

AfriNOV

Nonviolence | Evidence | Action

Strategic Plan 2026 – 2030

Theme: New Horizons

“Nonviolence is a very powerful weapon. Most people don’t understand the power of nonviolence and tend to be amazed at the whole idea.

Those who have been involved in bringing about change and see the difference between violence and nonviolence are firmly committed to a lifetime of nonviolence, not because it is easy or because it is cowardly, but because it is an effective and very powerful way.”

Cesar Chavez

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FOREWORD

On behalf of the Members of the Board, and the dedicated team at the Africa Centre for Nonviolence and Sustainable Impact (AfriNov), I am deeply honored to present our Strategic Plan for the period 2026–2030. This Plan represents our collective resolve to contribute meaningfully to the pursuit of peace, justice, and dignity in communities across Kenya and the broader East and Central Africa region. We stand at a defining moment in history where our world is witnessing an unprecedented surge in conflict and violence. Sub-Saharan Africa bears a disproportionate burden of this global crisis, grappling with armed conflict, political instability, and social fragmentation that tear at the very fabric of our societies. Kenya starkly illustrates these challenges: surging youth protests, persistent ethnic tensions, widespread gender-based violence, and deepening inequalities that leave an estimated 3.6 million of our fellow citizens trapped in abject poverty.

Yet, even in the midst of this turbulence, we witness something extraordinary happening. Communities across Kenya and the region are awakening to the transformative power of nonviolent action. Young people are demanding accountability from their leaders with unprecedented courage. Women are claiming their rightful place in governance and economic life. Marginalized communities are finding their voice and asserting their dignity. We believe that this moment of awakening can, and must, catalyze lasting change. This Strategic Plan is our roadmap for action. It outlines the bold yet practical direction AfriNov will take over the next five years as we work to become a recognized regional centre of excellence in peacebuilding and nonviolent social transformation. At the heart of this strategy lies our unwavering commitment to nonviolence as a model for social change, coupled with our proven Community Resource Person model that builds peace from the grassroots up.

Since our journey began in the aftermath of Kenya's 2007/08 post-election violence, AfriNov has grown into a respected and trusted actor in peacebuilding, democratic governance, and civic empowerment. We have walked alongside communities, trained local peace champions who continue to serve as beacons of hope, and stood with vulnerable groups seeking fairness and opportunity. Today, we are well regarded for our community-centered approach, our commitment to nonviolence, and our ability to work effectively with diverse stakeholders; from village elders to government ministers. This Plan builds on that hard-earned reputation while charting an ambitious path forward. It sets out three interconnected strategic focus areas for AfriNov: **fostering peaceful, cohesive, and resilient communities through nonviolent approaches; strengthening democratic governance and institutional accountability; and championing gender justice by addressing systemic discrimination and violence.** These priorities are grounded in evidence, driven by community voices, and focused on inclusive and sustainable impact that will extend our reach across four key regions: North Rift, Western, Central, and Coast.

Our strategy reflects a profound truth we have learned through years of grassroots work: sustainable peace can only be achieved when those most affected by conflict and injustice are empowered to lead their own transformation. This is not merely an aspiration, it is the foundation upon which every intervention, every partnership, and every investment in this Plan is built. I am deeply grateful to all those who have contributed to this strategy; our Community Resource Persons who serve as the backbone of our work, our passionate and skilled staff, our partners who have walked alongside us, and the communities that have opened their doors and hearts to us. Your belief in our mission and your continued support inspire us daily.

As we embark on this new strategic chapter, we move forward with courage and conviction, knowing that together we are not just building peace; we are nurturing the conditions for all people to thrive. We look forward to creating ripples of positive change that will extend far beyond our immediate reach, contributing to the emergence of a more just, peaceful, and inclusive world where communities are empowered, institutions are accountable, and peace is sustained not by force, but by shared purpose, nonviolence, and hope.

Margaret Achitsa Mukulo

Board Chairperson

AfriNov

ACKNOWLEDGEMENT

This Strategic Plan represents far more than a roadmap; it embodies the collective wisdom, shared dreams, and unwavering commitment of countless individuals and organizations who believe in AfriNov's transformative mission. Born from extensive consultations, deep listening, and collaborative visioning, this document reflects our shared determination to build peaceful, just, and inclusive societies across Kenya and the broader region.

We extend our profound gratitude to everyone who invested their time, expertise, and passion in shaping this strategy. To our dedicated Board of Directors, committed staff, resourceful community partners, government allies, civil society networks, development partners, and steadfast supporters; your contributions have been invaluable. We extend deep appreciation to Quaker Peace & Social Witness (QPSW) for the many years of support. Each conversation, workshop session, and moment of reflection has woven together to create a strategy that is both deeply rooted in community realities and boldly aspirational in its vision. Our deepest appreciation goes to our exceptional staff and community resource persons who serve as the heart and hands of AfriNov's work. Operating across diverse contexts, from bustling urban centers to remote rural communities, they demonstrate daily what it means to choose dialogue over division, healing over hatred, and hope over despair.

We are equally grateful to our Board of Directors, whose strategic insight and principled leadership have been instrumental in guiding AfriNov through periods of growth, adaptation, and renewal. Their commitment to ethical governance, institutional excellence, and community accountability has provided the solid foundation upon which this Strategic Plan stands. Our heartfelt thanks extend to our diverse coalition of partners: government officials committed to peaceful governance, faith communities, and civil society organizations amplifying marginalized voices.

Thankyou Asante sana

Benard Agona
Executive Director
AfriNov

EXECUTIVE SUMMARY

A strategic plan is a thoughtful roadmap that provides direction, helps define priorities, and guides the management of limited resources. This Strategic Plan is a framework to guide the Africa Centre for Nonviolence and Sustainable Impact (AfriNov) in realizing its mission to build peaceful, just, and inclusive societies through nonviolent social transformation.

The Strategic Plan comes at a period of profound challenge and extraordinary opportunity. Our world is witnessing an unprecedented surge in conflict, with almost 200,000 conflict events recorded in 2024 according to ACLED, double the number in 2020. Sub-Saharan Africa remains one of the least peaceful regions globally, facing armed conflict, institutional fragility, and deepening inequality. Kenya, our primary operational base, starkly illustrates this crisis: despite governance improvements, the country has experienced a troubling decline in peacefulness, marked by surging protests (2,068 incidents in 2024 alone), persistent ethnic tensions, gender-based violence, and rising poverty affecting 3.6 million people in abject conditions.

Yet within this crisis lies unprecedented opportunity. Communities across Kenya and the region are awakening to the transformative power of nonviolent approaches to social change. Young people are demanding accountability from their leaders, women are asserting their rightful place in governance and economic life, and communities are seeking new pathways to resolve conflicts peacefully. There is a growing recognition that sustainable peace requires bold interventions that address root causes of violence while empowering those most affected by injustice. AfriNov's Strategic Plan for 2026–2030 positions the organization to seize this moment. Our ambition is clear: **to become a recognized regional centre of excellence in peacebuilding and nonviolent social transformation**. We envision an informed and empowered citizenry capable of challenging injustices nonviolently and collaboratively addressing their development priorities. Over the next five years, we will pursue three interconnected strategic priorities:

- **Foster peaceful, cohesive, and resilient communities** through nonviolent approaches to conflict prevention, mitigation, and transformation
- **Strengthen democratic governance and institutional accountability**, empowering citizens to hold leaders accountable and advocate for inclusive, responsive service delivery
- **Promote gender justice** by addressing gender-based violence, advancing women's rights, and increasing women's participation in leadership and economic life

These priorities are accompanied by clear objectives and outcome targets aligned with the Sustainable Development Goals, particularly SDG 16 (Peace, Justice, and Strong Institutions), SDG 5 (Gender Equality), and SDG 10 (Reduced Inequality). The Strategic Plan details AfriNov's distinctive approach. **We are community-centered:** working with people, not just for them. Our **methodology is participatory:** designing and implementing interventions together with the communities we serve. **We are rights-based:** grounded in the unwavering belief that every person deserves dignity, safety, and voice. **We are also context-sensitive:** responsive to the unique political, economic, and cultural dynamics shaping conflict and development across our operational areas. Central to our success is our Community Resource Person (CRP) model—a proven grassroots approach that builds local capacity for sustainable peacebuilding. Through this network of trained community champions, we amplify local voices, strengthen social cohesion, and create lasting change that extends far beyond project cycles.

Our theory of change is both simple and powerful: when people embrace nonviolence, are empowered with knowledge of their rights and responsibilities, and are freed from discrimination based on gender or identity, they pursue peaceful redress of grievances, demand accountable leadership, and access greater opportunities. This creates a virtuous cycle of transparency, stability, reduced social tensions, and enhanced equity; the foundation of just and peaceful societies. To deliver on this ambitious agenda, we will expand strategically into four key regions: North Rift, Western, Central, and Coast; while building collaborations across East and Central Africa. We are committed to tripling our resource mobilization, scaling our CRP network, and strengthening our institutional capacity through five critical enablers: evidence and continuous learning, dynamic multidisciplinary expertise, strategic partnerships, influence and advocacy, and strategic communication. As we build peace, justice, and inclusion in the communities we serve, we are simultaneously strengthening AfriNov itself into a resilient, values-driven organization ready for regional leadership. This includes strategic investments in our people and culture, governance systems, and programmatic excellence.

Together, we envision—and are building toward—a future where communities are truly empowered, justice is realized for all, and peace is sustained through the transformative power of nonviolence.

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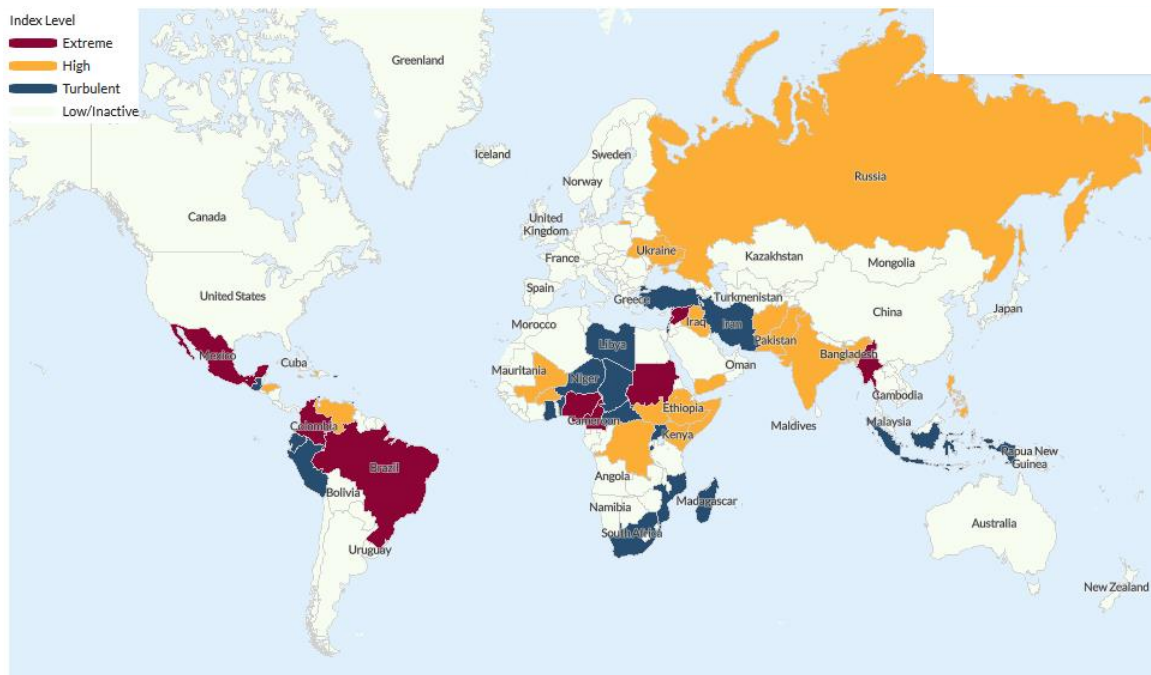
BACKGROUND



1.1.Introduction – the imperative for peace

Peace is a fundamental precondition for social and economic development. Without peace, societies are often ravaged by conflict, violence, and instability, which can curtail progress and result in the loss of lives and resources. Over the past five years, conflict levels have almost doubled. For 2020 ACLED (Armed Conflict Location & Event Data) recorded 104,371 conflict events; in 2024 nearly 200,000 conflict events were recorded. The year 2024 had a 25 percent increase in political violence events compared to 2023, similar to the average level of increase year-on-year since 2020¹. The average level of country peacefulness deteriorated by 0.56 percent in the Global Peace Index. This is the fifth consecutive year that global peacefulness has deteriorated. The world has become less stable in the past 18 years with substantial increases in political instability, number of conflicts, deaths from conflicts and violent demonstrations. Conflict deaths, GDP losses, refugees and internally displaced persons (IDPs), and terrorism have increased by at least 100 per cent in the last 15 years. Conflict deaths had the highest increase at 482 per cent. Over 95 million people were either refugees or internally displaced because of violent conflict by the end of 2023². Sixteen countries had more than five percent of their population forcibly displaced. Peace inequality continues to grow. The gap between the most and least peaceful regions is now larger than at any time since 2007. Sub-Saharan Africa is the second least peaceful region behind the Middle East and North Africa (MENA), with seven of the fifteen least peaceful countries (Sudan, South Sudan, Democratic Republic of Congo, Mali, Somalia, Central African Republic and Burkina Faso) in the world found in the region.

