

**CONCERN WORLDWIDE  
KENYA  
STRATEGIC PLAN  
2022–2026**

**CONCERN**  
worldwide

ENDING  
EXTREME POVERTY  
WHATEVER  
IT TAKES

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**A TRIPLE NEXUS APPROACH**

**Climate  
Change**

**Humanitarian**

**Peace  
building  
resilience**



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A traditional song and dance at a community conversations meeting in Ilmoti, Marsabit county. Concern Kenya has established over 200 community conversation units across Marsabit County and Isiolo County. In these units, communities are guided through a facilitated process of change. Photo: Shaloam Strooper/ Concern Worldwide

COVER IMAGE: Woleto Lewanani is a local mother in Lengima village, Marasbit. Concern fixed the local water pump and added a water filter in the village. This USAID project aims to improve water quality and availability in the Marsabit region.Photo: Gavin Douglas/Concern Worldwide.

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*Katelo Demo, a village elder in a manyatta settlement in Marsabit county, happily tends to his family’s kitchen garden. The kitchen gardens were a part of Concern’s intervention during the 2020-2023 drought. Photo: Shaloam Strooper/ Concern Worldwide.*

Introduction

The optimism of recent years that hunger and poverty can be eliminated has suffered a major setback with the triple impact of COVID-19, climate change and conflict. For the first time in 20 years, the absolute numbers in poverty and hunger globally have started to increase. The COVID-19 pandemic alone will add an estimated 150 million people globally to extreme poverty by 2021 while more than 1.7 million Kenyans lost gainful employment due to the COVID-19 restriction measures in 2020 with an estimated two million people reported to have slipped back into extreme poverty in Kenya since the pandemic.

The impact of school closures and the restricted access to education will be seen for many years. At the same time, the country faces more frequent extreme weather events which are not allowing people the opportunity to recover between shocks. This requires a doubling down on efforts to ensure that we achieve the commitments to end hunger and extreme poverty by 2030, and ensuring that no one is left behind, encapsulated in the Sustainable Development Goals (SDGs).

Concern is a dual mandate organisation, meaning we have an obligation to respond to emergencies and we seek to address the underlying causes of poverty and vulnerability through longer-term work. We are driven by an organisational culture, encapsulated in this strategy.

Our Identity



Concern Worldwide is a non-governmental, international, humanitarian organisation dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world’s poorest countries.

Our Vision



Is a world where no-one lives in poverty, fear or oppression; where all have access to a decent standard of living and the opportunities and choices essential to a long, healthy and creative life; a world where everyone is treated with dignity and respect.

Our Mission



Is to help people living in extreme poverty achieve major improvements in their lives, which last and spread without ongoing support from Concern. To achieve this mission we engage in long-term development work, build resilience, respond to emergencies and seek to address the root causes of poverty through our development education and advocacy work.



## Our Values

### We focus on extreme poverty:

We are driven by a clear focus on eliminating poverty in the most vulnerable places and responding to humanitarian crises.

### We believe in equality:

People are equal in rights and must be treated with respect and dignity.

### We listen:

Listening and partnership are key to empowering the poorest and most vulnerable to transform their own lives.

### We respond rapidly:

People affected by disasters are entitled to have their most basic needs met through rapid, effective, and principled responses.

### We are courageous:

Taking necessary risks, balanced with sound judgement, allows us to work in the most challenging contexts.

### We are committed:

Going the extra mile to support communities in times of need and in the face of very difficult operating environments.

### We are innovative:

Finding effective solutions requires innovative thinking combined with a pragmatic approach.

### We are accountable:

Accountability and transparency are central to all of our actions and use of resources.

## The External Context

Kenya has one of the fastest growing economies in Africa, recording an average annual growth rate of 5.7% between 2015 and 2019,<sup>3</sup> and is considered to be one of the ten largest economies on the continent. Recent progress is largely attributable to successful political and economic reforms, however the economy has been hit by the fallout from the COVID-19 pandemic, with real GDP growth contracting in 2020 as the manufacturing and service sectors were particularly badly hit. This is further compounded by a rapidly growing debt burden with a debt to GDP ratio of over 67% in 2021.<sup>4</sup> Unemployment has almost doubled compared to its pre-COVID level, while wage workers (especially women) who are still employed face a reduction in working hours and earnings. Businesses have been affected by disrupted supply chains, limiting access to intermediate goods, labour and sales channels, and poor access to cash and credit, with uncertainty undermining investment and innovation.

A similar picture can be seen in terms of improvements in social development; child mortality has reduced (for children under age five this is estimated to be 43 per 1,000 live births), near universal primary school enrolment has been achieved (albeit with some striking regional variations), and while gender gaps in education still exist, they have been narrowed. The 2020 Human Development Report (UNDP, 2020) puts Kenya in the medium human development category, ranking it 143rd out of 189 countries. The devolved health system and free maternal health care at all public health facilities is expected to continue improving health care outcomes and developing a more equitable health care system. Again, however, the impacts of the pandemic and the response will set back much of this progress, for instance, few children had access to their teachers during school closures or to be involved in meaningful educational activities, something that especially rural and vulnerable households struggled with. Access to healthcare has also been significantly impeded, with three in 10 households reporting less access than before the pandemic.

