



NGO BOARD STRATEGIC PLAN

2014-2017

Table of Contents	
ACRONYMS	iii
ACKNOWLEDEMENT	iv
FORWARD.....	v
PREFACE	vii
EXECUTIVE SUMMARY	ix
1.0 INTRODUCTION	1
1.1 Background of the NGO Board.....	1
1.2 Rationale for the Strategic Plan.....	3
1.3 Process.....	3
1.4 Vision	3
1.5 Mission	4
1.6 Core values	4
1.7 Objectives of the Strategic Plan.....	4
1.8 Structure of the Strategic Plan.....	4
2.0 KENYA’S DEVELOPMENT CHALLENGES AND AGENDA	5
3.0 SITUATION ANALYSIS.....	11
3.1 Current Mandate.....	11
3.2 Environmental Scan.....	15
4.0 STRATEGIC FRAMEWORK.....	21
4.1 Strategic Pillars (Key Result Areas).....	21
4.2 Strategic key issues.....	21
4.3 Strategic Issues, Key results (Outcomes), Objectives, and Activities	22
5.0 MANAGEMENT AND ORGANISATION OF THE STRATEGIC PLAN PROCESS	33
5.1 Institutional structural re-organization	33
5.2 Responsibility of the Process.....	33
5.3 Staff Establishment.....	36
5.4. Monitoring & Evaluation of the Strategic Planning Process.....	36
5.5 Proposed Human Resource Strategy	36
5.6 Schemes of Service.....	36
5.7 Development and Training	37
5.8 Current Financing situation	37
5.9 Cost of implementing the strategic plan	Error! Bookmark not defined.
5.10 Resource Mobilization Strategies	37
6.0 STRATEGIC IMPLEMENTATION FRAMEWORK.....	Error! Bookmark not defined.
7.0 MONITORING, EVALUATION AND LEARNING	40

7.1 Risk Analysis.....	40
7.2 Mitigation, Monitoring and Reporting of the Risks	41
7.3 Monitoring and Evaluation Framework	42

List of Tables

Table 1: SWOT Analysis	16
Table 2: PESTEL Analysis	17
Table 3: Stakeholder analysis	18
Table 4: Summary of Resource Requirements for the Period 2014-2017	Error! Bookmark not defined.
Table 5: Strategic Implementation Matrix	Error! Bookmark not defined.
Table 6: Monitoring and Evaluation Matrix	42

List of Figure

Figure 1: NGO COORDINATION BOARD PROPOSED ORGANISATIONAL STRUCTURE.....	35
---	----

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BPO	Business Process Outsourcing
CSO	Civil Society Organization
ERP	Enterprise Resource Planning
GDP	Gross Domestic Product
GOK	Government of Kenya
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
HoD	Head of Department
HR	Human Resources
ISO	International Standardization Organization
KES	Kenya Shillings
KRAs	Key Result Areas
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MTP	Medium Term Plan
NGOs	Non-Governmental Organizations
OSHA	Occupational Safety and Health Administration
PBO	Public Benefit Organization
PESTEL	Political, Economic, Social, Technological, Environmental, Legal (analysis)
SAGA	Semi-autonomous government agencies
STI	Science Technology and Innovations
SWOT	Strengths Weaknesses Opportunities Threats (analysis)
TNA	Training Needs Assessment
ToR	Terms of Reference

ACKNOWLEDEMENT

The development of the NGO Coordination Board Strategic Plan covering the period 2014-2017 followed an all-inclusive and participatory process which included desk reviews of existing policy documents and other relevant publications; several workshops and discussions on the various strategic themes and consultations with NGO Board of directors and management staff.

The NGO Coordination Board wishes to acknowledge and thank:

- UNDP/Amkeni Wakenya whose financial assistance, administrative and logistical support made this exercise possible.
- The two consultants, Irene Mumo and Caroline Gathii, for their facilitation of the strategic planning process and guidance provided in conceptualizing the approaches and issues contained in the plan.

FORWARD

The last four years in which the NGOs Co-ordination Board has implemented its strategic plan (2008-2012) has been a momentous one for NGOs engaged in charitable activities in Kenya. On the one hand there has been significant growth in the number of registered organizations from 5,600 in 2008 to over 8,000 organizations in 2012. On the other hand, NGOs continue to face many challenges particularly in the areas of resource mobilization, technical capacity and governance.

The aforementioned challenges notwithstanding, the sector has continued to play a vital role in the country's development, contributing an average of approximately **KES 80 billion** per year.

To effectively play its role in the regulation and enablement of this important sector, the Board needs to continually review its strategic approach to ensure that it responds to the ever evolving issues and emerging challenges and opportunities.

This strategic plan 2014-2017 is particularly remarkable because it has been influenced by two important policy and legislative changes that have key implications for the regulation and work of NGOs/charities in Kenya. These are: the devolution and emergence of County Governments and the changes in the Public Benefit Organizations (PBO) Act.

The Devolution and emergence of the county governments will increase demand for services from NGOs. County governments are under pressure to deliver services will want NGOs to align their activities with county priorities and contribute to county development. On the other hand, devolution provides an opportunity for NGOs to engage in partnerships with local communities to ensure improved governance and accountability by county governments. NGOs also have an opportunity to offer their expertise to county governments as contractors in the delivery of services.

The proposed changes in the Public Benefit Organizations Act, 2013 (PBO Act), will ensure an improved legal and enabling environment for NGOs. It will, at the same time, give the regulator

increased powers to offer regulatory oversight and protect the public in NGOs engaged in charitable work.

This Plan identifies key challenges faced by the Board, which include: inadequate funding; inadequate technical capacity, lack of visibility; inadequate infrastructure-office space and weak capacity for enforcing compliance.

To address these challenges, the Board will in the next four years focus on: ongoing policy, legislative and institutional reforms to align the Board for future needs; improved service delivery, strengthen capacity for compliance and enforcement; enhance monitoring and surveillance; increase capacity development for NGOs; improve its visibility, strengthen resource mobilization and integrate and leverage on ICT for improved service delivery.

An appropriate organizational structure has been developed to enhance management and reporting linkages and facilitate information and communication flow, all of which are crucial for effective implementation of this Plan.

The preparation of this Strategic Plan would not have been possible without the sacrifices made by the Board's secretariat staff, who worked long hours and over the weekends to ensure its completion. The contribution of UNDP Amkeni Wakenya and various stakeholders including the parent Ministry has been valuable to the process.

I also wish to thank my fellow Board members for providing guidance throughout the process.

Finally, I call upon the Government and all the stakeholders to support the NGOs Co-ordination Board in its endeavor to make the NGOs sector effective, efficient and sustainable through effective regulation and enablement.

Mr. Joshua Leparashau
BOARD CHAIRMAN

PREFACE

This is the third Strategic Plan in the history of the NGOs Co-ordination Board. It represents the organization's intention to ensure that it delivers on its mandate by being focused, effective and efficient. The NGOs Co-ordination Board realizes that even as available resources continue to shrink, public expectation and demand for quality services continue to rise. As such, the Board will have to deliver more with less. This requires greater efficiency and application of resources where they are most needed. The demands on the Board's services as a regulator are expected to increase with the expected implementation of the PBOs Act, 2013, which has expanded the number of organisations expected to fall under its regulatory oversight while increasing its responsibilities.

The Board's primary responsibility is to regulate and enable the NGO sector. This involves ensuring on the one hand that there is adequate oversight, surveillance and enforcement to protect the public interest, while concurrently ascertaining that NGOs have the necessary capacity and enabling environment in which to thrive and offer quality services.

The NGOs Co-ordination Board will seek to implement a risk based and proportionate approach in its regulatory work to ensure that its resources and efforts are applied where the risk is highest and that the regulatory demand on organisations is consistent with their size and capacity. The Board will be keen to implement a preventive rather than reactive approach in its regulation by investing in guidance and capacity building of the organisations it regulates.

Kenya Vision 2030 emphasizes the value of civil society as foundations for national transformation and development. Other development blue-prints also recognize that regulation and enablement of the NGO sector is critical to socio-economic, political and cultural development in Kenya. Recognizing that it has the mandate to facilitate an enabling environment for the charitable sector to contribute effectively to national development, the Board will work with stakeholders, including national and county governments, donors and the private sector to ensure strategic collaborations with NGOs.

This strategic plan provides a roadmap, framework, actions and institutional reforms that the Board will implement within the next five years (2014-2017). It articulates the Boards' operations and outlines measures to be implemented to achieve the set objectives. The proposed measures and activities are expected to augment the Government development agenda, facilitate effective exploitation of our resources and help transform the charitable sector in contribution to making Kenya into a prosperous and middle income country in which all Kenyans enjoy a high quality life, in line with Kenya's Vision 2030. Other principles that have guided the development of this Plan have been drawn from the NGOs Co-ordination Act, No. 19 of 1990, the Public Benefit Organisations Act, 2013 and the NGOs policy paper (Sessional Paper No. 1 of 2006).

This Strategic Plan was developed by the Board's Management team with support from the Board of Directors. The process involved internal and external consultations with key stakeholders at various forums. While formulating this Strategic Plan, a number of on-going contextual issues regarding economic, social, political, and governance have been considered.

The Board's secretariat is very grateful to the Chairman and the entire Board for their support and leadership in this process.

It is evident that the success of this Plan will depend on the support and contribution of all stakeholders who share our commitment to seeing a vibrant and healthy NGO sector in Kenya.

Yusuf Mahamad Fazul
EXECUTIVE DIRECTOR

EXECUTIVE SUMMARY

Introduction

The Non-Governmental Organizations Co-ordination Board (NGO Coordination Board) is a State Corporation established by the Non-Governmental Organizations Co-ordination Act No. 19 of 1990. The Board has the responsibility of regulating and enabling the NGO sector in Kenya.

Presently, there are approximately 8,569 NGOs registered and operating in various sectors of the economy and in every corner of the country. The number is growing by over 759 organisations per year. In the financial year 2011/12, the sector contributed an estimated KES 81 billion annually to the Kenyan economy. The foregoing situation means that the NGOs Board has to constantly improve service provision and enhance its capacity to enable it respond effectively to the evolving needs of a dynamic NGO sector that continues to grow in size and in the complexity of its operations. This and other factors necessitated the preparation of a four-year Strategic Plan for the NGOs Co-ordination Board for the period 2014-2017.