Figure 1: Global peacefulness index



¹ <https://acleddata.com/series/acledd-conflict-index>

² www.economicsandpeace.org/wp-content/uploads/2024/06/GPI-2024-web.pdf

Poverty and inequality create a breeding ground for conflict. Extreme poverty and the collapse of law and order can become mutually reinforcing, producing a conflict trap. When people lack basic necessities, experience social exclusion, and feel marginalized, they are more likely to turn to violence and extremism as a means of expressing their grievances or seeking power. The poorest countries are also the countries which suffer most from armed conflict. According to the United Nations 455 million people of the 1.1 billion people globally who are living in acute poverty are in countries experiencing war or fragility³. The global economic impact of violence was US\$ 19.1 trillion in 2023 equivalent to 13.5 percent of global GDP, or US\$2,380 per person according to the Institute for Economics and Peace (IEP)⁴. In the ten countries most affected by violence, the economic cost of violence averaged 37.4 per cent of GDP in 2023, compared to just 2.9 per cent for the ten least affected countries. Conflicts cause rippling effects that undermine a society's development across multiple dimensions. Conflict affects development through destruction, deterioration, disruption, diversion, dissaving and devaluation. Violence undermines health, education, livelihoods, access to basic necessities like food and water, as well as political institutions and economic growth at the macro level, creating a complex web of damage that spans generations. Over one in four people in conflict-affected countries lacks access to electricity, compared to just over one in 20 in more stable regions⁵. Similar disparities are evident in areas such as education, nutrition and child mortality. Peace serves as a reliable predictor of a country's future macroeconomic trajectory, creating an enabling environment that provides superior returns to global averages. Over the past 60 years, countries that enjoy very high levels of peace have recorded annual GDP growth rates two percentage points higher than very low peace countries. Average foreign direct investment (FDI) inflow in very high peace countries is nearly three times higher than in very low peace countries and has grown almost twice as fast since 1980. Inflation is more stable in high peace countries compared to low peace countries, with very low peace countries registering levels of volatility seven to 34 times higher than very high peace countries in the past two decades⁶.

1.2. The anatomy of violent conflict

Violent conflicts are evolving. Many conflicts today are waged between non-state actors such as political militias, criminal, and terrorist groups. Unresolved regional, tribal and religious tensions, a breakdown in the rule of law, absent or co-opted state institutions, illicit economic gain, and the scarcity of resources exacerbated by climate change, have become dominant drivers of violent conflict. Today, crime kills far more people than armed conflicts. Annually between 400,000 and 450,000 people lose their lives to homicidal violence⁷ and the number is set to increase due to a rise in gang-related and sociopolitical violence and

³ <https://news.un.org/en/story/2024/10/1155821>

⁴ <https://www.economicsandpeace.org/wp-content/uploads/2024/06/GPI-2024-web.pdf>

⁵ <https://www.undp.org/press-releases/11-billion-people-live-multidimensional-poverty-nearly-half-billion-these-live-conflict-settings>

⁶ <https://www.economicsandpeace.org/wp-content/uploads/2024/04/BAP-2024-web.pdf>

⁷ https://www.unodc.org/documents/data-and-analysis/gsh/2023/GSH23_ExSum.pdf

organized crime. In 2021, 458,000 intentional homicides took place, 176,000 (38 percent) of these were in Africa. The global burden of homicides is twice as large as the burden of conflict deaths⁸.

For women and girls, the home remains the most dangerous place. Violence against women and girls is the most pervasive human rights violation. One in three women around the world have experienced physical or sexual violence in their lifetime. According to the United Nations, around 120 million girls worldwide have experienced forced intercourse or other forced sexual acts at some point in their lives; globally more than 700 million women alive today were married as children, 250 million of whom were married before the age of 15. Women and girls account for about 70 percent of all human trafficking victims globally⁹. In 2023, 51,100 women and girls were killed at home by people closely related to them, accounting for 60 percent of all female homicides. Africa is the region with the highest number of victims in aggregate terms, with 21,700 femicides in 2023. Moreover, Africa continues to account for the highest number of victims of intimate partner and family member femicide relative to the size of its population (2.9 victims per 100,000 in 2023)¹⁰.

On average 140 women and girls were killed every day in 2023 by someone in their own family.

Economic turmoil is spreading across all regions of the world, and the response has been protests. Social unrest is increasing. Since 2017, there have been over 800 significant anti-government protests in more than 150 countries. In the period between June 2024 and May 2025, 160 significant antigovernment protests have erupted worldwide, with more than 73 countries having experienced significant protests. 18 percent of these protests lasted for more than three months¹¹. Political intolerance and violence are likely to increase because politics is increasingly perceived as being dominated by populism, blame and division; geopolitics by nationalism and a changing world order; and economics by mismanagement, corruption, and continually rising disparity between the “super rich”, “rich” and the rest. Kenya was ranked 15th globally and first in Africa for frequency of protests with 2,068 protests in 2024 from 1,311 in 2023, an increase of 57.7 percent according to ACLED¹².

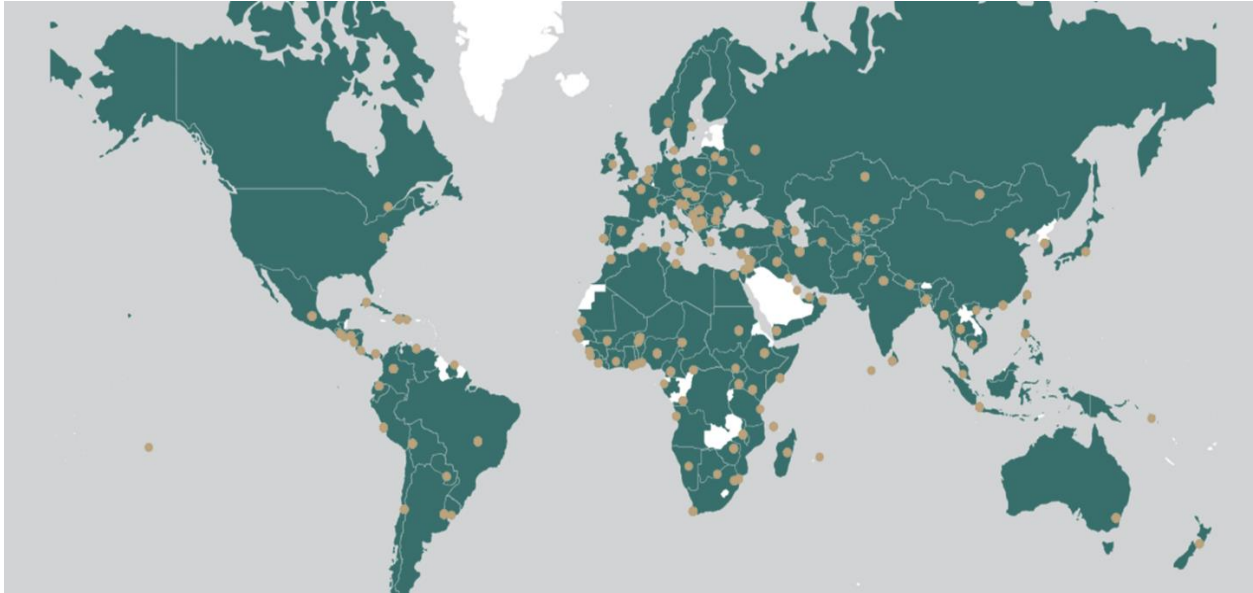
⁸ https://www.unodc.org/documents/data-and-analysis/gsh/2023/GSH23_ExSum.pdf

⁹ https://plan-international.org/uploads/2022/01/child_marriage_and_csec_thematic_report_plan_international_and_ecpat.pdf

¹⁰ https://www.unodc.org/documents/data-and-analysis/briefs/Femicide_Brief_2024.pdf

¹¹ <https://carnegieendowment.org/emissary/2024/12/election-antigovernment-gaza-global-protest-tracker-2024?lang=en>

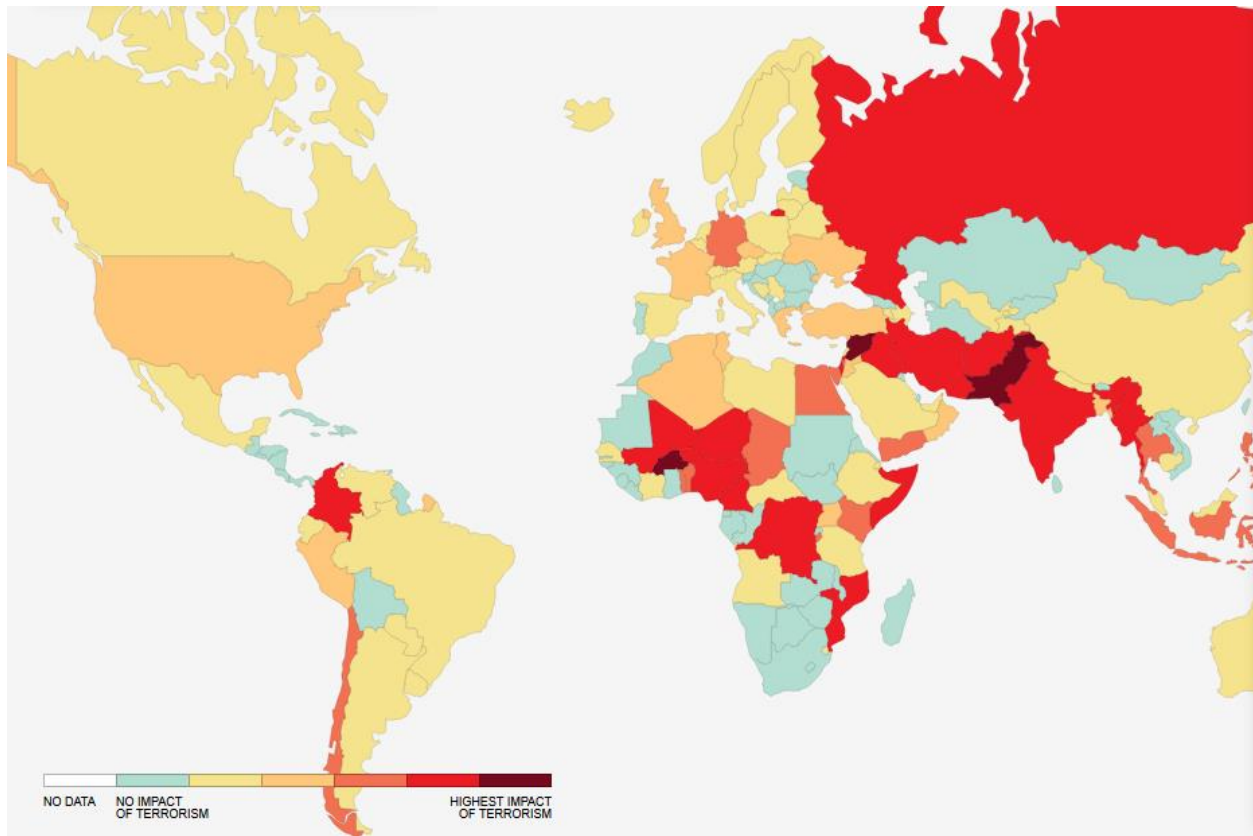
¹² <https://commercial.allianz.com/content/dam/onemarketing/commercial/commercial/reports/commercial-political-violence-civil-unrest-trends-2025.pdf>

Figure 2: Occurrence of protests across the World

Terrorism remains a persistent global threat marked by shifting patterns and evolving challenges with the geographic reach of terrorism spreading. The number of countries experiencing at least one terrorist incident increased from 58 to 66, the most countries affected since 2018. In 2024, more countries deteriorated than improved for the first time in seven years. Africa accounts for seven of the top 15 countries in the Global Terrorism Index (GTI) with Burkina Faso, Mali, Niger, Nigeria, Somalia, Cameroon and DRC having the highest GTI scores on the Continent¹³.

¹³ <https://www.economicsandpeace.org/wp-content/uploads/2024/02/GTI-2024-web-290224.pdf>

Figure 3: Global terrorism index



Ecological threats including climate change, food insecurity and water scarcity, are increasingly recognized as significant factors that affect the dynamics of conflict. Countries with higher levels of ecological threat are more likely to have higher levels of conflict, and lower levels of societal safety and security. Sub-Saharan Africa faces the most acute ecological threats of any region. This is driven by its high levels of food insecurity, related issues of water stress, large increases in population, and inadequate governance. Moreover, although many countries around the world have stable or shrinking populations, sub-Saharan Africa's population is projected to increase by more than 70 per cent by 2050, placing further pressure on already strained food and water supplies. In sub-Saharan Africa, regions with high water stress are more likely to experience communal violence particularly in areas where local institutions are weak and public trust is low. Regions with historical ethnic borders have a 27 percent higher probability of conflict compared to non-border areas¹⁴, highlighting the significance of ethnic divisions in conflict dynamics. Ecological threats often exacerbate tensions in regions with significant ethnic diversity, particularly where these groups have historically contested access to natural resources such as water and arable land.

¹⁴ <https://www.visionofhumanity.org/wp-content/uploads/2024/10/ETR-2024-web.pdf>

1.3. AfriNov - enabling inclusive, just and peaceful societies

Building peace is about much more than ending violence. It is about putting in place the institutions and trust that strengthen the social contract and carries people forward into a peaceful future. The world cannot hope for sustainable development without peace, stability, human rights and effective governance, based on the rule of law. Global and local trends reflect increasing levels of corruption, ineffective service delivery, weak public sector capacities, shrinking civil space, and reductions in fair elections. **Sustainable Development Goal (SDG) 16 - Peace, Justice and Strong Institutions** intends to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. The importance of addressing institutional capacities to enable the prevention of violent conflict and ensure peaceful transitions from fragility and conflict to stronger social cohesiveness cannot be overstated. Violence is more likely when a combination of security, economic and political stresses operate in an environment characterized by weak institutions that lack capacity to carry out their core governance functions to deliver services, be accountable to the public, and legitimately mediate relations between citizen groups and between citizens and the state.

Nonviolence is a potent tool for peaceful societal transformation. Changes initiated through nonviolent action are roughly three times as likely to hold as other forms of transition because they are rooted in inclusiveness and dialogue. The positive correlation between inclusive peace processes and sustainable peace is strong. Public dialogue contributes to societal awareness, acceptance, and support for decisions. By involving diverse stakeholders and facilitating open communication, inclusive processes foster trust and commitment.