Nationally the proportion of the population living in extreme poverty reduced between 2003 and 2012, but has since been on the rise with the Kenya National Bureau of Statistics estimating the population living in extreme poverty increased from 38.9% in 2014 to 53% in 2018. The variation by geographic areas is worrying with over half of the population considered to be living below the extreme poverty line in the country found mostly in ten counties, while the absolute poverty rate in the Northern Kenyan ASAL counties is 68%. At the same time, Kenya is urbanizing rapidly, with inequality in urban areas increasing. In Nairobi, poverty is highly concentrated in the informal settlements, with nearly 33% of its residents considered to be poor, compared to 9% of those living outside informal settlements areas.

However, progress has been reversed in recent years as the economic and social disruptions induced by the pandemic has forced an estimated two million more Kenyans back into poverty. Positive changes are also apparent in a number of measures of governance, particularly control of corruption and political stability and the absence of violence/ terrorism. However, some of the progress seen between 2010 and 2015 on government effectiveness, voice and accountability, and rule of law has been reversed, while regulatory quality has been worsening for a number of years. One of the most important changes in Kenya in recent years has been the shift to a more decentralised form of government with the promise of better basic services and greater public participation.



A street vendor in Kayole Soweto cleans her work station. She is part of the urban Health and Nutrition program, which through health promoters works with vendors through various trainings that promote good nutrition. Photo: Shaloam Strooper/Concern Worldwide

Concern Worldwide began operations in Kenya in May 2002, with the development of an urban programme in Nairobi, followed by the development of a rural education programme in Suba District, Western Kenya in 2003. By 2021, this had expanded to a multi sectoral programme including urban and rural livelihoods, primary education, health and nutrition - all underpinned by governance, advocacy and community empowerment.

Geographically the country programme covers Marsabit, Turkana, Isiolo, Tana River, West Pokot and the urban informal settlements of Nairobi. Since 2002, emergency interventions in response to floods, drought and conflict have been supported in partnership with local organisations. This document outlines our five-year ambition and areas of focus for 2022 to 2026 in Kenya.



Significant improvement has been made in terms of gender equality in Kenya in recent years, however women are still underrepresented in decision-making positions accounting for only 22% of elected positions in the National Assembly, 34.2% of members of the 47 county assemblies, 31.3% of the national senate, 6.4% of the 47 governors and 14.9% as deputy governors. COVID-19 related restriction measures led to a surge in cases of gender-based violence in Kenya, with over 6,000 reported cases in 2020 (UNWOMEN, 2020). Poverty disproportionately affects women, with women aged 25 to 60 more likely to live in poor households than men, with the gap reaching almost 10% for those aged 30 to 34.

The poverty gap is particularly striking between men and women who have lost their spouses; 38% for widows compared with 25% for widowers. Although mobile phone penetration is high, women are less likely to use mobile Internet and less likely to use the mobile phone-based money transfer service M-Pesa, which is a significant constraint on women's economic opportunities and productivity. Kenya is susceptible to climate and weather related shocks and stresses, with historical records showing the country has experienced rising temperatures over the last 50 years coupled with more intense and extreme events like droughts and floods. Future climatic predictions for Kenya indicate a possible temperature increase of 1°C between 1960 and 2020, with an estimated increase of 0.21°C per decade and an increase of 2.3°C by 2050. Kenya is already classified as a water-scarce country, with water scarcity expected to increase as extreme weather events become more commonplace. Following three consecutive failed rainfall seasons in 2020 and 2021, an estimated 2.8 million are classified as food insecure. With impacts of COVID-19 pandemic, the desert locusts' infestation and increasing cases of localised violent conflicts, hunger remains a key development challenge in Kenya with food poverty affecting large proportions of the population, particularly in the arid and semi-arid counties.

Women, children, people with disabilities, older persons, and smallholder food producers and farmers who depend on rain-fed agriculture are identified as being more vulnerable to food insecurity, while the urban poor are faced with a number of challenges in terms of accessing sufficient food, including food price fluctuations, unemployment and access to markets.

With over 40 different ethnic groups Kenya faces many overlapping conflicts and intercommunal violence, it also has high levels of sexual and gender-based violence with cycles of election-related violence, and the threat of terrorist attacks. Conflict dynamics that have particular importance in Kenya include:

- (i) Social fragmentation, politicised ethnicity and partisan politics
- (ii) Corruption and impunity
- (iii) Land and development projects
- (iv) Discrimination and marginalisation
- v) Al-Shabaab's exploitation of local politics
- (vi) The politicization of the government's response
- (vii) The proliferation of small arms.

In addition, the country plays host to a number of refugees fleeing conflict elsewhere in the region. According to UNHCR, in mid-2021 Kenya hosted over half a million refugees and asylum seekers, the majority of whom come from Somalia and South Sudan, while there are 190,000 Internally Displaced persons (IDPs), mainly as a result of various episodes of in-country violence.