This revised strategic plan (2014-2017) sets the strategies that the NGO Coordination Board will pursue and the strategic objectives and outputs contained herein aim at improving service delivery in the charitable sector in line with national aspirations as articulated in the 2010 Constitution of Kenya and Vision 2030. Among other objectives the plan aims at ensuring that the charitable sector policies are integrated in programs and project development through involvement of a wide spectrum of stakeholders and building/strengthening of partnerships. The strategic plan gives the strategic direction, policies and priorities of the NGO Coordination Board, defines objectives and develops a clear roadmap for achieving them.

The NGO Coordination Board 2014-2017 Strategic Plan is structured as follows:

Chapter one is the introduction which presents the context, vision, mission and core values;

Chapter two covers Kenya's development challenges and agenda;

Chapter three is the situational analysis in which the mandate, strengths, weaknesses, opportunities and threats are reviewed;

Chapter four sets out the strategic issues, objectives and key results (outcomes);

Chapter five describes NGO Coordination Board organisational structures, human resources and resource mobilisation that are necessary for effective implementation of the strategic plan; Chapter six provides for the Strategic Implementation framework and Matrix and Chapter seven is the Monitoring, evaluation and learning framework

Situational Analysis

The mandate of the NGO Coordination Board is to register, coordinate and facilitate the activities of all national and international NGOs operating in Kenya including maintaining a register on their precise sectors, and affiliations and location of their activities. The Board is also responsible for receiving and analysing annual reports from the NGOs; advising the Government on the activities of NGOs and providing policy guidelines to help NGOs harmonise their activities with national development plans. During the implementation of the previous Plan (2008-2012), the NGOs Co-ordination Board laid a foundation for future development of the organization and the sector. Key milestones achieved include: -Development of an NGO Sector Policy i.e. Sessional Paper No.1 of 2006 Miscellaneous Amendment of 2007 which gave the NGOs Co-ordination Board the additional responsibilities of developing a Code of Conduct and Audit Procedures/Standards for NGOs.

The strengths identified in the 2014-2017 strategic plan include: Goodwill from the NGO sector; ICT infrastructure in place; clearly defined mandate; relatively well remunerated staff; committed staff; increased compliance by NGOs; supportive Board; regional office in Kisumu; and ISO certification.

However there are weaknesses identified that include: lack of a scheme of service; inadequate technical staff; poor deployment of staff; inadequate funding; inadequate office space; weak financial management systems; poor organizational planning; poor corporate culture; inadequate M & E system; poor working environment; some processes and procedures are not clearly documented; and inadequate understanding of the Board's mandate by key stakeholders.

The opportunities available for the Board include: Highly qualified human capital in Kenya; Increased compliance by NGOs; Ongoing debate on the need of a new NGO Law; Board credibility

with NGOs; Placement in new Ministry (Devolution and Planning); Devolution as an opportunity for devolving Board services; The county governments as partners in development; Performance Contracting; Vision 2030 and the MTP; Partnerships and linkages with other regulators; Dynamism of the NGO Sector; and Advancement in Information, Communication and Technology (ICT).

The threats to be controlled are: Poor governance practices in the public sector; Inadequate understanding of the Board's mandate by key stakeholders; Lack of appreciation of the sector/understanding of the roles of NGOs; Inadequate brand distinction with the NGO Council; vulnerability of the sector to abuse; lack of sustainability of NGOs in Kenya; dwindling funding for NGOs from traditional donors; multiplicity of legal frameworks for registration of charities; corruption in the country; increased public sector expenditure due to devolution; Reduced government funding for Semi-Autonomous Government Agencies (SAGAs) and Macro-economic instability.

The vision for the Board is: *An Efficient, Effective and Sustainable Charitable Sector*. In order to achieve its vision, the Board will pursue the following Mission: *To enable the charitable sector to compliment the government in national development through effective regulation, capacity development and policy advisory.*

Strategic Objectives

To achieve its vision and mission, the Board will focus on three (3) key objectives which are:

- Increase the institutional capacity and visibility of the NGO Board in order to deliver on its mandate,
- Improve the regulatory, legislative and policy environment of the charitable sector in Kenya,
- Increase compliance and capacity of the charities in Kenya for operational, effectiveness and efficiency in operations by NGOs.

Implementation of the Strategic Plan

Implementation of strategic plan necessitates the development of clear strategies and detailed activities to help achieve each of the above objectives. Further, a review of the NGO Coordination Board organizational structure, responsibilities and human resources will be

streamlined to be in line with the expected service delivery. The implementation of the proposed strategies will develop the institutional capacity of the Board to enable it build synergies to mitigate both external and internal challenges, which calls for the mobilization of new and additional resources to fund the implementation at a cost of Ksh. 1,920,091,000.00 over the next four years.

Monitoring and Evaluation

The Board recognizes the importance of monitoring and evaluation in the achievement of the Plan's intended results. Progressive monitoring will be carried out based on the measurable indicators set out in the implementation matrix and outputs in the results matrix. In conclusion, the major assumption in the Plan is that there will be a favorable socio-economic and political situation which will remain conducive for favorable implementation of the objectives and strategies.

1.0 INTRODUCTION

1.1 Background of the NGO Board

The Non-Governmental Organisations Co-ordination Board is a State Corporation established by the Non-Governmental Organisations Co-ordination Act (Cap 19) of 1990. The Board has the responsibility of regulating and enabling the NGO sector in Kenya. The NGOs Co-ordination Board started its operations in 1992 under the Ministry of State in the Office of the President. The Board is currently under the Ministry of Devolution and Planning.

Specifically, the NGOs Co-ordination Board is responsible for *inter alia* registering, facilitating and coordinating all national and international NGOs operating in Kenya; advising the government on their contribution to national development; providing policy guidelines for NGOs to align their activities with national priorities and receiving and analysing NGOs annual reports. Section 7 of the NGOs Act of 1990 defines the functions of the Board as:

- To facilitate and co-ordinate the work of all national and international NGOs operating in Kenya.
- To maintain the register of National and International NGOs operating in Kenya, with the precise sectors, affiliations and locations of their activities.
- To receive and discuss the annual reports of NGOs.
- To advise the government on the activities of the NGOs and their role in National Development within Kenya.
- To conduct a regular review of the register to determine the consistency with the reports submitted by the NGOs and the Council.
- To provide policy guidelines to the NGOs for harmonizing their activities to the National Development Plan for Kenya.
- To receive, discuss and approve the regular reports of the Council and to advise on strategies for efficient planning and coordination of the activities of NGOs in Kenya
- To develop and publish a code of conduct for the regulation of NGOs and their activities in Kenya.
- To prescribe rules and procedures for the audit of the accounts of NGOs.

1.1.1 Definition of an NGO

NGOs Co-ordination Act, 1990 defines a Non-Governmental Organisation (NGO) as a private voluntary grouping of individuals or associations not operated for profit or other commercial purposes but which have organised themselves nationally or internationally for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to health, agriculture, education, industry and supply of amenities and services.

1.1.2 Definition of a PBO

The PBO Act on the other hand defines a PBO as a voluntary membership or non- membership grouping of individuals or organisations, which is autonomous, non-partisan, non-profit making, and which is organised and operated locally, nationally or internationally; engages in public benefit activities as set out in the Sixth Schedule of the Act and is registered as such by the Authority.

1.1.3 Categories of NGOs and PBOs

The NGOs Board categorises NGOs based on their scope of operation as National and International:

- National NGOs: are those that operate within Kenya only.
- International NGOs: are those that operate within Kenya and in other countries or are affiliated to NGOs in other countries.

The NGO Board categorises NGOs in the following sectors: agriculture; animal welfare; culture; disability; drug and alcohol addiction; education; energy; environmental conservation; health; HIV and AIDS awareness/mitigation; house and settlement; ICT; micro finance; and peace building.

Others are population and reproductive health; promotion of good governance; promotion of human rights; relief/disaster management; relief of poverty; road safety; sports; water and sanitation and welfare.

The foregoing categories broadly capture the thematic areas that NGOs implement projects. Nevertheless, NGOs would normally have very specific activities within these thematic areas depending on their expertise and focus. Concurrently, many organisations implement integrated programmes which involve a number of distinct but related activities all contributing towards an overall goal.

On the other hand, the PBO Act has identified 28 areas which are defined as public benefit activities. These activities are largely similar to those currently provided for by the NGOs Co-ordination Board.

1.2 Rationale for the Strategic Plan

There are several factors that necessitated the preparation of a new strategic plan for the Board including:

- Expiry of the Board's Strategic Plan 2009-2012 and the need for a new strategic plan for 2014-2017.
- Linking the Board's Priorities to the National Development Agenda i.e. Kenya Vision 2030 and the Medium Term Plan (2013-2017).
- Changes in the Sector such as increase in number of NGOs, increased vulnerability of NGOs to crimes such as money laundering reduced public confidence in the sector; and the global financial crisis that has led to reduced funding for NGOs.
- Changes in Policy and legal environment which include the institution of devolved governments, changes in tax and labour laws and devolved funds.

1.3 Process

The preparation of the Strategic Plan was an all-inclusive and participatory process and it involved the following key steps:

- Desk reviews of existing policy documents, reports from the NGO sector.
- Workshops and discussions to discuss the various strategic themes.
- Consultations with key stakeholders.

1.4 Vision

An Efficient, Effective and Sustainable charitable sector

1.5 Mission

To enable the charitable sector to compliment the government in national development through effective regulation, capacity development and policy advisory.

1.6 Core values

- Customer Focus
- Integrity (honesty, transparency)
- Probity (maintaining accountability and fairness)
- Professionalism
- Excellence
- Collaboration (team spirit, healthy work environment, with external stakeholders)

1.7 Objectives of the Strategic Plan

- Increase the institutional capacity and visibility of the NGO Board in order to deliver on its mandate.
- Improve the regulatory, legislative and policy environment of the charitable sector in Kenya.
- Increase compliance and capacity of the charities in Kenya for operational, effectiveness and efficiency in operations by NGOs.