About AfriNov

The Africa Centre for Nonviolence and Sustainable Impact is a leading not-for-profit organization based in Kenya working among communities at the grassroots level and in partnership with community groups, marginalized and at-risk persons, and relevant state and non-state actors to advance nonviolence approaches to conflict resolution in the overall pursuit of peaceful, stable, just and equitable societies. AfriNov's mission is based on non-violent action to promote sustainable peacebuilding, fairness, inclusive democracy and governance, that are the cornerstones of sustainable development. Our mission is to drive social justice and development in Africa by training, capacity building, mentoring, and mobilizing communities through nonviolence approaches.

Mission – our reason for existence

To drive social justice and development in Africa by training, capacity building, mentoring, and mobilizing communities through nonviolence approaches

AfriNov's vision is that of an informed and empowered citizenry; communities that are able to challenge social injustices through nonviolent means and work together to tackle issues that matter to them.

Vision – the change we want to see, our aspiration for change in society

An informed and empowered citizenry; communities that are able to challenge social injustices through nonviolent means and work together to tackle issues that matter to them.

Our values

1. Nonviolence

We are committed to the promotion and pursuit of nonviolence. We pursue change in an exclusively nonviolent way.

2. Partnership

We listen to and learn from the community. We support communities to address their problems as mobilizers for action.

3. Equity

We strive for equity. Our work promotes the fair treatment of all persons, especially those who are vulnerable to social injustice, discrimination and violence.

4. Inclusiveness







We practise and champion inclusiveness in our work and communities. We honour diverse strengths, needs, voices, and backgrounds of all members of our communities and partners.








5. Accountability

We serve as stewards for our partners and community investments and respect the charitable intentions of our donors to meet current and future community needs. We hold ourselves to the highest standards of ethics, integrity, service and fiduciary responsibility.

Our history – a timeline

AfriNov was registered as a not-for-profit organisation in 2020, but our history dates back to Kenya’s post-election violence of 2007.

Year	Event
2007/8: Post-election crisis 	Kenya suffers post-election violence that plays out largely on ethnic lines. Ethnic-based violence has a long history in the country, fueled by grievances over land, privilege, and inequality. The violence following the December 2007 election was not the first of its kind—the 1992 and 1997 elections saw a similar level of death and displacement.
2009: The foundations are laid 	Following the post-election violence in Kenya in 2007/8, Kenya Quakers requested British Quakers’ support in addressing the underlying root causes of violence. A small team of British Quakers travelled to Kenya, conducted a needs assessment. Together with Kenyan peace activists, British Quakers carried out a test exercise.
2010: A partnership between peacemakers	Partnership between Quakers Peace & Social Witness (QPSW) and Change Agents for Peace International (CAPI) to establish an active nonviolence programme in Kenya. Adaptation of the QPSW programme to Kenya’s socio-political context.
September 2010: The seeds are sown 	September 2010: Project pilot in Western Province of Kenya. 20 community resource persons from the Province are identified and trained.
2011: Steady progress 	Second phase project rollout in Nairobi.
2012: Preparing for elections 	Third phase project rollout in Rift Valley Province. Mass civic education campaigns “Know Your Rights” in preparation for the 2013 election. Partnerships with Friends Church Peace Teams and the African Great Lakes Initiative to run a citizen reporting and local response project.
2013: Local trainers come on board 	Advanced training of 20 community resource persons and official hand-over of TTT training to Kenyan trainers. UK trainers exited from direct implementation of TTT.

Year	Event
2014: Expansion to Nyanza 	TTT Kenya expanded to Nyanza region. Exchange visit of peace actors from Burundi and Rwanda to Kenya.
2015: Regional impact 	Kenyan TTT trainers train peace campaigners from Rwanda, Burundi and DRC. TTT Kenya supports Rwanda Yearly Meeting (Quakers) & Miparec in Burundi to setup TTT projects. Several training of trainer workshops are held and Kenyan coaches support Rwandans and Burundians to set up projects.
2017: Second election 	Participated in mass civic education and public vetting forums before the 2017 general election through the good governance and responsive leadership campaign.
2018: Regional collaborations strengthened 	Led in the delivery of advanced and top-up trainings in Rwanda and Burundi. Participated in the 1 st East Africa TTT gathering held in Kigali, Rwanda.
2019: The registration year	Registration of Africa Centre for Nonviolence and Sustainable Impact by the Government of Kenya
2020: AfriNov is launched 	In January 2020, the Kenyans who started TTT 10 years ago launch their own organization: AfriNov.
2021: The year of innovation 	Following the disruptions of the COVID-19 pandemic, AfriNov launched radio talk shows in the North Rift region (Mitume FM) that saw us reach out to the mass with civic education messages. A partnership with Asante Africa was also launched in the same year. Through the partnership AfriNov was able to introduce the TTT program in Samburu. A partnership was also launched with Ahadi Kenya to distribute reusable sanitary towels to 800 teenage school girls in Mt. Elgon.
2022: The year of mainstreaming 	AfriNov mainstreamed women, youth, persons with disabilities in its programs. AfriNov's work significantly touched vulnerable and marginalized groups. The year was also an election year.

Year	Event
2023: The end of the 2021-2023 Strategic Plan	A total of 3485 (1945-female, 1543 male) people, were reached directly by our community tailored program activities in 2023. Out of the total reached 1550 were youths and 106 were People Living with Disabilities.
2024: The year of Gen Z protests	Political unrest interfered with the delivery of AfriNov’s work. In the same year, AfriNov lost one of its key team members in a brazen attack. 2024 was the year of staff capacity building, enhancing community engagements through radio broadcasts



02

SITUATIONAL ANALYSIS



2.1. Kenya Country Operating Context

2.1.1. Country summary

Population

52,428,290

Population projection as of mid-2024

Households

15,908,968

Household projections by 2030

49.5% & 50.5%

Proportion of males to females

68.8%

Percentage of people living in rural areas

Poverty rate

39.8%

2022 overall poverty headcount rate

Poverty rate

42.9%

2022 overall rural poverty headcount rate

GDP Growth

4.7%

2025 Economic Survey

Inflation rate

3.8%

Per cent inflation in May 2025

Kenya is classified as a medium human development country on the Human Development Index (HDI) ranking at 143 out of 193 countries with a HDI value of 0.628 in 2023¹⁵. The Legatum Prosperity Index puts Kenya at position 108 out of 167 countries in the overall prosperity index with a score of 52.2. Kenya's prosperity score has increased from 49.1 in 2013. However, Kenya's overall score on safety and security has diminished since 2013 from 55.1 to 47.6. Kenya's global ranking on safety and security also fell in the same period by eight places to position 144 out of 168 countries¹⁶. This fall in score is attributed to the increase in politically related violence and terror (where Kenya's global ranking fell 35 places), terrorism, and property crime. Kenya's score on governance has increased since 2013, moving from a score of 44.2 to 47.5 on the Legatum Prosperity Index. Kenya is ranked 10 out of 54 countries on the 2024 Ibrahim Index of African Governance¹⁷. The Country was ranked 12th in 2014. In overall governance, Kenya's progress (+2.5) has been above Africa's average. The most significant improvements were made in infrastructure (+17.5), with Kenya being the most improved country in Africa over the last decade, mainly due to advancements in access to energy (+30.9) and internet and computers (+30.8). Decent housing performance has also more than doubled over the last 10 years increasing by +33.4points. Kenya was also the sixth most improved country in inclusion and equality with a +21.1point increase in equal socioeconomic opportunity. The Country has strongly declined in security and safety particularly in the absence of violence against civilians (-31.7) indicator on the Ibrahim Index, which plummeted since 2022.

Kenya has improved in terms of overall governance in the last decade, but steadily and significantly declined in peacefulness, safety and security of its citizens.

Table 1: Kenya's performance on the Legatum Prosperity Index

	2013	2023	Rank - Global (1 to 167) 2023	10-year rank change	Rank - sub-Saharan Africa (1 to 49) 2023
Prosperity score	49.1	52.2	108	4	10
Inclusive societies	51.5	51.8	102	2	20
Safety and security	55.1	47.6	144	-8	38
Personal freedom	54.4	55.1	92	8	19
Governance	44.2	47.5	84	18	14
Social capital	52.4	57.0	67	2	6
Open economies	46.6	51.6	86	6	6
Investment environment	48.2	56.5	71	16	6
Enterprise conditions	53.9	56.5	66	10	8
Infrastructure and market access	39.2	47.6	108		6
Economic quality	45.2	45.8	98	13	10
Empowered people	49.1	53.4	122		10

¹⁵ https://hdr.undp.org/sites/default/files/2025_HDR/HDR25_Statistical_Annex_HDI_Trends_Table.pdf

¹⁶ <https://index.prosperity.com/globe/kenya>

¹⁷ <https://iiag.online/>

	2013	2023	Rank - Global (1 to 167) 2023	10-year rank change	Rank - sub-Saharan Africa (1 to 49) 2023
Living conditions	44.0	49.5	131	1	17
Health	58.1	65.2	114	6	5
Education	44.3	48.2	113	-2	10
Natural environment	50.2	50.5	122	6	35

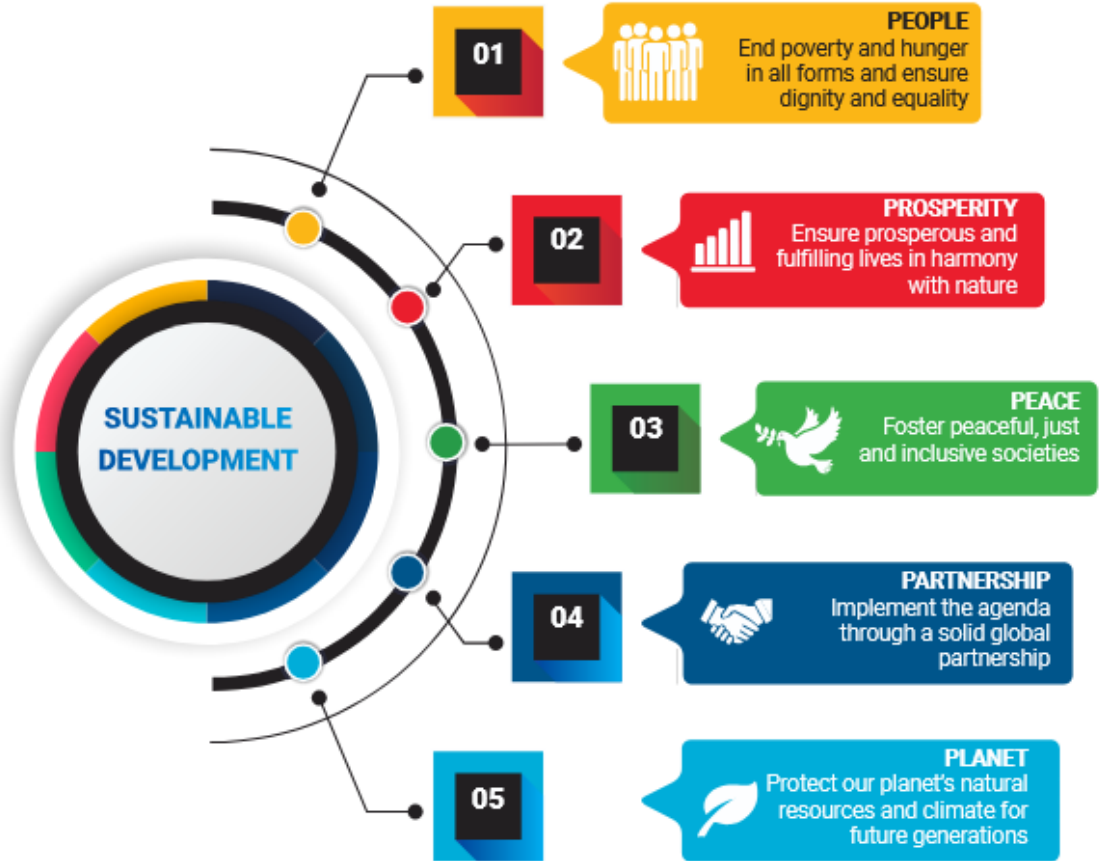
Three in 10 households in Kenya are poor according to the Kenya National Bureau of Statistics (KNBS)¹⁸. Household poverty is higher in rural areas compared to urban areas with rates of 38 percent and 26 percent, respectively in all age groups. Women are more likely to be multidimensionally poor and experience a greater deprivation intensity than men. Four out of 10 youth in the 15-24-year category and three in 10 youth in the 18-35-year category were poor in 2022. Two in five children in Kenya live in absolute poverty. Nearly 3.6 million people in Kenya live in conditions of abject poverty. Inequality is a pervasive challenge for Kenya. Inequality in the Country has negative social, economic, and political consequences. Kenya's inequality retards long-term growth and constrains the worse-off segment of the population to lower welfare and productivity, which in turn limits their contribution to economic development. Socio-economic disparities tend to incite crime and if left unimpeded may reach extreme levels and stimulate discontent that can result in political instability. Additionally, inequality perpetuates itself across generations by reducing the impact of poverty reduction measures. Addressing equality swiftly and effectively, will increase Kenya's chances of sustained and broadly shared growth.

One of the crucial dimensions of inequality in Kenya is gender inequality.

Kenya adopted the 17 Sustainable Development Goals and their 169 targets in an effort to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The SDGs address the five (5) Ps – People, Prosperity, Planet, Peace and Partnerships that are so fundamental to just and equitable societies.

¹⁸ <https://www.knbs.or.ke/wp-content/uploads/2024/10/The-Kenya-Poverty-Report-2022.pdf>

Figure 4: The five Ps



Kenya is ranked 123 out of 166 countries on the SDG Index with an index score of 62.2¹⁹. On most SDGs, Kenya is stagnating or moderately improving. Major challenges still remain for the achievement of the SDG targets with disparities in education, healthcare and economic opportunities; high vulnerabilities to climate change affecting food security and access to water; and corruption and weak governance. The diagram below highlights Kenya’s performance on the SDGs.

