**

*“safeguarding the rights of the marginalized
and vulnerable citizens”*