1.8 Structure of the Strategic Plan

NGO Coordination Board 2014-2018 Strategic Plan is structured as follows: Chapter 1 is the introduction; Chapter 2 covers Kenya's development challenges and agenda; Chapter 3 is the Situational Analysis; Chapter 4 sets out is the Strategic issues and objectives; Chapter 5 describes NGO Coordination Board organisational structure and human resource for effective implementation and financing requirements; Chapter 6 provides for the Strategic Implementation Matrix and Chapter 7 is the Monitoring, evaluation and learning framework

2.0 KENYA'S DEVELOPMENT CHALLENGES AND AGENDA

2.1 Long Term Development Challenges

Kenya's long term development plan, Kenya Vision 2030 highlights various challenges that the country will face in its quest to achieve the Vision's targets. These challenges include: greater competition at the international level emanating from changing global economic trends; ensuring continued macroeconomic stability; minimizing institutional risks, especially related to corruption and security; scaling up the quantity and quality of infrastructure, especially the condition of roads, access to and reliability of water, cost of electricity and the cost of port and rail services; promoting efficiency through adoption of new technologies, improvement in governance and reducing transaction costs to business; and raising the level of investments from the current estimate of 20% of GDP to about 30% of GDP.

2.2 Macro-level Medium Term Development Challenges

The MTP period 2008-2012, had a number of significant achievements, including the enactment of the Constitution of Kenya 2010, an improvement in the business environment, improved infrastructure as well as increased support to vulnerable groups, women and youth. Nevertheless, economic growth remained sluggish and the targeted 10% growth from 2012, to be sustained through 2030, has not been realized. As such, the key challenges identified in the period leading to the MTP (2008-2012) remain valid. These challenges include:

1. *Poverty and inequality*
2. *Underdeveloped infrastructure*
3. *Inadequate attention towards science, technology and innovation*
4. *Negative ethnicity and lack of national cohesion*
5. *Insecurity*
6. *Governance and the rule of law*
7. *Unemployment*

2.3 Kenya's Development Agenda

Kenya Vision 2030 is motivated by a collective aspiration for a better society by the year 2030. The aim of Kenya Vision 2030 is to create “a globally competitive and prosperous country with a high quality of life by 2030”. It aims to transform Kenya into “a newly –industrialized, middle-income country providing a high quality of life to all its citizens in a clean and secure environment”. Simultaneously, the Vision aspires to meet the MDGs for Kenyans by 2015.

The Vision is anchored on three key pillars: economic, social and political. The economic pillar aims to achieve an average economic growth rate of 10 per cent per annum by 2012 and sustain the same till 2030 in order to generate more resources to meet the MDGs and Vision goals. The social pillar seeks to achieve just, cohesive and equitable social development in a clean and secure environment. The political pillar aims for an issue-based, people-centered, results-oriented and accountable democratic system.

Kenya Vision 2030 is anchored on ten core foundations. The first seven of these foundations are closely linked to the economic and social pillars. These are: macroeconomic stability for long-term development; enhanced equity and wealth creation opportunities for the poor; infrastructure; energy; Science, Technology and Innovation (STI); land reform; and human resource development.

Underpinning these seven socio-economic foundations are three further foundations that are closely linked to the political pillar of Vision 2030, namely: public service reforms; enhanced security; and deeper governance reforms.

The Economic Pillar: Moving the Economy up the Value Chain. Six sectors have been identified to deliver the 10 per cent economic growth rate per annum envisaged under the economic pillar. These are tourism; agriculture; manufacturing; wholesale and retail trade; business process outsourcing (BPO); and financial services. The essential goal for each sector is set out below.

The Social Pillar: Investing in the People of Kenya. Kenya’s journey towards prosperity also involves the building of a just and cohesive society in eight key social sectors, namely: education and training; health; water and sanitation; environment; housing and urbanization; as well as gender, youth and vulnerable groups. It also makes special provisions for Kenyans with various disabilities and previously marginalized communities. The essential goal for each sector is set out below:

The Political Pillar: Moving to the Future as one Nation. The transformation of the country’s political governance system under Vision 2030 will take place across six strategic areas, as follows:

1. *Rule of Law:* “adherence to the rule of law as applicable to a modern market-based economy in a human rights-respecting state”.
2. *Electoral and political processes:* “genuinely competitive and issue-based politics”.
3. *Democracy and Public Participation:* “a people-centered and politically-engaged open society”.
4. *Transparency and Accountability:* “transparent, accountable, ethical and results-oriented government institutions”.
5. *Public administration and Service Delivery:* “Policy-driven and service-focused Government institutions”.
6. *Security, Peace-Building and Conflict Management:* “security to all persons and property throughout the Republic”.

2.4 A Case for Non-Governmental Organisations (NGOs)/Public Benefit Organisations *NGOs role in Development*

Non-Governmental Organisations (NGOs) play a significant role in the social development process in all regions of the world. They are particularly critical in circumstances where State funds are limited, political situations are fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, and the level of per capita income severely restricts the ability to purchase needed goods and services – social, educational and economic.

A host of local, national, and international NGOs operating in Kenya have made tremendous strides in helping the country to meet and sustain its development objectives in the face of momentous challenges. They have helped to facilitate achievements in basic human development as measured by the United Nations Human Development Index (HDI). They have also been on the front line in the fight for human rights, equality, freedom, and social justice. They will certainly play a key role in the implementation of the goals outlined in the Millennium Development Compact plan of action to end human poverty. Areas targeted for achieving sustainable growth – governance, health, education, infrastructure, and access to markets - are areas in which NGOs are already working. Mobilizing grass-roots support (in this case for the Millennium Development Goals) is already a major component of the mission of many successful NGOs.

Target populations include specific categories of the poor and disenfranchised; age and gender-specific groups; selected occupational groups (e.g. farmers and fishermen); and persons adversely affected by disease, natural and man-made disasters, ethnic strife and forced migration. Many NGOs work together as a team locally and nationally, especially in programs aimed at poverty alleviation, sustainable development, and disaster relief.

Large NGOs have offices in many countries, employ paid staff, and do organized fund-raising. They often cut across populations and are multi-task oriented. Their mission includes relief and humanitarian aid, social development, advocacy, education, and empowerment, health care and general welfare promotion. NGOs specializing in technological innovation are invaluable team members for many social development projects. Small NGOs may depend entirely on voluntary efforts for program implementation and membership contributions for funding, which may limit their impact.

The major advantages of NGOs include their flexibility, ability to innovate, grass-roots orientation, humanitarian vs. commercial goal orientation, non-profit status, dedication and commitment, and recruitment philosophy. Many are made up of volunteers so deeply committed to the NGOs mission that they are willing to undergo considerable hardships and no monetary compensation in order to carry out that mission. In addition to supporting innovation, NGOs may

serve as pilots for larger anticipated projects, help to motivate and involve community based organisations whose constituents may be the primary beneficiaries of a larger project, serve as advocates or ombudspersons, and are in a unique position to share communication both horizontally and vertically. A close look at the implementation strategy of the country's development plan will reveal the nature and extent of NGO activity in relation to its current circumstances.

In the past three decades the number of NGOs has risen all over the world. In Kenya the number of NGOs registered under the NGOs Co-ordination Act, has risen steadily from slightly below 400 in 1992 to over 8,000 in 2012. It is anticipated that a further 16,000 are registered under different legal regimes where there are not regulated. One of the reasons for this growth is the so-called comparative advantage or the ability of NGOs to deliver emergency relief or development services cost effectively to those in need. Although actual figures are difficult to obtain, it is estimated that NGOs in Kenya have an annual development expenditure of approximately **KES 80 billion**.

NGOs provide between 45-50 per cent of all health-care services and over 50 per cent of all family planning services. Within the education sector, NGOs are particularly active in the arid and semi-arid areas, slum areas and camps for displaced people. The successes gained on reducing gender disparity in education are attributed to NGOs. NGOs have 'dared' and challenged prevailing cultural practices that hindered the participation of girls in education in areas such as Northern Kenya.

In other sectors NGOs have been on the forefront in improving communities' access to clean water, sanitation, and the protection of the environment. NGOs played an important role in the preservation of Karura Forest, City Park and the Uhuru Park. Currently, NGOs are playing a leading role in the campaign to conserve and rehabilitate the Mau water towers.

On the other hand, NGOs have been important partners to the government in HIV and Aids mitigation, care and support. The results of these efforts have been witnessed in gains made in

reducing the prevalence rates in and increasing access to care and treatment. NGOs have been particularly instrumental in campaigning for increased availability of affordable drugs.

NGOs in addition played a significant role in promoting democratization in Kenya leading to the eventual promulgation of a new Constitution for Kenya. NGOs were the leading proponents of the two decades effort to review the Constitution and promote good governance, increased accountability, and fight corruption.

Due to the work of NGOs, legislation has been passed to safeguard vulnerable groups such as women, children and the disabled. NGOs have also built local populations' capacities to appreciate the link between good governance and development and consequently demand accountability from the State and leaders

3.0 SITUATION ANALYSIS

The NGOs Coordination Board has been implementing a four-year Strategic Plan 2008-2012. The Plan, which came to an end in December 2012, focused the Board on achieving its objectives within its mandate as set out in law and concurrently, in implementing a forward looking strategic approach.

3.1 Current Mandate

The Board draws its mandate from Section 7 of the NGOs Co-ordination Act No. 19 of 1990. The Board has the broad mandate of registering, coordinating and facilitating the activities of all national and international NGOs operating in Kenya including maintaining a register on their precise sectors, and affiliations and location of their activities. The Board is also responsible for receiving and analysing annual reports from the NGOs; advising the Government on the activities of NGOs and providing policy guidelines to help NGOs harmonise their activities with national development plans. In order to improve the legal and regulatory environment in which NGOs operate, the Board has continuously been addressing the policy and regulatory framework that governs the sector. Key milestones achieved include: Development of an NGO Sector Policy i.e. Sessional Paper No.1 of 2006, Miscellaneous Amendment of 2007 which gave the NGOs Co-ordination Board the additional responsibilities of developing a Code of Conduct and Audit Procedures/Standards for NGOs.

3.1.1 Current Status

Presently, there are approximately 8,569 NGOs registered and operating in various sectors of the economy and in every corner of the country. In the financial year 2011/2012, it was estimated that the sector was contributing KES 81 billion annually to the economy. The foregoing amount can make a significant contribution if properly aligned with the priority areas of the government medium term plan and ultimately Kenya Vision 2030. Clearly, the NGO sector given adequate enablement and effective regulation can play a significant role in contributing towards the delivery of the country's development goals.

- **Operating Environment**

There has been a tremendous growth in the number of NGOs operating in the country since the inception of the NGOs Act of 1990. The sector recorded a significant growth between 2001 and

2007 which could be attributed to the impact of globalization and the opening up of democratic space in Kenya. The impact of globalization and the opening up of democratic space in Kenya has further contributed to an expansion in NGO sector activities in Kenya and the past four years has witnessed growth in the number of international NGOs seeking registration as well as in their activities.