Figure 5: Kenya’s performance on the SDGs



2.1.2. An overview of conflict in Kenya

Communal violence

Communal violence in Kenya, often rooted in competition over resources and historical grievances, has plagued the Country. In 2023, there were 7,700 internal displacements related to conflict. Communal violence accounted for 90 percent of movements. Across the Country an estimated 40,000 people have been displaced by conflict and violence according to the Internal Displacement Monitoring Centre²⁰. Factors like electoral politics, cattle raiding, and local resource disputes contribute to this violence. The politicized nature of ethnicity in Kenya, and the fact that both elections and land tenure are closely associated with ethnic identity are key factors explaining the prevalence of violent communal conflict. Electoral conflicts in Kenya are cyclical and mainly driven by the failure of democracy, inept leadership, and deep-seated socioeconomic issues. Mob violence peaked in 2022 with Kenya registering almost 550 mob violence events – the highest

¹⁹ <https://globalcompact.at/wp-content/uploads/2024/06/SDReport-2024.pdf>

²⁰ <https://www.internal-displacement.org/countries/kenya/?page=1#:~:text=The%20end%20of%20La%20Ni%C3%B1a%20in%202023,the%20annual%20average%20of%20the%20previous%20decade.>

number of such events in any African country²¹. Most of this violence was concentrated in Nairobi county, where 101 mob violence events and 46 reported fatalities were recorded

Cattle rustling

Kenya faces a rising security threat as a result of pastoralist militia activity. The Kerio Valley region – which includes West Pokot, Baringo, and Elgeyo Marakwet counties, plus neighboring Turkana and Laikipia counties and the northeastern counties of Isiolo, Samburu, and Marsabit, among other arid and semi-arid lands, are the areas most affected. In 2023, 998 cases of cattle rustling and stock theft were recorded with 60,990 livestock stolen, 202 lives lost and 230 persons injured²². Porous borders, socio-cultural perceptions, weak legislations, and inadequate state presence are the main drivers of cattle rustling. In the last two decades, there has been a tremendous increase of incidences of livestock rustling using sophisticated and complex weapons, which have not only become a major security threat to the lives of the pastoral communities but also a key threat to their livelihoods. The extent and seriousness of cattle rustling in the region has largely been attributed to the availability of illicit Small Arms and Light Weapons (SALW). Increased cattle rustling/theft and illicit SALW have had adverse impacts on human development in the region. Raids lead to death, loss and destruction of property, deterioration of the health situation, and derailment of development projects. In some cases, children are locked out of school and as a result could continue to lag behind in all spheres of human development. Overall, the highest poverty rates in Kenya are in arid and semi-arid counties with the highest incidences of cattle rustling. These are Turkana (82.7%), Mandera (72.9%), Samburu (71.9%), Garissa (67.8%), Tana River (66.7%), Marsabit (66.1%) and Wajir (64.7%).

Violence against women

Violence against women persists as a pervasive violation of human rights and a major impediment to achieving gender equality and women's empowerment. Women in Kenya suffer across all six categories of gender-based violence that include rape; sexual assault; physical assault; forced marriage; denial of resources, opportunities or services; and psychological and emotional abuse. The Kenya National Bureau of Statistics estimates that about 34 percent of women have experienced physical violence since age 15 and 13 percent of women have experienced sexual violence at some point in their lives. Further, out of a total of 8,149 victims of sexual and gender-based violence (SGBV) crimes in Kenya in 2021, 92 per cent of these victims were female and 8 per cent were male. Child, early and forced marriages are prevalent with the most occurrences in Northern Kenya, Coast Province and Nyanza. There is a causal link between female genital mutilation (FGM) and early and child marriage. In most communities once a girl undergoes FGM she is considered to be a 'woman' hence reached marriageable age. The Kenya Demographic and Health Survey (KDHS) data for 2022 estimated the prevalence of FGM in Kenya at 15 percent.

²¹ <https://acleddata.com/report/context-assessment-increasing-security-challenges-kenya>

²² <https://www.nationalpolice.go.ke/sites/default/files/2024-10/Annual%20Report%20-%202023.pdf>

Violence against children

According to the Violence Against Children Survey Report 2019 produced by the Department of Children's Services (Ministry of Labour and Social Protection) with the Kenya National Bureau of Statistics, nearly half of females (45.9%) and more than half of males (56.1%) experienced childhood violence in Kenya. Sexual violence was experienced by 15.6 percent of females and 6.4 percent of males before the age of 18. Among females, 6.8 percent experienced unwanted sexual touching, 7.5 percent experienced unwanted attempted sex, 4.3 percent experienced pressured sex, and 4.3 percent experienced physically forced sex in childhood. Among females who experienced childhood sexual violence, more than three out of five (62.6%) experienced multiple incidents before age 18. Physical violence is the most common type of violence experienced in childhood in Kenya. Nearly two out of five females (38.8%) and half of males (51.9%) experienced childhood physical violence. Only one out of three (33.3%) females who had experienced physical violence knew where to go for services; less than one in 10 sought services (8.9%) and only 7.2% received services for an incident of physical violence. Two out of five (40.6%) males who experienced physical violence knew where to go for services; less than one in 10 sought services (8.5%) and only 6.4% successfully received services for an incident of physical violence²³.

Crime

Kenya grapples with threats from terrorism, translational organized crime, drugs, human trafficking, proliferation of small arms and weapons, and money laundering. In 2023, there were 104,842 (19% increase) cases reported to the National Police Service compared to 88,083 cases reported in 2022. The highest number of reported crimes in 2023 according to the Annual Report of the National Police Service were crimes categorized as other offences against persons (assault, creating disturbance, affray, maiming, grievous harm, intimidation, preparation to commit a felony and offensive conduct). These crimes stood at 25,471 in 2023 compared to 22,573 cases in 2022. Of these crimes, assault (19,328 cases) was the highest followed by creating disturbance and affray (5,616 and 528 cases). In 2023, 58 terror incidences were recorded with Mandera having the highest cases followed by Lamu, Garissa and Wajir respectively. 7,891 people were arrested for drug possession. The proliferation of organized criminal gangs has been evolving at an unprecedented rate. In 2023, 929 suspects were arrested and arraigned in Court. The counties with the highest number of arrests were Nakuru (417), Nyeri (274) and Mombasa (106)²⁴. The table below provides an analysis of criminal data in Kenya:

²³ <https://www.socialprotection.go.ke/sites/default/files/Downloads/VAC-SURVEY-REPORT-2019.pdf>

²⁴ <https://www.nationalpolice.go.ke/sites/default/files/2024-10/Annual%20Report%20-%202023.pdf>

Table 2: Kenya crime statistics

Category of offence	2021	2022	% Increase from previous year	2023	% Increase from previous year
Homicide	3,281	3,056	-7%	3,031	-1%
Robbery	2,456	3,125	27%	3,988	28%
Breakings	4,973	6,114	23%	6,886	13%
Stealing	11,762	14,718	25%	18,534	26%
Theft of stock	1,964	2,679	36%	2,860	7%
Vehicle and other thefts	1,278	1,459	14%	1,687	16%
Dangerous drugs	5,743	6,526	14%	9,338	43%
Criminal damage	4,627	4,426	-4%	5,078	15%
Economic crimes	4,004	4,367	9%	4,970	14%
Corruption	96	95	-1%	116	22%
Other offences against persons (assault, creating disturbance, affray, maiming, grievous harm, intimidation, preparation to commit a felony and offensive conduct)	22,365	22,573	1%	25,471	13%

Protests and riots

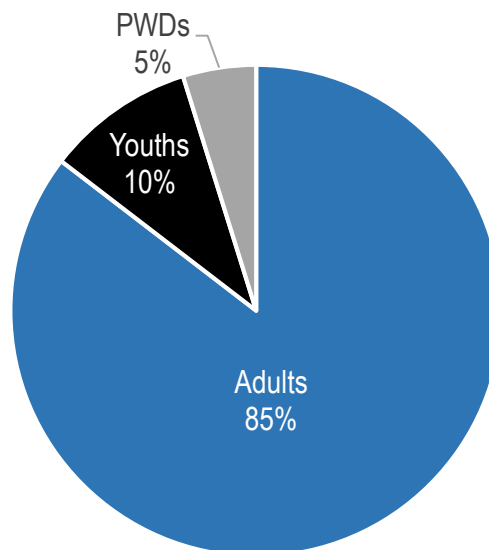
Kenya has a vibrant culture of organization, demonstration and dissent. The frequency of protests and riots in Kenya is increasing. Kenya had the most protests and riots on the Africa continent and was ranked 15th globally, with 2,068 protests in 2024 compared to 1,311 in 2023. This was a 57.7 percent increase. Contributing factors to the protests include the erosion of civil liberties, the rise in the cost of living, agitation for better pay, perceived assaults on democracy, unresponsive leadership, corruption, poor governance and elitism. In June 2024 for instance, thousands of predominantly young demonstrators took to the streets to protest the controversial 2024 Finance Bill, and then broadening their aims to demand that the Government address inequality, corruption, and elite politics. The 25 June storming of Kenya's National Parliament building was a violent peak of the public outcry. It also brought to the fore the issue of police violence in response to the demonstrations, as Kenyan police fired live bullets to disperse the crowd at the Parliament killing more than a dozen protesters and injuring hundreds.

2.2. AfriNov Internal Assessment

In the period 2021-2025, AfriNov managed to directly reach out to 12,591 adults, 1,440 youths, and 710 persons with disabilities (PWDs). Cumulatively, this was 14,741 people directly impacted by AfriNov's activities. It is estimated that an additional 44,493 people were indirectly impacted.

14,741 lives directly impacted by AfriNov activities. 44,493 lives indirectly touched. 59,234 people touched in total.

Figure 6: Distribution of AfriNov's reach



AfriNov undertook interventions and activities in four key focus areas: peacebuilding and nonviolence actions, economic development, democracy and governance, and climate change. AfriNov determined to achieve four key objectives over the five-year period:

- a) To promote peace building and reconciliation that improves nonviolent conflict management and ensures sustained peace.
- b) To increase equal access to livelihood opportunities for vulnerable and marginalized communities.
- c) To strengthen democratic leadership that is responsive, inclusive, gender sensitive and accountable to the public.
- d) To strengthen resilience of vulnerable households in drought-affected semi-arid regions to adapt to the shocks and stresses related to climate change.

AfriNov was able to achieve varied success. The greatest achievements were in focus areas where AfriNov possesses key strengths and advantages. These were in the areas of peacebuilding and reconciliation and strengthening democratic leadership. Overall, AfriNov possesses strengths in SDG 16 – Peace, Justice, and Strong Institutions. Performance on equal access to livelihood opportunities and strengthened resilience of vulnerable households in drought-affected semi-arid regions was mixed due to three factors: lack of adequate personnel, lack of institutional capacity (skills, knowledge and networks required for successful delivery), and lack of adequate funding. In total there were 139 activities conducted in the period 2021 to 2024 across three different regions and 12 counties (Uasin-Gishu, Trans-Nzoia, Nairobi, Kakamega, Kisumu, Homabay, Bungoma, Nandi, Busia, West-Pokot, Nandi, and Elgeyo Marakwet), translating to an annual average of 35 activities. Majority of activities were in the peacebuilding and nonviolence focus area.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Internal

Strengths

<ul style="list-style-type: none"> <input type="checkbox"/> Grassroots presence that is anchored on community resource persons (CRPs) who are members of communities; and field and regional coordinators who have a deep understanding of the local context and issues. <input type="checkbox"/> Strong networks in the community-ward-sub-county-county nexus consisting of community leaders, government officials, community-based organizations (CBOs), civil society organizations (CSOs), religious leaders and non-governmental organizations (NGOs). <input type="checkbox"/> Regional approach to programme implementation that enables interventions to be relevant, responsive and context specific. <input type="checkbox"/> A unique model that empowers community members to address their own issues. Solutions are therefore owned and sustainable. <input type="checkbox"/> A robust training approach in the form of the Turing the Tide (TTT) module that is transformative. <input type="checkbox"/> Experienced team members (secretariat) who are seen as credible partners by stakeholders. 	<ul style="list-style-type: none"> <input type="checkbox"/> Over-reliance on one key donor; QPSW to fund AfriNov’s activities. Funding is therefore limited. <input type="checkbox"/> Limited number of staff members affecting AfriNov’s ability to scale its activities to other regions and focus areas. Current employee numbers are low. <input type="checkbox"/> Lack of staff capacity in key areas including: resource mobilization, networks and partnerships, stakeholder relations, monitoring and evaluation (M&E), and counselling. There is also limited readiness in future key competencies such as digital and technology. <input type="checkbox"/> Siloed working that inhibits the sharing of learning internally and continuous improvement of processes, programmes and methodologies. <input type="checkbox"/> Focus on traditional regions mainly in the western side of Kenya (Western Kenya, Nyanza, and the North Rift) <input type="checkbox"/> Inability to fully utilize CRPs due to high disengagement levels and structural inadequacies. <input type="checkbox"/> Insufficient bench strength hence challenges with succession planning. CRPs are aging.
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Weaknesses

Opportunities

<ul style="list-style-type: none"> ❑ A steady partnership with Quaker Peace & Social Witness (QPSW) that has enabled organizational stability. ❑ Deep subject matter expertise in peacebuilding and nonviolence approaches and democratic governance garnered since 2009. 	<ul style="list-style-type: none"> ❑ Inadequacies in engaging with relevant publics due to the absence of a robust communication strategy and plan. ❑ Challenges with measuring and reporting on the impact of activities. There is opportunity to share impact and outcomes with a wider array of stakeholders through the website, newsletters, and social media. ❑ Inability to develop and disseminate thought leadership material and articles stemming from our work in the grassroots.
<ul style="list-style-type: none"> ❑ Expansion into other regions and counties of Kenya. ❑ Prevalence of conflict and governance issues in the Eastern Africa region including Sudan, South Sudan, Democratic Republic of Congo (DRC), Rwanda, and Uganda. ❑ Digital and technology enabling AfriNov to reach a wider array of publics. ❑ Shift towards locally led approaches in the development sector that prioritize community ownership, decision-making, agency, and leadership of local communities in identifying needs, designing solutions and implementing programmes. ❑ The rise in foundational funding in addition to development partner funding that can enable enhanced resource mobilization and diversification. ❑ Opportunity for growth in local and global networks, associations and partnerships. ❑ Expansion in membership of the Board to include additional members who possess critical skills and networks. 	<ul style="list-style-type: none"> ❑ Competition from other well-resourced NGOs and CBOS, including competition for CRPs. ❑ Shift in donor priorities leading to misalignment between what AfriNov does and what the main donor (QPSW) seeks to achieve. ❑ Insecurity and instability risks affecting operations in the regions e.g. during the election period in 2027. ❑ Infectious disease outbreaks that can become epidemics or pandemics such as what occurred with COVID-19 that halted operations. ❑ Changes in legislation in order to enhance Government regulatory oversight on NGOs.

Threats

External

AfriNov areas for growth

The areas for growth based on the review of AfriNov’s operations and strengths, weaknesses, opportunities and threats (SWOT) are classified into five categories: people and culture; partnerships; funding; programmes; and governance.



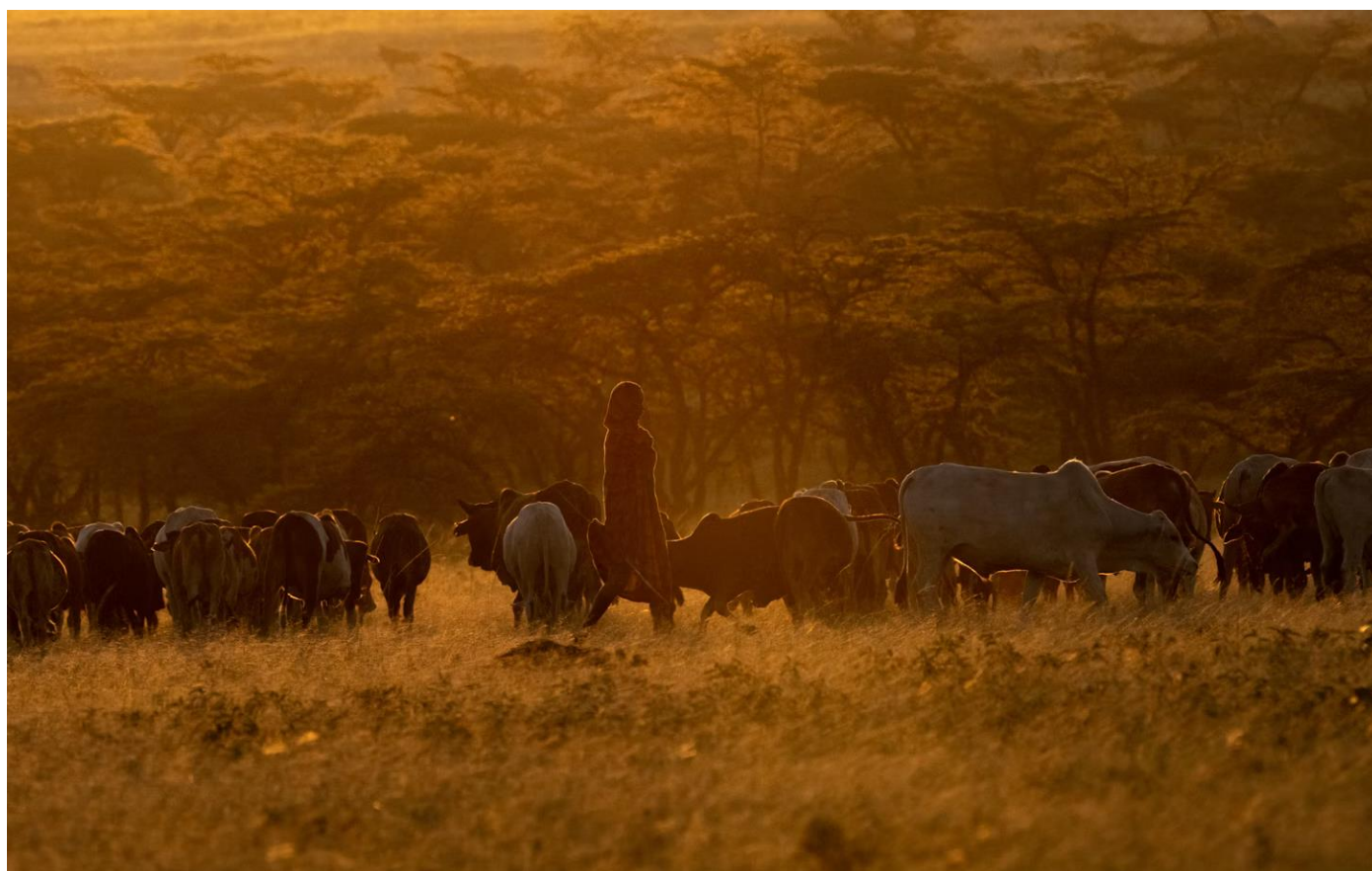
People and Culture	<ul style="list-style-type: none"> ▪ Increasing the number of staff to address existing staff shortfalls both in programmes and operations support. ▪ Increasing the number of CRPs countrywide, boost retention and utilization of CRPs and enhance engagement levels in terms of commitment, communication and connectedness (3Cs) with AfriNov. ▪ Investing in training and development of staff members to build capacity. ▪ Articulation of a clear employee value proposition that encompasses the mission, social purpose, organizational culture, employee welfare and benefits, and career growth and development. ▪ Enhancing collaborative approaches to work in order to break silos.
Partnerships	<ul style="list-style-type: none"> ▪ Expanding partnerships with NGOs and organizations that work in key areas: gender, youth, entrepreneurship, PWDs, and peace and justice. ▪ Expanding regional networks across Eastern Africa for capacity building, experience sharing and engagement at policy levels.
Funding	<ul style="list-style-type: none"> ▪ Building fundraising capacity including engagement with donors, impact reporting, and grant writing. ▪ Diversification of funding to reduce reliance on a single donor. ▪ Enhancing financial reporting and accountability including making financial reports publicly available on the AfriNov website.
Programmes	<ul style="list-style-type: none"> ▪ Expanding operations to other regions in order to scale impact. ▪ Enhancing publicity and communication of impact through innovative reporting, storytelling, infographics, digital and media presence, and thought leadership. ▪ Enhancing strategic focus in areas where AfriNov possesses clear strategic advantages. Not stretching ourselves too thin by ensuring that we have strategic clarity. ▪ Streamlining the structure to enable coordinated planning and accountability. ▪ Implementing evidence-based approaches to programming through robust monitoring, evaluation, research and learning (MERL).

	<ul style="list-style-type: none"> ▪ Mainstreaming gender, youth and the rights of vulnerable persons in all our programming by integrating human rights and protection principles into the design, implementation and evaluation of all projects and activities.
Governance	<ul style="list-style-type: none"> ▪ Increasing the number of Board members to enable effective oversight and address critical skills shortfalls in resource mobilization, program development and implementation, networks and partnerships, and HR management. ▪ Developing, adopting and implementing key governance guidelines and frameworks that include: Code of Conduct, Protection from Sexual Exploitation and Abuse, Whistle Blowing, Anti-Money Laundering, Anti-Bribery and Anti-Corruption, Gender Equality, and Research Ethics. ▪ Adopting Board evaluations to enhance board engagement and effectiveness.



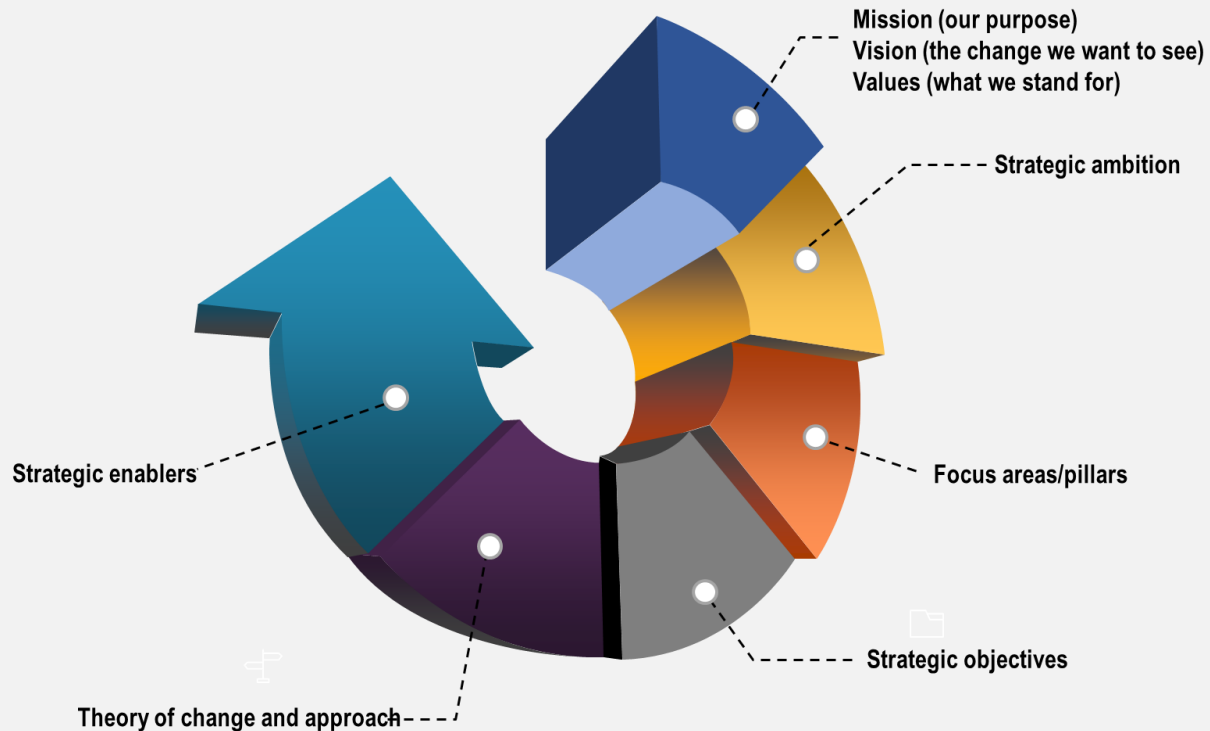
03

STRATEGIC DIRECTION



3.1. AfriNov Strategic Framework

AfriNov's strategic framework is delineated into the following components: mission, vision and values; strategic ambition for 2026-2030; focus areas/pillars; strategic objectives; theory of change and approach; and strategic enablers.



3.1.1. Strategic ambition

A recognized regional centre of excellence in peacebuilding and nonviolent social transformation.

Over the strategic period 2026-2030, AfriNov's strategic ambition is to be a **recognized regional centre of excellence in peacebuilding and nonviolent social transformation**. In order to achieve this ambition, AfriNov has determined to do the following over the next five years:

1. Focus on region footprint growth to scale programme impact and depth at the grassroots.
2. Amplify resource mobilization to increase the number and quality of interventions.
3. Institutional strengthening to build capacity, improve effectiveness, and efficiency.

4/6

regions of Kenya covered by 2030 – North Rift Region, Western Region, Central Region and Coast Region. Entry into additional counties in regions where AfriNov currently operates. Collaborations with regional actors in Eastern Africa.

3X

growth in funds mobilized for impact during the strategic period due to increased awareness of AfriNov’s impact.

Growth in the number of community resource persons (CRPs).

Increase in the number and capacity of AfriNov staff.

Structural alignments and standardization for enhanced efficiency.

Adoption of innovative approaches and continuous learning for programme delivery.

3.1.2. Focus areas and domains

Three focus areas form the pillars of all programmatic activities. The focus areas primarily align with SDG 16 – Peace, Justice and Strong Institutions; SDG 5 – Gender equality; SDG 10 – Reduced inequality within and among countries; and SDG 1 – End poverty in all its forms everywhere. The strategic focus areas are:



Each focus area has specific domains that delineate programmatic activity:

Focus Area	Peacebuilding and nonviolence	Good governance	Gender justice
Domains	<ul style="list-style-type: none"> ▪ Electoral conflict 	<ul style="list-style-type: none"> ▪ Responsive leadership and 	<ul style="list-style-type: none"> ▪ Sexual and Gender Based

	<ul style="list-style-type: none"> ▪ Inter-ethnic harmony and social cohesion ▪ Cross-border and regional conflicts ▪ Crimes, gangs, organized violence and radicalization 	<p>democratic accountability</p> <ul style="list-style-type: none"> ▪ Human rights awareness and advocacy for social inclusion (focuses on marginalized and vulnerable/ at risk groups such as elderly persons; widows, children, persons with disabilities (PWDs); and minority groups ▪ Climate justice and environmental stewardship. 	<p>Violence (SGBV)</p> <ul style="list-style-type: none"> ▪ Teenage pregnancy, adolescent reproductive health, and forced and early marriages ▪ Women's economic empowerment and leadership
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1. Peacebuilding and nonviolence

Peacebuilding and nonviolence constitute the bedrock of AfriNov's intervention philosophy, encompassing systematic efforts to prevent, mitigate, and transform conflicts through dialogue-centered, community-driven approaches that fundamentally reject violence as a tool for change. This pillar addresses both the structural roots and visible manifestations of conflict through evidence-based, culturally responsive strategies that prioritize local ownership and sustainable peace dividends.