The foregoing situation means that the NGOs Board has to constantly improve service provision and enhance its capacity to enable it respond effectively to the evolving needs of a dynamic NGO sector that continues to grow in size and in the complexity of its operations. One of the strategies will be through Decentralisation of services. To ensure availability of services for NGOs in the counties and at the grassroots level, the NGOs Co-ordination Board intends to establish physical offices at regional level where this is viable based on an existing framework, or by leveraging on technology and partnering with local institutions to deliver certain services where this is appropriate.

3.1.2 Milestones/Achievements

- **Staff, Technical Capacity and ICT**

The Board has grown significantly from 6 employees (mostly support staff) when it commenced its operations in 1992 to the current 60 (including professionals) working in various departments. While in 2004, the Board had only 4 computers, the organization currently has a staff to computer ratio of 1:1. This has facilitated computerization of most of the Board's operations and contributed to improved service delivery to the public. The Board has computerized its data base and made all service request forms online and is looking to ensure that services can be requested for and obtained online in this strategic plan period. The Board's website provides an interactive forum for clients and the public to pose questions, lodge complaints and give feedback on services provided. It is intended in the next Strategic Plan period to expand these interactions through use of social media platforms.

Other factors that have contributed to the successful growth of the NGO Board include: increased credibility in the NGO sector; continued funding from the government; increased collaboration with stakeholders; increased exposure to other regulatory bodies; support from top

management and board; increase in the number of technical staff; introduction of public sector reforms; and adoption of quality standards(ISO).

- **Processes and Procedures**

The NGOs Coordination Board has continuously reviewed its processes and procedures for registration and post registration services to increase efficiency. This has seen the turnaround time for services reduce significantly. Registration which is a key service offered by the Board has now gone down from the 90 days in the previous Strategic Plan period to an average of 60 days. The Board has also met, and even surpassed in some instances, the timeframes for key services as outlined in its Service Charter. On an ongoing basis, internal administrative procedures have also been reviewed to make them more customer-focused. To ensure quality services, the Board collects data, generates and acts on reports on service performance and customer satisfaction, on an ongoing basis.

- **Quality Standards**

As part of its commitment to continuous improvement in the quality of its services, the Board is an ISO certified organization. This ensures that all the services offered at the Board are customer focused consistent with ISO 9001:2008 standards.

- **Compliance**

The NGOs Co-ordination Board has an ongoing process of assisting NGOs/PBOs to comply with statutory requirements. One strategy the Board has utilized is the education of NGOs through guidance workshops and field review visits. NGOs have also been assisted on a case by case basis to regularize their files. The foregoing measures have led to an increase in compliance levels for the submission of annual returns from 17% in 2006, to over 40% in 2008 and to 71% in 2011.

- **Networking and Linkages**

In order to benchmark itself against best practices in the enablement and regulation of NGOs, the Board has continued to maintain linkage with other regulators internationally. The Board has benefitted from exchange visits and experience sharing with the Charity Commission of England

and Wales and is among the leading regulators of the charitable sector in Africa. The Board has offered technical support and hosted delegations seeking to learn from its experience from countries, such as the governments of Zambia, Sudan, Rwanda, China and South Africa. The Board intends to continue fostering such linkages and will seek to expand its collaborative networks in the course of this Strategic Plan period. The NGOs Co-ordination Board has continued to promote networking and good practice by offering guidance to NGOs and by promoting networking in the sector

3.1.3 Major Challenges Faced

- **Policy and Legislative Environment**

Existence of multiple registration regimes for NGOs engaged in charitable work continues to pose a challenge to the regulation of such organisations. This is because out of the existing registration agencies for NGOs engaged in charitable activities, only the NGOs Co-ordination Board has capacity to regulate. This has led to many charitable organisations being largely unregulated. This has in turn contributed to waning public confidence in NGOs.

- **Capacity**

The NGO Co-ordination Board continues to lack adequate capacity to enable it effectively monitor and regulate the NGO sector; competently advice the government on its activities and facilitate an enabling environment for the sector to thrive and effectively contribute to national development.

Some of the challenges identified during the Strategic Plan period 2008-12, such as inadequate capacity for research and policy analysis as well as monitoring, still remain largely unaddressed. In addition, as the Board's compliance and enforcement work has evolved, the demand for investigation services has increased due to increasing number of reports and complaints lodged with it. These demands have severely stretched the Board's limited human and financial resources.

The aforementioned capacity shortfalls continue to undermine the Board's capacity to effectively discharge its responsibility of protecting the public interest in the governance and management

of NGOs. This has in turn affected NGOs capacity to more effectively contribute to the country's development goals and specifically, Kenya Vision 2030 and the MDGs.

3.1.4 Lessons Learnt

With the above achievements and constrains there have been lessons learnt, which include:

- Credibility with NGOs as well as continuous guidance is important in improving compliance and NGO effectiveness.
- Investment in staff ensures improved performance and effectiveness.
- Consultations with key stakeholders ensure that most of the programs initiated have stakeholder support.
- Networking and linkages with internal and external bodies ensures good practices are identified and adopted.
- Continuous monitoring and evaluation ensure that progress is measured and that learning and accountability are enhanced.
- A risk based and proportionate approach is important in ensuring efficient and effective regulation.

3.2 Environmental Scan

3.2.1 Internal Environment: SWOT Analysis

The internal environment includes the capabilities and competencies that NGO Coordination Board has accumulated and is available for the implementation of its programs. Conversely there are constraints that affect the output of the organisation in the implementation of its programs. The purpose of the SWOT analysis (table 1) is to establish how fit NGO Coordination Board is to compete as a non- governmental organization and identifies internal factors and external effects which will have an impact on the institution's ability to achieve, such as the strengths, weaknesses, opportunities and threats arising from the operating environment.

3.2.2 External Environment: PESTEL Analysis

The NGO Board is operating within the political, economic, social, legal and technological environment, of Kenya. All these factors affect the program interventions that NGO wants to undertake in a myriad of ways as presented in the PESTEL table 2 below.

Table 1: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Competent staff members. • Goodwill from the NGO Sector • Credibility in the NGO Sector • Clearly defined mandate • Relatively well remunerated staff • Committed staff members. • Regional office in Kisumu • Constitutional threshold on regional balance achieved • ISO certification • A functional service charter 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Inadequate distinction of the governance and management roles. • Misalignment of skills versus profiles of the Board Members. • Inadequate ICT infrastructure • The organization structure is not rationalized to the NGO Board mandate. • Weak financial planning leading to misalignment of budget to the strategy. • Inadequate visibility of the Board. • Weak human resource planning not aligned to mandate of the board. • Inadequate resource base. • Poor corporate culture. • Inadequate M & E system. • Poor working environment and office space. • Operational procedures not adequately documented.
<p>Opportunities</p> <ul style="list-style-type: none"> • Highly qualified human capital • Increased compliance by NGOs • Ongoing debate on need of new NGO Law • Board credibility with NGOs • Placement in new Ministry (Devolution and Planning). • Devolution as an opportunity for devolving Board services. • The county governments as partners in development. • Performance Contracting • Vision 2030 and the MTP • Partnerships and linkages with other regulators • Dynamism of the NGO Sector • Advancement in technology (ICT Based) 	<p>Threats</p> <ul style="list-style-type: none"> • Poor governance practices in the public sector. • Inadequate understanding of the Board’s mandate by key stakeholders. • Lack of appreciation of the sector/understanding of the roles of NGOs. • Inadequate brand distinction with the NGO Council • Vulnerability of the sector to abuse • Lack of sustainability of NGOs in Kenya • Dwindling funding for NGOs from traditional donors • Multiplicity of legal frameworks for registration of charities • Corruption in the country • Reduced government funding for SAGAs • Macro-economic instability

Table 2: PESTEL Analysis

	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Changes in government. • On-going public sector reforms. • The Constitution of Kenya, 2010. • Devolved government. • Medium Term Plan 2 (2013/2017) 	<ul style="list-style-type: none"> • Tense relation between the government and the Western Countries. • Negative perception of the civil society by politicians. • The current referendum drive. • County government lack of clarity on regulation on NGOs.
Economic	<ul style="list-style-type: none"> • Fiscal policy can affect finance and tax laws. • Current focus on infrastructure development hence reducing cost of conducting activities. • Mineral (oil) exploitation in the economy • Possible funding by the government to the NGO Sector. 	<ul style="list-style-type: none"> • State of economy in the West will affect funding for charity • Rise in economic crimes such as money laundering, terrorism financing • Declining economic growth will affect the Board's funding. • Fiscal policy can affect finance and tax laws
Social	<ul style="list-style-type: none"> • Possible employment due to mineral and oil exploits. • Focus on special groups (women, youth and persons with disabilities). • Government internships and attachments for the youth. 	<ul style="list-style-type: none"> • Increased poverty will affect demand for charity • HIV/AIDS will affect staffing and productivity of Board staff and the Sector. • Possible effects of Ebola and Marburg • Substance and drug abuse. • Rise in crime in the country
Technological	<ul style="list-style-type: none"> • Rapid changes in technology. • Capability for delivery of online services hence reduced cost of business • E-Government policies and processes. 	<ul style="list-style-type: none"> • Cyber-crime. • High cost of acquisition and maintenance of the ICT infrastructure due to rapid technological changes.
Environmental	<ul style="list-style-type: none"> • Go- green requirement. 	<ul style="list-style-type: none"> • Increasing urban decay • Global warming and environmental degradation
Legal	<ul style="list-style-type: none"> • Changes in review of enabling laws affecting charity regulation. 	<ul style="list-style-type: none"> • Risk of disruption due to changes in laws affecting charity regulation. • The new constitution has led to an upsurge of legal suits against government institutions by citizens hence affecting the NGO sector, by increasing costs of operations.