Domain	Aim
Electoral conflict	AfriNov's electoral conflict prevention initiatives encompass comprehensive interventions designed to safeguard democratic processes from violence. These initiatives prioritize civic education campaigns that build an informed citizenry, trust-building between electoral stakeholders, and the establishment of robust, culturally appropriate dispute resolution frameworks that can address grievances before they escalate into violence.
Inter-ethnic harmony and social cohesion	Recognizing the complex tapestry of ethnic diversity across the country and region, AfriNov's approach to inter-ethnic relations focuses on constructive engagement strategies that acknowledge historical grievances while building forward-looking partnerships. Programming emphasizes dialogue platforms, shared economic initiatives, cultural exchanges, and systematic efforts to dismantle

Domain	Aim
	discriminatory practices that fuel identity-based tensions and exclusion.
Cross-border and regional conflicts	Cross-border programming addresses the transnational nature of contemporary conflicts, particularly those involving pastoral communities and resource competition. AfriNov's interventions in this domain prioritize dialogue and understanding, community-to-community peace agreements, resource-sharing, and collaboration among leaders.
Crimes, gangs, organized violence and radicalization	AfriNov's comprehensive approach to organized violence encompasses community-oriented strategies to prevent and respond to criminal networks, gang recruitment, radicalization processes, and extremist infiltration. Programming integrates youth mentorship, economic empowerment, and leadership training.

2. Good governance and institutional accountability

Good governance and institutional accountability represent AfriNov's commitment to fostering leadership paradigms characterized by participatory decision-making, ethical resource stewardship, responsive public service delivery, and systematic accountability to citizens. This pillar embraces a holistic understanding of governance that extends beyond formal political institutions to encompass community-level leadership, traditional governance structures, and civil society's role in democratic oversight.

Domain	Aim
Responsive leadership and democratic accountability	Responsive leadership and democratic accountability programming focuses on cultivating responsive, transparent leadership that prioritizes public engagement and service delivery. AfriNov's approach emphasizes participatory governance methodologies, leadership development that integrates ethical decision-making, public communication skills and stakeholder relationship management, and systematic mechanisms for citizen feedback and oversight that ensures leaders remain accountable to their constituencies and mandate.
Human rights awareness and advocacy for social inclusion	Comprehensive human rights advocacy encompasses efforts to protect and promote the dignity of vulnerable populations, including older persons, widows, children, persons with disabilities, and minority communities. Programming emphasizes legal literacy, advocacy, policy reform initiatives, community mobilization for rights protection, and the establishment of support systems that ensure vulnerable populations can access justice, participate in decision-making, and live with dignity and security.
Climate justice and environmental stewardship	AfriNov's climate justice programming recognizes environmental protection as both a governance imperative and a social justice issue that disproportionately affects vulnerable populations. This approach

Domain	Aim
	advocates for policy frameworks that ensure equitable distribution of environmental benefits and the mitigation of adverse effects on marginalized persons.

3. Gender justice

Gender justice represents AfriNov's commitment to addressing inequalities and power imbalances that perpetuate discrimination and violence based on gender identity. This pillar embraces an intersectional, rights-based approach that recognizes the complexity of gender-based injustices while prioritizing transformative interventions that challenge root causes and promote sustainable behavior change at individual, community, and institutional levels.

AfriNov's gender programming deliberately includes men and boys as partners in gender justice work, recognizing that sustainable change requires engagement across gender lines.

Domain	Aim
Sexual and Gender Based Violence (SGBV)	SGBV programming encompasses systematic efforts to prevent and respond to all forms of violence rooted in gender inequality and power imbalances. AfriNov's approach integrates prevention strategies that address cultural and structural drivers of violence, survivor support services that prioritize safety and healing, legal advocacy that ensures accountability, and community mobilization that promotes behavior change and social norm transformation.
Teenage pregnancy, adolescent reproductive health and forced and early marriages	Teenage pregnancy, adolescent reproductive health, and forced and early marriages programming address the epidemic of sexual abuse against boys and girls, with particular attention to teenage pregnancy prevention, forced marriage elimination, and sexual exploitation prevention. Programming prioritizes the most vulnerable populations, including girls in economically disadvantaged households, children in conflict-affected areas, and young people in informal settlements, while integrating prevention, response, and recovery services that address both immediate needs and long-term healing.
Women's economic empowerment and leadership	Recognizing that sustainable gender justice requires women's meaningful participation in decision-making, AfriNov's programming emphasizes economic empowerment, political participation, land and property rights advocacy, and leadership development that builds women's agency and voice in community affairs. This approach challenges hidden injustices embedded in socio-cultural and structural systems while building women's capacity to advocate for their rights and influence positive change.

3.1.3. Focus area objectives, KPIs and outcomes

The objectives and targeted outcomes for each focus area are detailed below:

Focus area	Objectives	Target outcomes	KPIs	Linkage to SDG targets
Peacebuilding and nonviolence	To foster peaceful, cohesive, and resilient communities through the promotion of nonviolent conflict resolution and collaborative action.	Demonstrable reduction in violent incidents across intervention areas, with strengthened community mechanisms for peaceful dispute resolution.	<ul style="list-style-type: none"> ▪ Reduction in violent incidents ▪ Existence of peaceful dispute resolution mechanisms in communities 	<p>SDG 16 targets: Target 1: Reduce violence everywhere. Target 4: Combat organized crime and illicit financial and arms flows</p>
Good governance and institutional accountability	To enhance citizen participation in governance and promote transparent, accountable, responsive and inclusive leadership	Increased civic participation at local and national levels, strengthened institutional trust, and improved delivery of public services.	<ul style="list-style-type: none"> ▪ Increased civic participation ▪ Improved perceptions of institutions ▪ Improved perceptions of public service delivery 	<p>SDG 16 targets: Target 5: Substantially reduce corruption and bribery. Target 6: Develop effective, accountable and transparent institutions. Target 7: Ensure responsive, inclusive and representative decision making. Target 16.C: Promote and enforce non-discriminatory laws and policies.</p> <p>SDG 10 targets: Target 2: Promote universal social, economic and political inclusion. Target 3: Ensure equal</p>

Focus area	Objectives	Target outcomes	KPIs	Linkage to SDG targets
				opportunities and end discrimination.
Gender justice	To address systemic gender inequalities and promote rights-based, inclusive approaches to gender justice.	Greater representation of women in decision-making platforms and improved protection and enforcement of gender rights across AfriNov's areas of operation.	<ul style="list-style-type: none"> ▪ Increase in the number of women in leadership roles ▪ Reduction in abuse incidents ▪ Improvement of perception of women's role in society 	<p>SDG 16 targets: Target 2: Protect children from abuse, exploitation and violence.</p> <p>SDG 5 targets: Target 1: End discrimination against women and girls. Target 2: End all violence against and exploitation of women and girls. Target 3: Eliminate forced marriages and genital mutilation. Target 5: Ensure full participation in leadership and decision-making. Target 7: Equal rights to economic resources, property ownership. Target 9: Adopt and strengthen policies and enforceable legislation for gender equality.</p> <p>SDG 1 targets: Target 4: Equal rights to ownership, basic services, technology and economic resources.</p>

Focus area	Objectives	Target outcomes	KPIs	Linkage to SDG targets
				Target 7: Create pro-poor and gender-sensitive policy frameworks

3.1.4. Theory of change and approach

AfriNov’s theory of change aims at ensuring sustainable peace so that communities can develop and achieve their potential without leaving anyone behind.

IF		
People embrace nonviolence as an approach	People are informed and empowered on their rights and the obligations of power holders	People do not suffer violence and discrimination on account of their gender
THEN		
They will be less likely to resort to violence as a means of redress	They are more likely to demand accountability, responsiveness and inclusive service delivery	They are likely to have access to more opportunities
THIS WILL LEAD TO		
Greater transparency, stability and reduced social tensions		
RESULTING IN		
Greater opportunities for all to exploit potential		
CONTRIBUTING TO		
Greater equality in society and justice for all		

Approach

AfriNov has a unique approach that is anchored on:

1. **Grassroots operations:** We work in communities with community members. Our projects are rooted in local realities and based on the voices of community members.
2. **The network of community resource persons:** In order to achieve impact, AfriNov leverages its network of CRPs. This helps us deliver transformative impact cost-effectively.
3. **Participatory approach to work:** All planning, implementation, and evaluation processes intentionally involve stakeholders and beneficiaries, reinforcing ownership and sustainability.
4. **Regional structure:** Programmes are organized within a regional framework, enabling tailored and context-sensitive responses to local dynamics.

Cross-cutting issues to be mainstreamed

Cross-cutting issues have relevance across all our programmes and need to be integrated. The cross-cutting issues are **women; people with disability; children and youth; and restoration**.

Women: women are of special concern because they often face disadvantages due to gender related inequalities. Mainstreaming is about ensuring that both men and women have equal opportunities, benefits and outcomes with the goal of transforming unequal social and institutional structures into equal and just structures.

Persons with disability: mainstreaming disability for AfriNov is about building disability into existing agendas, frameworks and processes, not adding on separate disability activities. Disability limits disabled people's most fundamental rights, a situation that is compounded by the acute shortage of data on disabled people, their priorities, and their potential. AfriNov commits to engaging in a structured manner in order to address, and avoid increasing the negative effects of disability on people. We commit to a rights-based approach to disability including the development of an organization-wide disability mainstreaming strategy; engaging with persons with disability as partners, expert advisors, staff, participants and beneficiaries.

Children and Youth: a safe and wholesome passage from childhood and youth into adulthood is the right of every young person. AfriNov will leverage three key prongs in addressing youth issues:

- a) Promote evidence-based interventions for youth
- b) Reach marginalized and disadvantaged youth.
- c) Foster meaningful engagement and participation.

Restoration: repairing the harm caused by conflict by addressing the feelings and needs of all parties that are affected; promoting understanding, healing and reconciliation through collaborative processes and mediation.

3.1.5. Enablers

Strategic enablers are the capabilities, capacities and resources that will enable us deliver the strategy and contribute to the effectiveness of AfriNov. Our enablers are:

Evidence, continuous learning and improvement: using data and knowledge; enhancing monitoring, evaluation, research and learning to inform action. Investing in the capabilities of our people through robust learning and development programs.

Dynamic expertise: acquiring talent in new emerging areas such as digital and technology to complement existing core capabilities. Using multi-disciplinary teams to drive innovation.

Partnerships: leveraging collaborations to scale impact and fill critical capacity gaps.

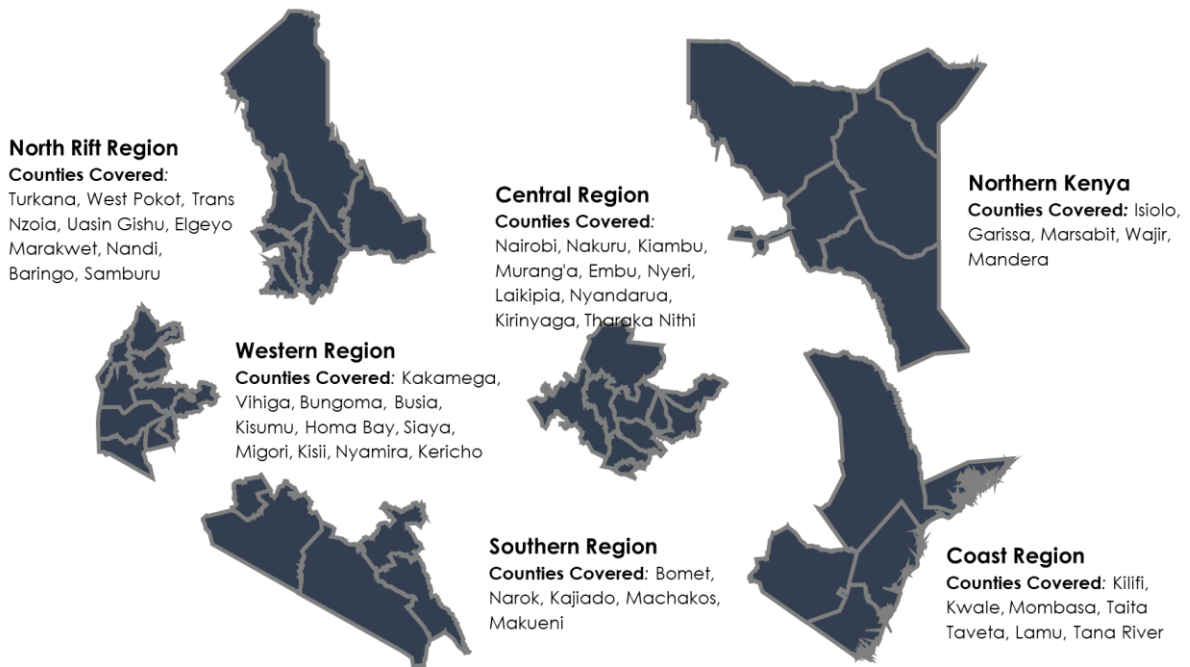
Influence and advocacy: engaging leaders, contributing to policy and convening stakeholders.

Communication: engaging stakeholders, creating awareness for the work we do, and sharing stories of transformation and positive change.

3.2. Regional approach

In order to deliver programmes effectively, AfriNov’s activities will be undertaken based on a regional model. Kenyan operations will be split into six regions: North Rift, Western, Southern, Central, Northern Kenya and Coast regions.