Source: NGO Coordination Board 2014

Table 3: Stakeholder analysis

STAKEHOLDER	FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER EXPECTATIONS	WHAT THE BOARD SHOULD DO TO MEET STAKEHOLDER EXPECTATIONS	WHAT STAKEHOLDERS SHOULD DO TO ASSIST THE BOARD
Board staff	Implementation of the NGO Board strategic plan and mandate	Provide a conducive work environment, just reward, career development, recognition and motivation system	Provide a conducive work environment, just reward, career development, recognition and motivation system	Carry out their duties with diligence, efficiency, integrity and professionalism
Board of Directors	Provide a strategic plan, relevant policy, approve budget and ensure implementation of strategic plan procedures and policies	Secretariat expected to implement the Strategic Plan and other relevant policies. Adequate funding and timely disbursement every year from GOK	Provide timely reports and accurate information to the board	Commitment and professionalism in handling the business of the Board
General Public	Feedback on Board services	Efficient services, accountability and integrity from the Board	to provide efficient services	Cooperate with the Board
NGOs	Effective implementation of their mandate. Compliance with the legal and regulatory framework and other enabling laws. Give feedback on Board services.	Efficient services, accountability and integrity from the Board and enabling regulatory, legal and policy environment	provide efficient services, ensure accountability, integrity and an enabling regulatory, legal and policy environment	Comply with the Act and its Regulations, participate in relevant forums organized by the Board, give feedback and apply best practices in their operations
Parent Ministry	Ensure timely disbursement of funds, provide support in the enactment of the relevant policies and legislation	Proper utilisation of funds and timely progress reports	Timely reporting, timely submission of funds' requests, proper utilisation of funds	Ensure timely disbursement of funds, support in making relevant policies, proper communication on policy issues from the national government
Other ministries and Government	Partnership, collaboration and relevant technical support	Information sharing	Timely delivery of services and information	Understand the Board's mandate, consult the Board on issues affecting NGOs, timely information on Government policies
Private Sector	Efficient services and products	Timely response to	Timely response to inquiries	Exercise corporate social

STAKEHOLDER	FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER EXPECTATIONS	WHAT THE BOARD SHOULD DO TO MEET STAKEHOLDER EXPECTATIONS	WHAT STAKEHOLDERS SHOULD DO TO ASSIST THE BOARD
	to the NGO Sector, Exercise corporate social responsibility	inquiries	and services	responsibility
Banks	Partnership and collaboration	Timely response on NGO registration status	Timely response to inquiries	Timely response to NGOs requests for bank services, open accounts for NGOs only after receiving recommendations from the Board
Donor Community	Partnership and collaboration, including funding	Timely response to inquiries	Ensure accountability and transparency in the management of NGOs, provide accurate and timely information	Ensure NGOs account for funds provided, support Board projects upon request, and seek information from the Board on NGO status prior to funding them where appropriate.
NGOs Council	Advise on the code of conduct, Submit quarterly reports to the Board, promote best practice	Partnership and collaboration	Efficient services, accountability and integrity from the Board and an enabling regulatory, legal and policy environment	To promote best practices in the NGO sector
NGOs Networks	Promote best practice	Partnership and collaboration	Efficient services, accountability and integrity from the Board and an enabling regulatory, legal and policy environment	To promote best practices in the NGO sector
Media	Accurate reporting on the NGO sector	Accurate information on the NGO sector and the Board	Accurate and timely information	Professional reporting, highlight more positive activities on the sector
Professional Organisations	Ensure professional standards and integrity for NGOs	To ensure NGOs meet expected standards of professional practice	To advise them on NGOs that flout professional standards, to advise NGOs on professional standards	Update the Board on current professional standards and practices

STAKEHOLDER	FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER EXPECTATIONS	WHAT THE BOARD SHOULD DO TO MEET STAKEHOLDER EXPECTATIONS	WHAT STAKEHOLDERS SHOULD DO TO ASSIST THE BOARD
Suppliers	To efficiently supply quality goods and services	Timely requirement specifications, timely payments for goods and services, transparent and accountable tendering process	Adherence to scheduled payments, uphold procurement procedures	Provide quality goods and services
Other regulators of charitable organisations	Information sharing, partnership and collaboration	Information sharing, partnership and collaboration	Share information freely and be willing to participate in partnership and collaboration	Offer technical support, share information freely and be willing to participate in partnership and collaboration
County governments	Provision of quality services to the public. Provision of enabling environment for charities. Work with NGOs to align their activities with county development priorities. Promoting civic society participation in governance.	Timely and quality information on NGO activities in their counties. NGOs to align their activities with county development priorities. Board guidance on collaboration with NGOs.	Provision of timely and quality information on NGO activities in their counties. Provision of guidance to NGOs on role of county governments. Facilitate collaboration between NGOs and county governments.	Recognize the independence of NGOs. Provision of enabling environment for NGO operations. Recognition of the regulatory role of NGOs Co-ordination Board.
Financial Reporting Centre	Monitor and Investigate acts of money laundering and criminal and terrorist financing	Timely information on suspicious transactions by NGOs	Put in place a system for monitoring and collecting and analysing financial data on NGOs	Provide technical support and prompt feedback when required

4.0 STRATEGIC FRAMEWORK

This section articulates the strategic issues that the NGO Coordination Board plans to address in order to discharge its mandate to achieve compliance by NGOs and facilitate a conducive regulatory environment. The strategic issues are derived from the SWOT analysis. The NGO Board has developed strategic objectives to address the strategic issues arising from its weaknesses and threats. Each of the strategic issues will be addressed by strategic objectives which will then be monitored and evaluated against specific outputs and expected outcomes. These outputs and outcomes and the requisite activities are also outlined herein.

4.1 Strategic Pillars (Key Result Areas)

The NGO Board will focus on the following pillars in the next four years:

- i. Strengthened Institutional capacity and development of the NGO Coordination Board.
- ii. Enhanced capacity and compliance of NGOs.
- iii. Enhanced regulatory environment for the NGOs.

4.2 Strategic key issues

Below are the three key issues that the NGO Board will address in order to fulfil its mandate:

- Inadequate institutional capacity of the board.
- Inadequate regulatory, legislative and policy environment arising from out-dated NGO Act and multiplicity of laws.
- Unsatisfactory levels of compliance and capacity by NGOs

The NGO Board has developed the following strategic objectives and strategies to address each strategic issue whose performance will be monitored and evaluated against expected outcomes outlined as follows:

4.3 Strategic Issues, Key results (Outcomes), Objectives, and Activities

Strategic issue 1: Inadequate Institutional Capacity of the NGO Board

Key Result 1: Strengthened Institutional capacity of the board

Strategic Objective 1: Increase the resource base and financial planning of the NGO Coordination Board

Strategy 1 – Improve capacity for resource mobilization

Activities

1. Develop and implement resource mobilisation strategy
2. Implement the resource mobilisation strategy

Output

Viable resource mobilisation strategy

Strategy 2- Strengthen financial planning

Activities

1. Monthly review of work plans and budgets during management meetings.
2. Migrate all financial processes and documents to ERP.
3. Generate monthly and on need basis financial reports.
4. Review and adhere to finance procedures manual.

Output

- Budget monitoring and adherence
- Updated financial procedures manual.
- Timely and updated Financial Reports

Strategic Objective 2: Strengthen the human resource and governance structures of the NGO Coordination Board

Strategy 3 – Review and rationalize the human resource function to effectively address the Board’s mandate and strategy

Activities

1. Conduct annual competence and skills audit.
2. Facilitate and coordinate bi-annual staff performance appraisals.

3. Develop a HR Strategy based on Boards' mandate (Review and define departmental functions, Review organogram and structure, conduct job evaluation; Recruit, redeploy and train staff)
4. Develop a staff scheme of service
5. Develop a capacity building strategy for staff
6. Migrate the human resource functions and processes.
7. Remunerate, motivate and retain skilled staff

Output

- Skills audit report
- Bi-annual appraisal reports
- HR Strategy
- Scheme of service
- Trained staff
- Migrated human resource processes.
- Capacity building strategy

Strategic Objective 3: Increase the Board's visibility and improve its image among stakeholders

Strategy 4- Enhance Communication capability of the NGO Coordination Board

Activities

1. Develop and implement a communication policy/strategy for both internal and external interactions.
2. Review and update communication policy periodically

Outputs

- A viable and responsive communication policy.
- Effective and coherent communication of the NGO Coordination Board mandate and operations

Strategy 5- Enhance NGO Board's visibility

Activities

1. Develop and implement a brand strategy for the Board.
2. Develop and implement a media engagement strategy
3. Develop a CSR Policy and establish a CSR fund
4. Review and update media engagement, brand and CSR strategies periodically
5. Conduct baseline to determine Board's visibility
6. Monitor and evaluate Board's visibility

Output

- Media engagement strategy
- Branded NGO Board
- CSR policy
- CSR fund
- Board Baseline data
- Increased awareness on the NGO Coordination Board

Strategy 6- Adherence to the service charter improved

Activities

1. Document, analyze and report on customer inquiries and complaints
2. Respond to and address customer complaints
3. Conduct regular customer satisfaction survey
4. Conduct employee satisfaction survey

Output

- Customer satisfaction index.

Strategic Objective 4: Maintain and Improve ISO 9001:2008 Standards while strengthening audit and risk function within the Board

Strategy 7- Maintain and improve QMS ISO 9001 2008 certification

Activities

1. Review and operationalize manuals
2. Conduct two annual internal audits
3. Conduct two annual external audits
4. Hold two management review meeting yearly
5. Train 4 lead auditors every 2 years
6. Train at least 20 auditors
7. Apply for re-certification
8. Recruit a consultant

Output

- Operation manuals
- ISO certification
- Trained auditors

Strategy 8- Develop and operationalize a risk management framework.

Activities

1. Develop and operationalize risk management policy
2. Train audit committee and the management staff on risk management
3. Develop and monitor risk registers
4. Hold quarterly risk management meetings
5. Prepare regular risk reports to management
6. Hire a consultant

Output

- Risk management policy.
- Trained audit committee and staff

- Risk register

Strategy 9 - Strengthen the Boards internal audit function

Activities

1. Induct and train audit committee
2. Review, approve and operationalize audit charter
3. Assess and review the effectiveness of internal controls
4. Undertake quarterly internal audits and report to audit committee

Output

- Audit committee trained
- Reviewed Audit charter.
- Reviewed internal controls

Strategy 10 - Acquire and implement ERP system

Activities

1. Acquire an enterprise resource planning system to automate the Board Operations
2. Digitise all Board's paper documents and deploy an automated documents and records management system

Output

- Automated board services.
- Digital back up.

Strategic Objective 5: Integrate Information Communication and Telecommunication (ICT) in the operations of the NGOs Co-ordination Board.

Strategy 11 - Embrace green ICT practices.

Activities

1. Develop an ICT strategy
2. Implement and operationalize the strategy
3. Maintain the existing network infrastructure

4. Acquire, modernise and sustain robust ICT equipment

Output

- ICT strategy
- Guiding standard for ICT

Strategic Objective 6: Improve the administrative; M&E, logistics safety, and procurement services of the NGO coordination Board

Strategy 12- Institutionalize planning; M&E and learning within the NGO Board

Activities

1. Develop an M&E system
2. Automate and migrate M&E functions to the ERP
3. Implement M&E activities (field visits; review meetings, annual planning meetings)
4. Review and implement reporting systems.
5. Undertake periodic internal and external evaluations of the Strategic Plan

Output

- Institutionalised planning at the NGO Board

Strategy 13- Improve the transport efficiency and fleet of NGO Coordination Board

Activities

1. Purchase four additional vehicles
2. Develop vehicle service schedule
3. Provide quarterly analytical report on fleet maintenance

Output

- Efficient fleet management

Strategy 14- Improve the safety and work environment of the staff at the NGO Coordination Board

Activities

1. Implement the Occupational Safety and Health Administration (OSHA) Act
2. Acquire new and secure office premises
3. Conduct employee satisfaction and work environment surveys
4. Conduct change management training.

Output

- Adequate working space.
- Trained staff on change management.

Strategy 15: Ensure quality goods and services from suppliers

Activities

1. Develop a procurement manual and strategy based on the PP & DA and best practices
2. Prepare and periodically review annual procurement plan
3. Involve user departments in developing specifications for all goods and services
4. Conduct regular supplier evaluations
5. Train and regularly update members of procurement committees
6. Conduct market surveys for goods and services.
7. General office operations

Output

- Viable and responsive procurement manuals, strategy and plans.
- Efficient procurement services

Strategic Issue 2: **Inadequate regulatory, legislative and policy environment arising from out-dated NGO Act and multiplicity of laws.**

Key Result 2: **Strengthened and enhanced regulatory, legislative and policy environment for charitable sector**

Strategic Objective 1: **Improve and enhance the regulatory, legislative and policy environment for the charitable sector**

Strategy 1- Strengthen research and policy analysis to advise government on the charitable sector

Activities

1. Review the operational manual in relation to policy, research and data management.
2. Develop a procedure on research data usage.
3. Retain the services of other research institutions with policy analysis competence.
4. Conduct research on emerging issues and trends
5. Document and disseminate best practices on charities regulation.
6. Prepare and submit an annual state of the charitable sector report
7. Hold regular consultative meetings with stakeholders
8. Document policy briefs
9. Conduct an annual public confidence survey on charitable giving

Output

- Operational research and policy analysis function
- Competent staff
- Regular Policy briefs

Strategy 2 - Creating networks and partnerships with regulators to improve the regulatory environment in Kenya and beyond.

Activities

1. Engage in information exchange; develop and encourage exposure and internship programmes.
2. Holding regional forums to exchange ideas around charitable regulation.
3. Develop collaboration guidelines

4. Provide technical support to self-regulatory forum for charities

Output

- Networks and partnerships procedures
- Effective and well-connected linked regulatory and self-regulated forums

Strategy 3: Initiate a policy for the charities sector in Kenya

Activities

1. Establish a technical committee to steer the implementation process.
2. Develop policy draft
3. Subject the policy to stakeholder inputs
4. Recommend the policy for legislation
5. Disseminate the policy

Output

- Policy on the development of the charitable sector.

Strategic Issue 3: Unsatisfactory levels of compliance and capacity of NGOs

Key Result 3: Satisfactory levels of compliance and capacity of charities

Strategic Objective 1: Improved levels of compliance and efficiency of NGOs

Strategy 1 - Develop and implement financial reporting guidelines for NGOs

Activities

1. Conduct research on good practices
2. Develop a minus one draft of the financial reporting guidelines
3. Hold consultative workshops for sensitisation
4. Build consensus on the guidelines
5. Gazette the reviewed guidelines
6. Dissemination of the guidelines to the stakeholders.
7. Monitoring and evaluating compliance to the financial reporting guidelines.
8. Undertake a review of the financial reporting guidelines.

Output

- Standardization of charities financial reporting.

Strategy 2- Increase compliance of charities at the rate of 10% annually for existing and 80% for newly registered

Activities

1. Conduct regular Charity capacity and compliance surveys
2. Develop and disseminate guidance materials online
3. Provide guidance and capacity building to charities through regional workshops
4. Establish online registration and post registration services.
5. Integrate SMS system for feedback services
6. Conduct continuous M&E on the uptake of the new system
7. Build capacity of staff on service provision and process
8. Conduct on-going review of procedures and processes
9. Improve the capacity of front office staff to deliver information and services to clients
10. Establish and implement a recognition mechanism for compliant charities

Output

- Increased compliance by both new and existing charitable organisations

Strategy 3– Improve monitoring, investigation and enforcement of the NGO Board

Activities

1. Conduct inspections, compliance audits and follow-ups on non-compliant charities.
2. Establish an investigation and enforcement department
3. Train staff on investigations and enforcement
4. Review and benchmark best practices in investigations and enforcement
5. Develop guidelines for risk based investigations and enforcement
6. Strengthen the complaints handling system and perform a periodic review.
7. Maintain a Database of complaints and investigations.

Output

- Trained staff on investigations and enforcement

Strategy 4 – Capacity development of charities

Activities

1. Establish collaborations or linkages with higher learning institutions.
2. Undertake research linked to development of knowledge products and training manuals.
3. Enhance collaboration with other regulators to contribute to the charities sector.
4. NGO week to educate the public on the charities sector.

Output

- Improved levels of knowledge and skills on the charitable sector
- Expansion on knowledge base on charitable sector

5.0 MANAGEMENT AND ORGANISATION OF THE STRATEGIC PLAN PROCESS

5.1 Institutional structural re-organization

Strategic planning is a continuous process that needs to be well managed at all the stages for it to bear fruits. The process involves different stakeholders and each one has an important role to play. The roles and responsibilities for each stakeholder will need to be clearly defined so that there is no confusion as to who does what.

In order to implement the strategic objectives there is need for the NGO Coordination Board to be restructured and the mandates and functions of the departments reviewed. In addition, the emerging dynamic and business oriented environment within a globalized and competitive market dictates a re-orientation, refocusing and re-engineering of the NGO Coordination Board.

The organization structure will be reviewed during the plan period as the proposed structure (figure 1) focuses on core functions and support services.

- One of the structural changes to be undertaken is the expanded mandate of the regulatory and compliance department to include capacity development of the NGOs to facilitate their compliance levels.
- The Corporate Affairs office which is within the Executive Director's office has been enhanced to include Resource Mobilization, Monitoring and Evaluation.
-

5.2 Responsibility of the Process

The implementation of this strategic plan will be the responsibility of the Board of Directors. The office of the Executive Director will do the overall coordination and management.

5.2.1 Governance Structure

a. Board of Directors

- Develop policy, strategic guidelines and directions for UVIP growth and development.
- Ensure the development of relevant governance issues in the organization.
- Undertake supervision and appraisal of the management team.
- Ensure financial sustainability of the organization.
- Undertake marketing and public relation activities for the organization.

b. Board Committee

Three committees have been proposed:

- Finance, Corporate Affairs and Administration Committee
- Audit and Risk Management Committee
- Program Coordination (regulation, compliance, capacity development and research)

5.2.2 NGO Coordination Board Secretariat

a. Executive Director: reports to the Board and specific duties and functions include:

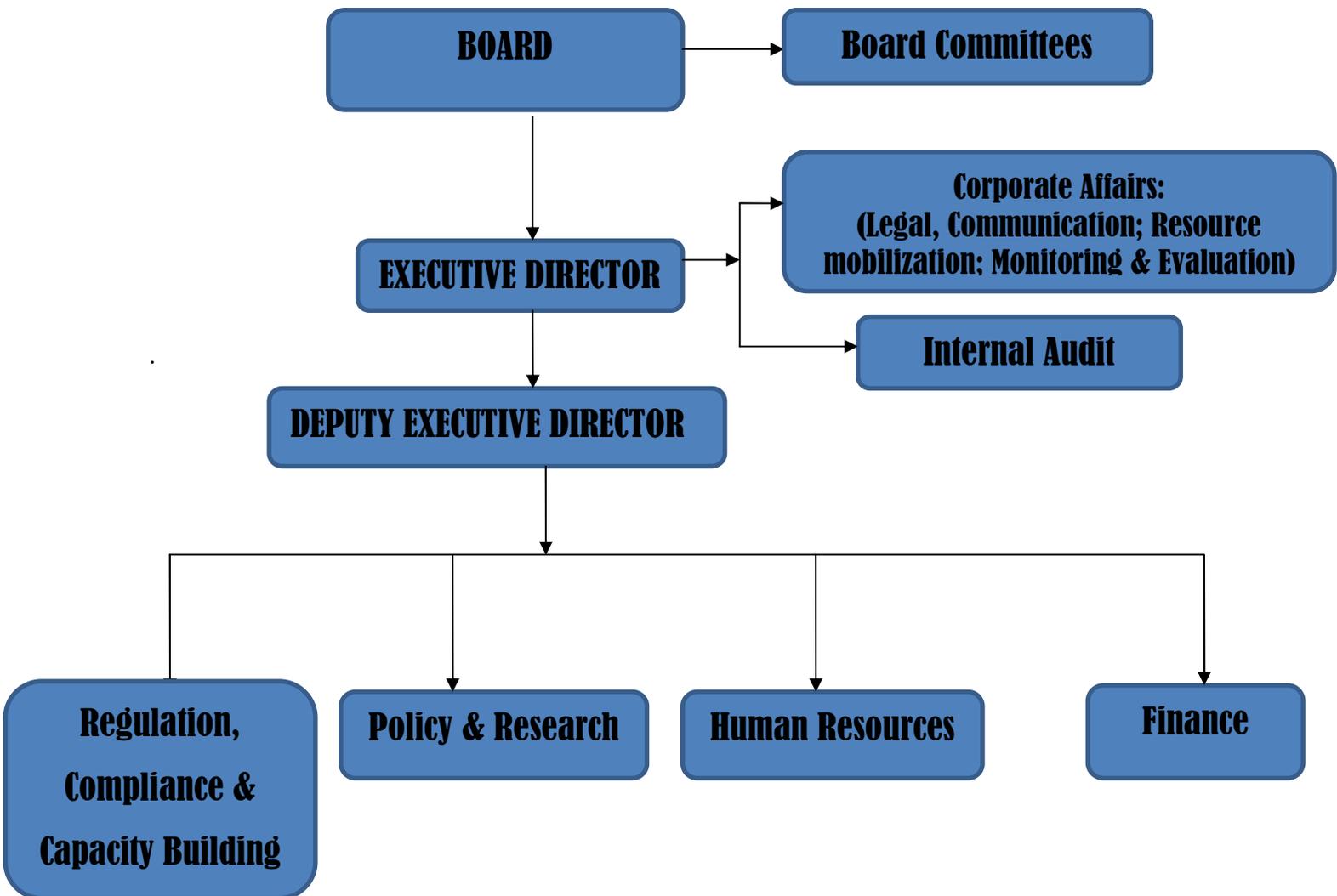
- Provision of technical advice in program formulation and design.
- Facilitates fundraising for NGO Coordination Board programs.
- Support to the Board of Directors and secretary to the Board.
- Coordination of the development of annual plans and budgets for consideration by the Board.
- Overseeing the development and implementation of work plans for programs and core program areas.
- Ensure program coordination and team development.
- Facilitating the development of periodic program and project reports.
- Coordinating the development of technical proposals.
- Liaising with other development organizations for support of NGO Coordination Board programs.
- Facilitating high level advocacy in rights based issues and sustainable development.
- Performs supervisory role.