AfriNov Regional Clusters



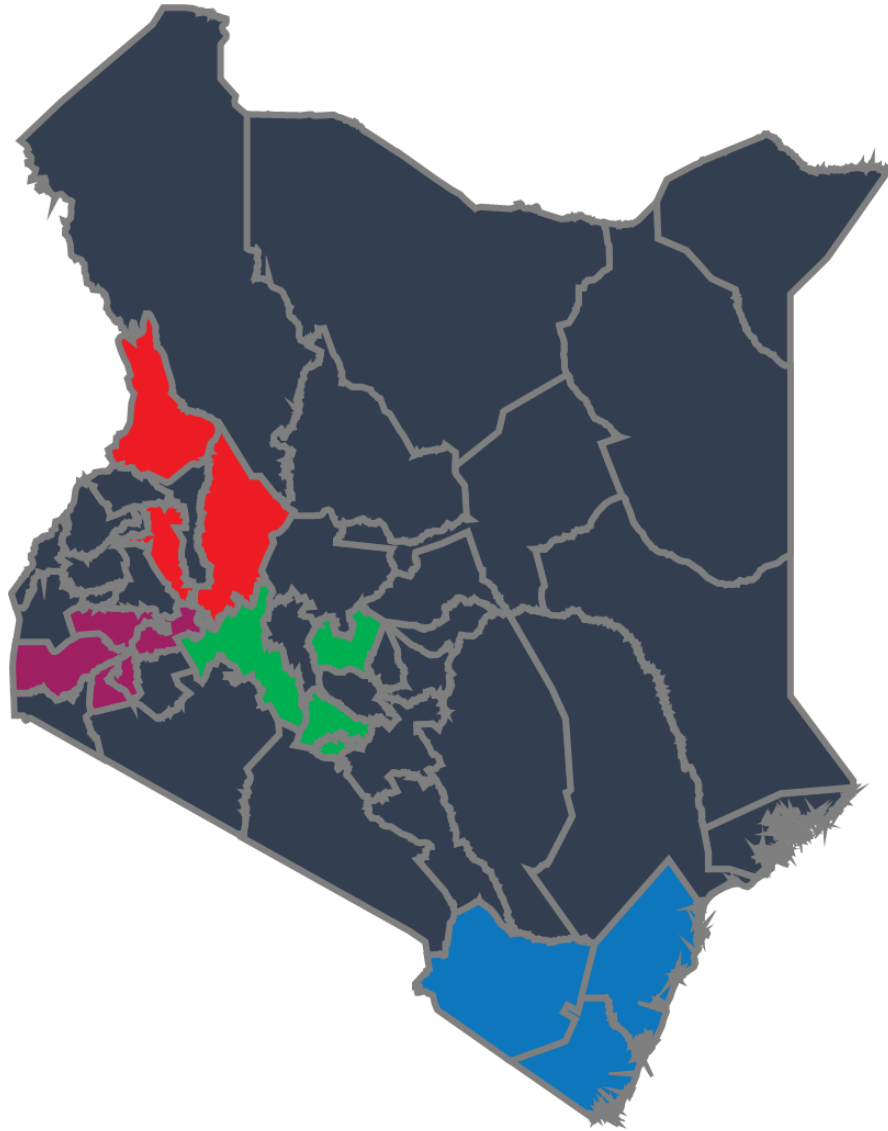
3.2.1. Priority regions and counties

During this Strategic Plan period, AfriNov will prioritize four regions: North Rift, Western region, Central region and Coast region.

The Counties targeted in each region are:

- a) North Rift region – Usain Gishu, Baringo, Trans Nzoia, and Nandi.
- b) Western region – Kisumu, Kericho, Homabay, Kisii, Kakamega, Bungoma, and Busia.

- c) Central region – Nairobi, Nakuru, Nyeri, and Kiambu.
- d) Coast region – Kilifi, Kwale, and Tana River.



04

PLAN

IMPLEMENTATION



4.1. Implementation Plan

Over the Strategic Plan period, AfriNov intends that 10,580 people will be directly impacted by its training and capacity building activities. An additional 165,580 people will be impacted by its awareness and advocacy activities, bringing the total projected number of people reached to 176,160.



Thematic Area	Domain	Activities	Target Number of Activities					Total number of activities	Target Number of People per activity	Total number of people
			2026	2027	2028	2029	2030			
Peacebuilding & Nonviolence	Election Conflict	Training on Turning the Tide (TTT) Programme and on Peace and Conflict Mitigation	6	7	8	8	10	39	20	780

Thematic Area	Domain	Activities	Target Number of Activities					Total number of activities	Target Number of People per activity	Total number of people
			2026	2027	2028	2029	2030			
		Workshops on Peacebuilding and Conflict Resolution	4	5	6	7	8	30	20	600
		Community Peace Dialogues (Public Barazas)	5	8	3	1	1	18	50	900
		Multi-Stakeholder Consultative Forums	3	3	4	4	5	19	30	570
		Peace Awareness Campaigns and Caravans	10	13	6	6	6	41	150	6,150
		Digital and Virtual Peace Campaigns	3	4	5	6	8	26	1000	26,000
		Creative Arts and Sports for Peacebuilding	8	10	12	12	12	54	100	5,400
		Mainstream Media Peace Advocacy Programs	5	7	3	3	3	21	1000	21,000
	Inter-ethnic harmony and social cohesion	Training on Peacebuilding & Conflict Resolution (Basic TTT, Mediation, Healing & Rebuilding Communities)	6	7	8	8	10	39	20	780
		Inter-ethnic dialogue forums	3	3	4	3	3	16	50	800
		Inter-cultural Immersion Programs	1	1	1	1	1	5	40	200
	Cross-border Issues	Training on Peacebuilding & Conflict Resolution (Basic TTT, Mediation, Healing & Rebuilding Communities & Trauma Healing)	1	2	2	3	3	11	20	220
	Crimes, gangs, radicalization & extremism and	Countering Violent Extremism (CVE) Capacity-Building Trainings	2	4	6	8	8	28	20	560

Thematic Area	Domain	Activities	Target Number of Activities					Total number of activities	Target Number of People per activity	Total number of people
			2026	2027	2028	2029	2030			
	organized violence									
Good Governance	Responsive Leadership and Accountability	Public Accountability Forums	12	15	18	20	24	89	200	17,800
		Civic Education Initiatives	24	36	30	20	18	128	200	25,600
		Media Engagement	5	7	3	3	3	21	500	10,500
		Leadership Training and Mentorship for Youth	4	4	4	4	4	20	30	600
		Training and Deployment of Community Election Observers		4				4	100	400
	Human Rights Advocacy	Community Awareness Creation	16	16	16	18	20	86	180	15,480
		Advocacy for Fair Policy Development and Implementation	3	3	4	4	4	18		
	Climate Rights and Justice	Training and Capacity Building for Ward Climate Change Committees	2	2	3	4	4	15	30	450
		Awareness Creation	2	2	3	4	4	15	100	1,500
		Advocacy for Fair and Inclusive Climate Policies and Implementation	1	1	1	1		4		
Gender Justice	Sexual and Gender Based Violence	Strengthening capacity of CRPs on Response skills to Sexual Violence Cases	4	4	4	6	6	24	20	480
		Training on SGBV to community leaders and actors	2	3	3	4	4	16	50	800
		SGBV Campaigns	24	36	40	45	50	195	100	19,500

Thematic Area	Domain	Activities	Target Number of Activities					Total number of activities	Target Number of People per activity	Total number of people
			2026	2027	2028	2029	2030			
		Multisectoral Engagement Forums (Legal and Institutional stakeholder engagements)	12	12	12	12	12	60	50	3,000
	Teenage pregnancy and adolescent reproductive health, and forced and early marriages	Behavioral and sexual rights awareness	24	36	40	45	50	195	50	9,750
		Multisectoral Engagement Forums (Legal and Institutional stakeholder engagements)	12	12	12	12	12	60	50	3,000
		Life skills training	4	5	6	8	10	33	50	1,650
	Women's economic empowerment and leadership	Agriculture, Business skills and Entrepreneurship training	4	5	6	8	10	33	30	990
		County Women Leaders Mentorship Forums	2	3	4	4	4	17	100	700

05

RESOURCE MOBILIZATION



5.1. Resource mobilization principles and actions

The mission, vision, ambition and focus areas inform the financial projection and resource mobilization plan. AfriNov will ensure that its values, principles and integrity are always respected in the resource mobilization process. The essential principles of the resource mobilization plan are:

1. AfriNov will seek funding to conduct work that is in line with its mandate and with this Strategic Plan. As far as is possible AfriNov will determine its priorities and develop mechanisms to attract funding that is in line with its priorities.
2. AfriNov will cooperate with donors and will keep donors informed of the progress of programme implementation and the performance of its mandate. AfriNov will also prepare an Annual Report of its activities and make this available to stakeholders.
3. AfriNov will spend time planning, preparing, identifying and mapping, and building relationships with new prospective donors and the effectiveness of the resource mobilization approach will be reviewed periodically.

AfriNov will take the following actions as part of its resource mobilization approach:

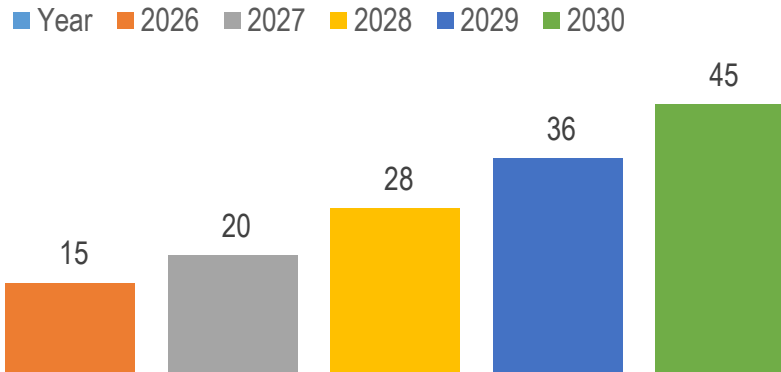
1. **Partnership development:** by broadening the network of both implementing and funding partners and fostering collaborative engagements with institutions that are aligned with AfriNov's mission.
2. **Internal capacity building:** equipping AfriNov's internal teams with skills in grant writing, proposal development and donor relationship management. AfriNov will also adopt learning frameworks that continuously improve resource mobilization competencies.
3. **Donor stewardship:** engage consistently and meaningfully with existing donors, notably QPSW and provide accountability and impact reporting for use of funds.
4. **Public visibility and communication:** through the redesign of the website, innovative approaches for impact reporting, engaging annual reports and forums with donors, and digital and media.
5. **Donor mapping:** systematically identify potential funders and their areas of interest.
6. **Knowledge sharing:** leverage the extensive CRP network for fundraising.
7. **Strategic engagement:** Organize courtesy visits and structured engagement sessions.

5.2. Resource projections

AfriNov intends to grow its revenue threefold in the next five years to Kes. 45.15 million shillings in 2030.

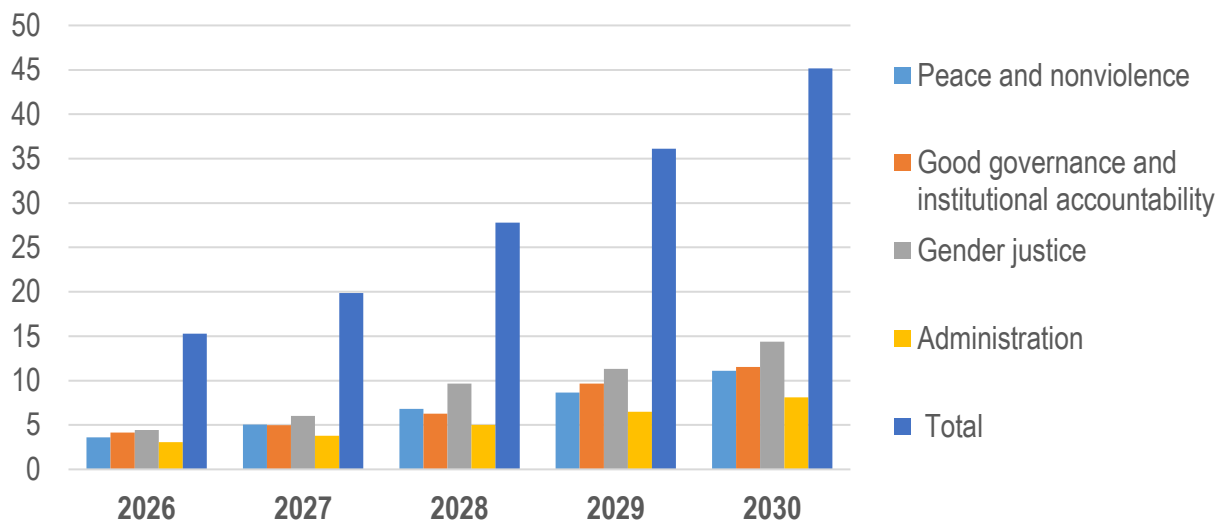
Focus Area	2026	2027	2028	2029	2030	Total
Funding	15.27	19.85	27.78	36.12	45.15	144.16

AfriNov Revenue (Kes. millions)



The distribution of funding utilization

Focus Area	2026	2027	2028	2029	2030	Total
Peace and nonviolence	3.61	5.05	6.82	8.66	11.11	35.24
Good governance and institutional accountability	4.16	4.99	6.28	9.65	11.54	36.61
Gender justice	4.45	6.04	9.68	11.31	14.38	45.85
Administration	3.05	3.77	5.00	6.50	8.13	26.45
Total	15.27	19.85	27.78	36.12	45.15	144.16



06

MONITORING AND EVALUATION



5.1. Monitoring and evaluation

Monitoring and evaluation (M&E) is necessary in ensuring that the Strategic Plan is implemented and that AfriNov’s programs and activities are able to respond to and reflect the experiences and results achieved during the implementation period. Information collected during M&E will be useful in communicating the progress in attaining results, learning, facilitating decision making, and innovation and improvement.

5.1.1. Monitoring

Monitoring will be a continuous function that will provide the Board, leadership, partners, and stakeholders with early indications of progress with regard to achievement of results. Monitoring will help AfriNov track achievements through regular collection and analysis of information to assist in timely decision making. Monitoring will be done through:

- Monitoring performance against targets and KPIs on a continuous basis;
- Conducting continuous data collection, analysis and monthly reporting and meetings of leadership;
- Monthly regional meetings involving regional coordinators and field coordinators;
- Annual reporting;
- Annual budget planning and reviews;
- Mid-year reviews;
- Conducting specially designed surveys;
- Carrying out participatory monitoring and evaluation in stakeholder fora; and
- Facilitating independent assessments and reviews of the programs, projects and initiatives being implemented.

5.1.2. Evaluation

Evaluation will consist of a systematic and objective assessment of ongoing or completed strategic initiatives in terms of implementation and results. The aim of the evaluation processes will be to determine the relevance and fulfilment of strategic objectives, efficiency, effectiveness, impact, and sustainability. The evaluation processes will seek to provide AfriNov with information that is useful, thus enabling lessons to be incorporated into future decision-making processes.