b. Heads of Departments (Program Coordination)

Reporting to the Executive Director; specific duties and functions of the program coordinators will include:

- Conceptualizing and identification of relevant areas of operations
- Formulating and designing projects in the core areas of focus.
- Supervise and coordinate the implementation of the programs and projects.
- Undertake monitoring and evaluation of programs and projects.
- Assist in fundraising for programs

Figure 1: NGO COORDINATION BOARD PROPOSED ORGANISATIONAL STRUCTURE



Assistant Program executives

Reporting to the Program coordinators and undertake the implementation of projects initiated within the specific core areas.

- d. Finance, Human Resources, Corporate Affairs (Communication, M&E, Resource Mobilization) and Administration.

These are administrative and functional offices giving support to the whole organization. They are charged with the overall responsibility of developing, supervising and providing the

administrative services in accounts, human resources, procurement, and general administrative activities as per NGO Coordination Board policies, procedures and guidelines.

e. Non- technical support Staff

These provide support in all aspects in the management of projects initiated within the specific core areas.

5.3 Staff Establishment

The NGO Coordination Board staff establishment comprises of 60 largely determined by the increasing number of NGOs and demand for services. There is need to achieve optimal staffing levels to effectively implement the strategic plan.

5.4. Monitoring & Evaluation of the Strategic Planning Process

The process of strategic planning does not end with the completion of the strategic plan. It needs to be regularly monitored and evaluated. The NGO Coordination Board will put in place a system for monitoring the progress of implementation of the plan. This system will largely use the objectives and the indicators that have already been incorporated in the strategic plan.

5.5 Proposed Human Resource Strategy

The NGO Coordination Board will formulate a human resource strategy that will address its specific concerns. Broadly, the following key areas will be addressed:

- Performance recognition
- Human resource (recruitment, retention, succession management and exit)
- Training and development
- Timely implementation of schemes of service.

5.6 Schemes of Service

A clear scheme of service is necessary for ease of administration of human resources. It is recommended that a scheme of service is developed and implemented. Professional, technical and non- technical staff should advance in the scheme of service depending on their job performance, qualifications and years of service.

5.7 Development and Training

The professional staff members at the Board have the requisite minimum qualifications for optimal performance. However, due to the dynamics in the economic and social environment there is need for targeted short and long term capacity development and training.

5.8 Current Financing situation

The NGO Coordination Board has continued to receive low budgetary allocation despite the role it plays in the economic development of the country. There exists considerable potential for increased resourcing through different avenues for public private partnerships and development partners.

5.9 Resource Mobilization Strategies

It is clear that the magnitude of the costs to achieve the targets outlined in the strategic plan is higher than the resources available in the annual budgetary allocation by government. This means that more innovative measures must be applied to finance the strategic plan. Proposals include:

- Revising the internal finance handling process at the NGO Coordination Board:

The NGO Coordination Board will rationalize its budgetary preparation process to make it participatory and improve on channeling resources to core activities as reflected in the revised strategic plan in order to avoid wastage and mismanagement.

- Increase funding for core program activities

NGO Coordination Board needs to strengthen and develop strategic alliances with partners based on the core needs of the institution such as the World Bank (WB); United Nations Development Program (UNDP); the European Union (EU) and the private sector among others. Towards this end, the NGO Board should undertake the following measures:

- ✓ Increase the general absorption capacity especially in the utilizing and accounting for funds through strengthening implementation and accounting capacity

- ✓ Introduce transparency and accountability to all stakeholders in the planning and implementation with the NGO Coordination Board, providing adequate information to all stakeholders
- ✓ Eliminate all forms of corruption within its ranks to encourage and attract funding from development partners

- Unexploited and untapped resources
 - ✓ These include providing capacity building of the stakeholders such as the NGOs who require various capacity enhancement services; providing value added services; rationalizing the NGO Coordination Board service charges and employ creative and innovative product development.

- Targeting areas to minimize cost

High running costs at the NGO Coordination Board are caused by extravagant practices, poor supervision of expenditure, negative attitudes and cultures that are promoted by existing regulations and controls. Areas that can lead to reduced costs include:

 - ✓ Instilling values and positive attitude towards utilization of public resources
 - ✓ Installation of an ERP system to monitor all financial activities, procurement and program costs.

1.0 MONITORING, EVALUATION AND LEARNING

The Board is cognizant of the need to generate, analyze and document data on progress made in the implementation of this strategic plan. The Board will develop a monitoring and evaluation plan which will be used to track progress towards expected outputs and outcomes and at the same time ensure lessons are drawn from project implementation. All the Departments will be responsible for monitoring and evaluation. Regular reports will be submitted to the Board of Directors and the Parent Ministry.

7.1 Risk Analysis

Risks identified can be classified as operational, financial, strategic and technological as follows:

7.1.1 Strategic Risks

On –going reforms and expected changes in the placement of state corporations might affect implementation of this strategic plan.

7.1.2 Organizational Risks

Changes in the management of the NGOs Coordination Board and staff turnover

7.1.3 Operational Risks

Existence of parallel registration regimes for charitable organizations

High mortality rate of NGOs

7.1.4 Financial Risks

Inadequate funding for implementation of programs

Lack of donor support

Reduction in revenue

7.1.5 Technological Risks

a) Changes in technology

b) Reluctance of organization to adopt to new technological innovations

7.2 Mitigation, Monitoring and Reporting of the Risks

To mitigate the effects of the above risks on this Plan, the Board will implement the following measures:

- a. *Strategic*- The Board should ensure that it has the capacity to implement all its programs
- b. *Financial*- Need to develop a resource mobilization strategy and prudent financial management practices.
- c. *Operational*- The NGOs coordination Board will become a one stop shop for all charities in Kenya while also providing capacity support to NGOs to reduce mortality rates.
- d. *Technological*- Provide investment in ICT and build capacity of staff in the same area. At the same time, the Board will ensure that it is abreast with technological changes.
- e. *Organizational*- Ensuring staff retention while at the same time ensuring that planning is participatory.

1.3 Monitoring and Evaluation Framework

Table 6: Monitoring and Evaluation Matrix

Outcome : Strengthened Institutional capacity of the board									
Objective 1: Increase the resource base and financial planning of the NGO Coordination Board									
Outputs	Indicators	Unit	Baseline Value / (2013/14)	Targets				Data Source	Assumptions
				2014	2015	2016	2017		
• Improve Capacity for Resource Mobilisation	• One resource mobilization strategy	Number	0	0	1	0	0	Strategy	Adequate financial resources
	• No. of reviews on resource mobilisation strategy		0	0	0	1	1	Review reports	
• Strengthen financial planning	• Monthly reviews of work plans and budget monitoring and adherence	Number	0	0	12	12	12	Reviews	Adequate financial resources
	• Financial processes and documents on ERP		0	0	1	1	1	Reports	
	• No of reviews on financial procedure manual		0	1	1	1	1		
	• Monthly financial reports		0	0	12	12	12		
Objective 2: Strengthen the human resource and governance structures of the NGO Coordination Board									
• Rationalization of the human resource function and governance structures	• No.of competence and skills audits	Number	0	0	1	1	1	Skills audit report	Adequate financial resources
	• Bi annual staff performance appraisals		0	0	2	2	2	Appraisal reports	
	• HR Strategy		0	0	1	0	0	Strategy	
	• Scheme of service		0	0	1	0	0	Report	Policy
	• Capacity building strategy		0	0	1	0	0	Strategy	
	• No. of capacity building trainings		0	0	12	12	12	Reports	Government Goodwill
	• No. of skilled employees retained		0	0	1	1	1		
	• Migrated human resource processes		0	0	1	1	1	System	
Objective 3: Increase the Board's visibility and improve its image among stakeholders									
• Communication capability enhanced	• Internal and External Communication Strategy	Number	0	0	1	0	0	Strategy	Adequate financial resources
	• No.of reviews		0	0	1	2	2	Reports	
• Board's visibility enhanced	• Brand strategy	Number	0	0	1	0	0	Strategy	Adequate financial resources
	• Media Strategy		0	0	1	0	0		
	• CSR policy		0	0	1	0	0	Policy	
	• CSR Fund		0	0	1	1	1	Reports	
	• No. of reviews		0	0	1	1	1		
	• Baseline Data		0	0	1	1	1		
	• No. of surveys		0	0	1	1	1		
• Service charter adherence	• Customer satisfaction index	Number	0	0	1	1	1	Report	Adequate financial resources
	• No. of complaints		0	1	4	4	4		
	• No. of responses to complains		0	1	4	4	4		
Objective 4: Maintain and Improve QMS SO 9001:2008 Standards while strengthening audit and risk function within the Board									

<ul style="list-style-type: none"> Maintain and improve QMS ISO 9001 2008 certification 	<ul style="list-style-type: none"> ISO Certification 	Number	0	1	1	1	1	Strategy	Adequate financial resources
	<ul style="list-style-type: none"> No. of certification meetings 		0	2	2	2	2	Report	
	<ul style="list-style-type: none"> No. of Internal audits 		0	2	2	2	2	Audit Reports	
	<ul style="list-style-type: none"> No. of external audits 	Number	0	2	2	2	2	Reports	Adequate financial resources
	<ul style="list-style-type: none"> No. of management reviews 		0	2	2	2	2		
	<ul style="list-style-type: none"> No. of lead auditor trainings 		0	0	1	0	1		
	<ul style="list-style-type: none"> 4 lead auditors trained 		0	0	4	0	4		
	<ul style="list-style-type: none"> 20 auditors trained 		0	0	20	0	20		
<ul style="list-style-type: none"> No of audit trainings 	0		0	1	1	1			
<ul style="list-style-type: none"> Risk management framework operationalized 	<ul style="list-style-type: none"> Risk management policy 	Number	0	0	1	0	0	Policy	Adequate financial resources
	<ul style="list-style-type: none"> No. of risk registers 		0	0	2	2	2	Registers	
	<ul style="list-style-type: none"> No. of risk management trainings 		0	0	1	1	1	Reports	
	<ul style="list-style-type: none"> No. of risk management meetings 		0	0	4	4	4		
	<ul style="list-style-type: none"> No. of risk reports to management 		0	0	6	6	6		
	<ul style="list-style-type: none"> Hire a Consultant 		0	0	1	0	0		
<ul style="list-style-type: none"> Strengthened Internal Audit function 	<ul style="list-style-type: none"> Audit charter 	Number	0	0	1	0	0	Charter	Adequate financial resources
	<ul style="list-style-type: none"> No. of trainings 		0	0	1	1	1	Reports	
	<ul style="list-style-type: none"> No. of internal controls 		0	0	1	1	1		
	<ul style="list-style-type: none"> Quarterly internal audits 		0	1	4	4	4		
<ul style="list-style-type: none"> ERP system acquired and implemented 	<ul style="list-style-type: none"> ERP system 		0	0	1	0	0	Reports	Adequate financial resources
	<ul style="list-style-type: none"> Automated Board Services 								
	<ul style="list-style-type: none"> Digital Back ups 								
Objective 5: Integrate Information Communication and Telecommunication (ICT) in the operations of the NGOs Co-ordination Board.									
<ul style="list-style-type: none"> Embrace green ICT practices 	<ul style="list-style-type: none"> ICT Strategy 	Number	0	0	1	1	1	Strategy	Adequate financial resources
	<ul style="list-style-type: none"> No. of Modern and robust ICT equipment 		0	0	2	2	2	Reports	
Objective 6: Improve the administrative; M&E, logistics, safety, and procurement services of the NGO Coordination Board									
<ul style="list-style-type: none"> Institutionalized planning; M&E and learning within the NGO Board 	<ul style="list-style-type: none"> M&E framework 	Number	0	0	1	0	0	Reports	Adequate financial resources
	<ul style="list-style-type: none"> Automated and migrated M&E functions to ERP 		0	0	1	1	1		
	<ul style="list-style-type: none"> Type of M& E activities 		0	0	1	0	0		
	<ul style="list-style-type: none"> No. of strategic plan reviews 		0	0	1	1	1		
<ul style="list-style-type: none"> Efficient fleet management 	<ul style="list-style-type: none"> No. of vehicles 	Number	0	0	1	1	1		
	<ul style="list-style-type: none"> Maintenance and Service delivery notes 		0	0	4	4	4		
<ul style="list-style-type: none"> Improve the safety and work environment 	<ul style="list-style-type: none"> OSHA ACT; strategy; and plans 	Number	0	0	1	1	1	Reports	Adequate financial resources
	<ul style="list-style-type: none"> New premises 		0	0	1	0	0		
	<ul style="list-style-type: none"> Employee satisfaction survey 		0	1	1	1	1		
	<ul style="list-style-type: none"> Work environment survey 		0	1	1	1	1		
	<ul style="list-style-type: none"> No. of change management trainings 		0	4	4	4	4		

<ul style="list-style-type: none"> Ensure quality goods and services from suppliers 	<ul style="list-style-type: none"> Procurement manual and plans 	Number	1	1	1	1	1	Policy	Adequate financial resources Policy
	<ul style="list-style-type: none"> Annual review of procurement plan 		0	1	1	1	1	Reports	
	<ul style="list-style-type: none"> Specifications on departmental procurement requirements 		1	1	1	1	1		
	<ul style="list-style-type: none"> No. of supplier evaluations 		0	0	1	1	1		
	<ul style="list-style-type: none"> No. of trainings on procurement 		0	0	2	2	2		
	<ul style="list-style-type: none"> No. of surveys for goods and services 		0	0	1	1	1		

Objective 7 : Improve and enhance the regulatory, legislative and policy environment for the charitable sector

Outcome: Strengthened and enhanced regulatory, legislative and policy environment for NGOs

<ul style="list-style-type: none"> Operational and Strengthened Policy analysis and research functions of the Board. 	<ul style="list-style-type: none"> One operational manual 	Number	0	0	1	0	0	Manual	Adequate financial resources Policy and legal frameworks in place
	<ul style="list-style-type: none"> Procedure on data usage 		0	0	1	1	1	Procedure	
	<ul style="list-style-type: none"> No. of Agreements with Research institutions 		0	0	2	4	4	Agreements	
	<ul style="list-style-type: none"> No. and Type of research 		0	0	4	4	4	Data	
	<ul style="list-style-type: none"> No. of best practice reports 		0	0	4	4	4	Reports	
	<ul style="list-style-type: none"> Annual Charitable sector report 		0	0	1	1	1		
	<ul style="list-style-type: none"> Type and No. of survey 		0	0	4	4	4	Data	
	<ul style="list-style-type: none"> No. of Policy briefs 		0	0	4	4	4	Policy	
<ul style="list-style-type: none"> Networks and partnerships with regulators to improve the regulatory environment in Kenya and beyond created 	<ul style="list-style-type: none"> Networks and partnerships procedures 	Number	0	0	2	2	2	Procedures	Adequate financial resources
	<ul style="list-style-type: none"> No. of forums on effective and self-regulated charities 		0	0	6	6	6	Reports	
	<ul style="list-style-type: none"> No. of Internship programs 		0	1	1	1	1		
	<ul style="list-style-type: none"> No. of exchange forums 		0	0	2	2	2		
	<ul style="list-style-type: none"> No. of Collaboration guidelines 		0	0	2	2	2		
	<ul style="list-style-type: none"> Type of technical support for self regulation 		0	0	4	4	4		
<ul style="list-style-type: none"> Policy on the development of the charitable sector. 	<ul style="list-style-type: none"> One Technical committee 	Number	0	0	1	1	1	Minutes	Adequate financial resources Policy
	<ul style="list-style-type: none"> Policy on the charities sector 		0	0	1	0	0	Policy	
	<ul style="list-style-type: none"> No. of reports on stakeholder inputs 		0	0	2	2	2	Reports	
	<ul style="list-style-type: none"> No. of policy dissemination workshops 		0	0	4	4	4		

Objective 8: Improved levels of compliance and efficiency of NGOs

Outcome: Satisfactory levels of compliance and capacity of NGOs

<ul style="list-style-type: none"> Standardization of charities financial reporting 	<ul style="list-style-type: none"> Standard guideline on charities financial reporting 	Number	0	1	1	0	0	Financial Standard	Adequate financial resources
	<ul style="list-style-type: none"> No. of research reports on good practises 		0	1	2	2	2	Reports	
	<ul style="list-style-type: none"> No. of Workshops 		0	6	6	6	6		
	<ul style="list-style-type: none"> Financial guidelines 		0	1	1	0	0	Guidelines	
	<ul style="list-style-type: none"> Dissemination guidelines 		0	1	1	1	1		
	<ul style="list-style-type: none"> No. of Monitoring reports 		0	6	6	6	6	Reports	
	<ul style="list-style-type: none"> Reviewed Gazetted financial guidelines 		0	0	1	1	1		

<ul style="list-style-type: none"> Increased compliance by both new and existing charitable organizations 	<ul style="list-style-type: none"> No. of Charity and compliance Surveys 	Number	0	0	4	4	4	Survey reports	Adequate financial resources Government and Charitable organizations goodwill
	<ul style="list-style-type: none"> Online guidance materials developed 		0	0	4	4	4	Guidelines	
	<ul style="list-style-type: none"> No of regional Workshops 		0	4	4	4	4	Reports	
	<ul style="list-style-type: none"> Online registration platform 		0	0	1	0	0	Platform	
	<ul style="list-style-type: none"> One SMS system 		0	0	1	0	0	SMS system	
	<ul style="list-style-type: none"> No. of M&E reports 		0	0	4	4	4	Reports	
	<ul style="list-style-type: none"> No. of reviews 		0	0	2	2	2		
	<ul style="list-style-type: none"> No. of trainings 		0	0	4	4	4	Tools	
	<ul style="list-style-type: none"> Recognition mechanism 		0	0	1	1	1		
<ul style="list-style-type: none"> Improved monitoring, investigation and enforcement of the NGO Board 	<ul style="list-style-type: none"> No. of inspections, compliance audits and follow-ups on non-compliant charities 	Number	0	6	12	12	12	Compliance reports	Adequate financial resources Policy Government and Charitable organizations goodwill
	<ul style="list-style-type: none"> One Investigation & enforcement department established 		0	0	1	0	0	Reports	
	<ul style="list-style-type: none"> No. of capacity building and training sessions 		0	0	4	4	4		
	<ul style="list-style-type: none"> No. of review and benchmark best practices in investigations and enforcement 		0	0	4	4	4		
	<ul style="list-style-type: none"> No. of guidelines for risk based investigations and enforcement 		0	0	2	2	2	Guidelines	
	<ul style="list-style-type: none"> Compliants handling system 		0	0	1	.1	1	Reports	
	<ul style="list-style-type: none"> Data base on complaints and investigations 		0	1	1	1	1	Database	
<ul style="list-style-type: none"> Levels of capacity development, knowledge and skills on the charitable sector improved and expanded 	<ul style="list-style-type: none"> No. of collaborations/linkages with higher learning institutions. 	Number	0	0	4	4	4	Reports	Adequate financial resources
	<ul style="list-style-type: none"> NGO week to educate the public on the charities sector 		0	0	1	1	1		
	<ul style="list-style-type: none"> No. of research linked to development of knowledge products 		0	0	2	2	2		
	<ul style="list-style-type: none"> No. of training manuals 		0	0	2	2	2	Training manual	