Relevance	Are the activities linked to the focus areas and strategic objectives? Do they address specific needs, challenges, opportunities and threats?
Efficiency	Are the activities being conducted in a timely and cost-effective manner?
Effectiveness	To what extent do the activities help to achieve the strategic objectives? What are the supportive factors and obstacles encountered during implementation?
Impact	What happened as a result of the activities?
Sustainability	Are there lasting benefits after the activity has been completed?

The leadership team led by the Executive Director will collate information on the implementation of activities, guide performance measurement, develop progress reports and follow up on corrective actions. In order to enable this to happen, the Strategic Plan will be cascaded to all levels of the Organization. Data and information collection templates will be developed to track performance as per indicators. Evaluation will be conducted through:

- Quarterly reviews;
- Project and programme reporting
- Annual reporting;
- Mid-term review of the Strategic Plan; and
- End-term review of the Strategic Plan.

The evaluation tools are detailed in the table below

Strategic Plan	Once every five years
Annual departmental and programme plans	Yearly
Quarterly reviews	Quarterly
Project Reporting	Annually
Annual reporting	Annually
Mid-term review of the Strategic Plan	Year three
End-term Review of the Strategic Plan	2027

5.1.3. Framework for monitoring, evaluation, research and learning

The table below lays out the framework for MERL in AfriNov for the period 2026-2030:

Area	Outcome
<p>Data collection and management</p> <ul style="list-style-type: none"> • Data Quality: Implement robust data management systems to ensure data accuracy, reliability, and validity. • Data Management Systems: Use robust data management systems to store, analyze, and report data 	<p>High-quality and efficient data management: Enhanced accuracy, reliability, and validity of data, coupled with improved efficiency in data storage, analysis, and reporting.</p>
<p>Monitoring and Evaluation Frameworks</p> <ul style="list-style-type: none"> • Monitoring and Evaluation plan: Institute an M&E function and develop a comprehensive M&E plan to guide how data will be collected, analyzed, and reported. • Regular monitoring: Conduct regular monitoring activities to track progress against indicators and identify areas for improvement. 	<p>Effective monitoring and evaluation system: A comprehensive and well-functioning M&E system that drives continuous improvement and informed decision-making.</p>

Area	Outcome
<ul style="list-style-type: none"> • Outcome and impact assessments: Focus on measuring both short-term outcomes and long-term impacts. • Utilization-Focused evaluation: Ensure evaluations are designed to produce findings that are useful and actionable. 	
<p>Learning and Adaptation</p> <ul style="list-style-type: none"> • Knowledge sharing: Promote internal and external knowledge sharing through reports, workshops, and publications. • Learning culture: Foster a culture of learning within the organization, encouraging continuous improvement and adaptation. 	<p>Innovative and adaptive learning organization: An organization that continuously improves and adapts through strategic research, effective knowledge sharing, and a strong learning culture.</p>
<p>Integration and use of findings</p> <ul style="list-style-type: none"> • Decision-Making: Integrate MERL findings into strategic and operational decision-making processes. • Feedback Loops: Create feedback loops to ensure that lessons learned are applied and inform future planning. 	<p>Strategically informed decision-making: Seamless integration of MERL findings into strategic and operational decision-making processes, ensuring continuous improvement and effective planning.</p>
<p>Stakeholder Engagement</p> <ul style="list-style-type: none"> • Inclusive Participation: Engage a diverse range of stakeholders, including beneficiaries, partners, and funders. • Communication Plans: Develop communication strategies to disseminate findings and lessons learned. • Regular Communication: Maintain ongoing communication with stakeholders to keep them informed and involved. 	<p>Engaged and informed stakeholders: Active and informed participation of a diverse range of stakeholders through effective communication and engagement strategies.</p>
<p>Capacity Building</p> <ul style="list-style-type: none"> • Training and Development: Invest in building the capacity of staff involved in MERL activities to carry out MER • Resource Allocation: Ensure adequate resources (financial, human, and technical) are allocated to support MERL activities. 	<p>Empowered and capable workforce: A skilled and well-resourced team capable of effectively implementing and sustaining MERL activities.</p>

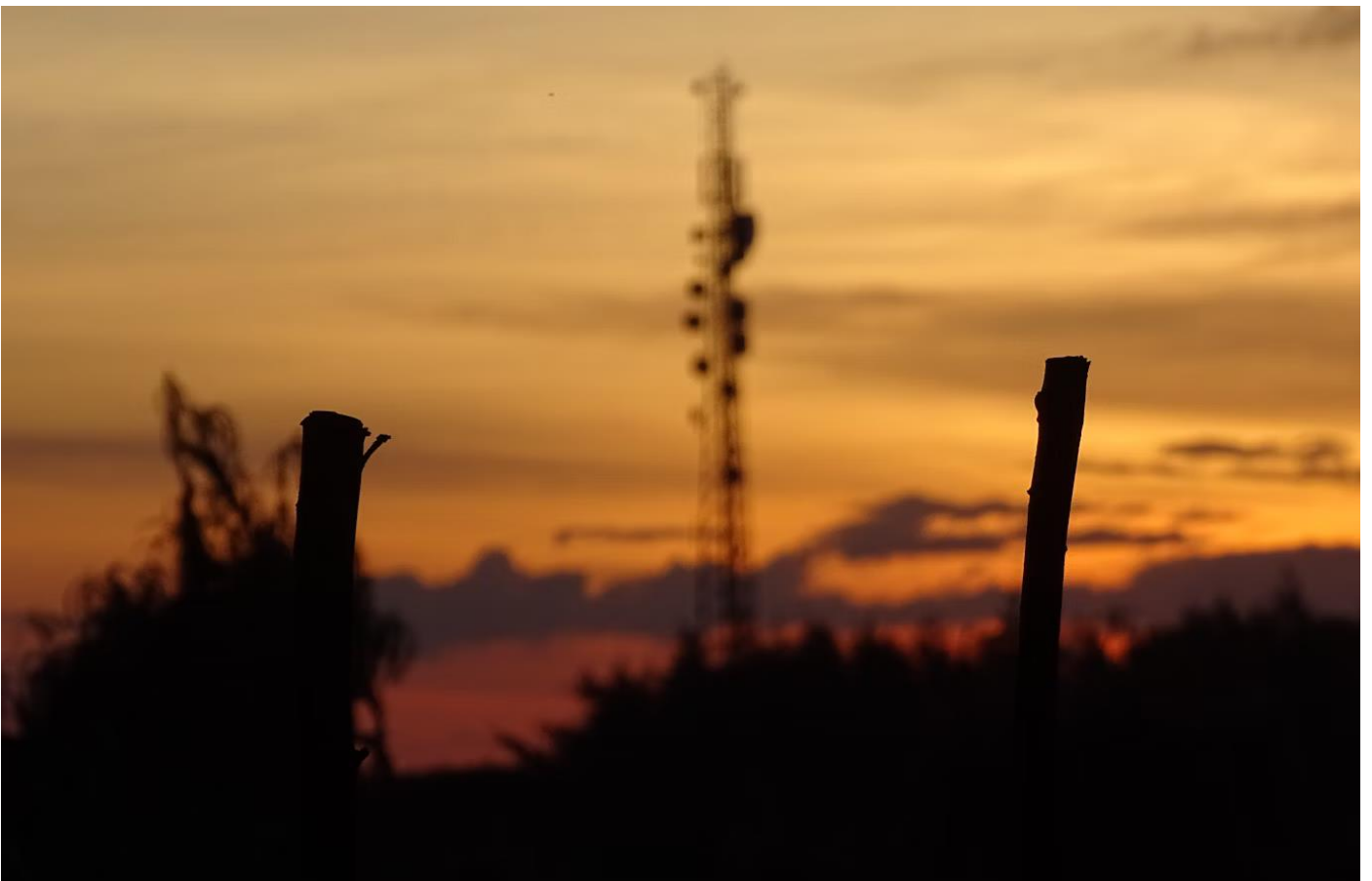
5.1.4. Data collection and management

<p>Quantitative methods</p>	<p>Surveys and Questionnaires</p> <ul style="list-style-type: none"> ▪ Baseline Surveys: Comprehensive data collection at programme start. ▪ Outcome Surveys: Annual measurement of key outcome indicators ▪ Knowledge, Attitude, Practice (KAP) Surveys: Measuring behavioral changes. ▪ Beneficiary Satisfaction Surveys: Quarterly feedback on program quality. <p>Administrative Data</p> <ul style="list-style-type: none"> ▪ Activity Reports: Monthly compilation of program activities ▪ Attendance Records: Tracking participation in all interventions ▪ Financial Reports: Budget execution and resource utilization ▪ Partnership Reports: Collaboration effectiveness metrics
<p>Qualitative methods</p>	<p>Focus Group Discussions (FGDs)</p> <ul style="list-style-type: none"> ▪ Beneficiary FGDs: Quarterly discussions with program participants. ▪ Community Leader FGDs: Semi-annual sessions with local leaders. ▪ Stakeholder FGDs: Annual multi-stakeholder discussions. <p>Key Informant Interviews (KIIs)</p> <ul style="list-style-type: none"> ▪ Government Officials: Annual interviews with relevant officials. ▪ Partner Organizations: Semi-annual interviews with key partners. ▪ Community Members: Quarterly interviews with community members. ▪ CRPs: Feedback from CRPs. <p>Observation and Case Studies</p> <ul style="list-style-type: none"> ▪ Participatory Observation: Ongoing documentation of program implementation. ▪ Success Story Documentation: Quarterly collection of impact stories. ▪ Most Significant Change: Annual collection of transformational stories.
<p>Participatory methods</p>	<p>Community-Based Monitoring</p> <ul style="list-style-type: none"> ▪ Citizen Report Cards: Annual community assessment of program effectiveness ▪ Community Scorecards: Quarterly tracking of local progress indicators ▪ Participatory Video: Annual documentation by community members

	<p>Participatory Evaluation</p> <ul style="list-style-type: none">▪ Community-Led Evaluations: Annual evaluation conducted on beneficiaries.▪ Peer Learning Exchanges: Semi-annual sharing between communities.▪ Stakeholder Feedback Sessions: Quarterly reflection meetings.
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07

ORGANIZATION STRUCTURE

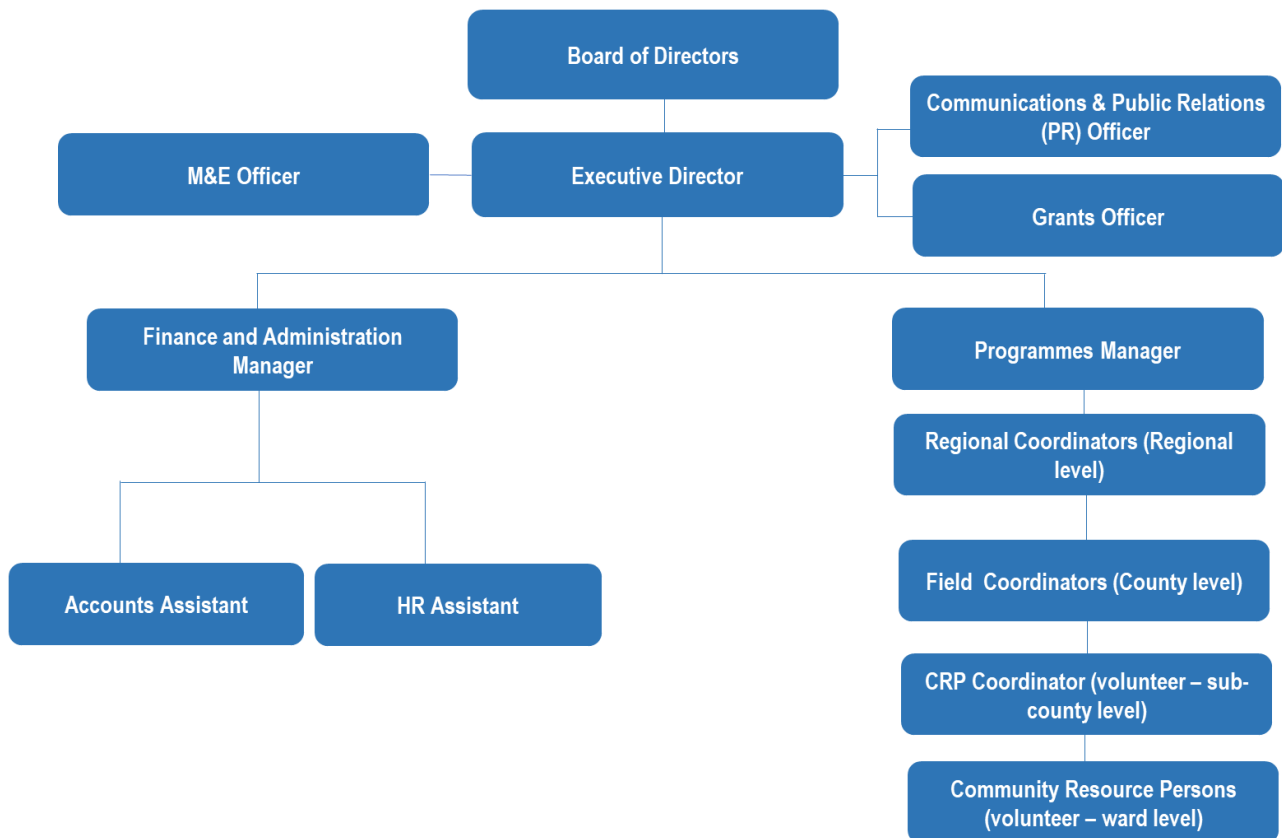


7.1. Organization structure principles

The organisational structure is based on several principles. These are:

- a) The need for strong alignment between strategic drivers and the operating model needed to achieve transformation at the grassroots.
- b) The need to optimize spans of control and management layers in order to speed up decision making, provide autonomy and responsibility, enhance accountability and adaptability.
- c) The need for improved dynamic capabilities among staff to leverage opportunities and respond to threats and challenges; and
- d) The need to provide appropriate governance and manage risks.

7.2. Organization structure



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