*Background photo: A mass vaccination exercise in Marsabit county in 2023, takes place after a four year hiatus, due to the weakly state of animals, a direct effect of the 2020 - 2023 drought. This situation coupled with COVID - 19 left many communities in dire need of humanitarian assistance. Photo; Shaloam Strooper/ Concern Worldwide.*

## Our Strengths (and where we want to improve)

We took the time to reflect on what Concern Worldwide, Kenya is good at – and the areas we need to focus on. This included asking these questions to our partners and the communities we work with.

We established the need to continue building on our reputation for being technically strong in the programmes we implement, continuing to base these on evidence and research. Being transparent in the way we operate. Having a commitment to the delivery of multi-sectoral programmes, including the establishment of strong community institutions. Being willing to work in some of the most difficult to reach, and by extension poorest and most vulnerable areas of the country.

We also recognised that there are areas we need to improve on, including communicating the results of our work to a wider audience, improving further on the integration of our programming across sectors, enhancing community participation in the design of our programmes and continuing our commitment to adaptive management to 'coursecorrect' our programme implementation.

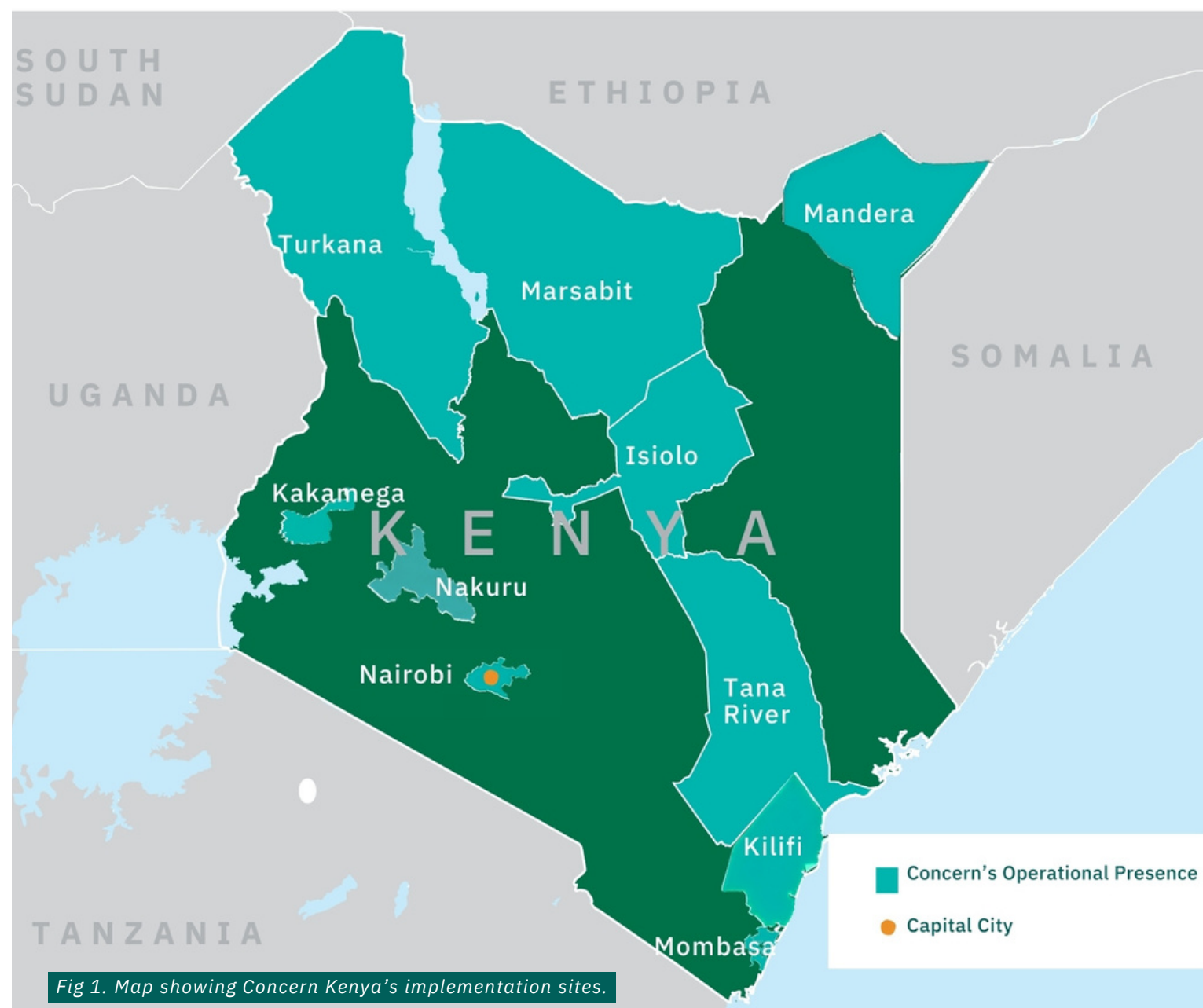
## Our Five Year Ambition

Our overall objective for the period 2022 to 2026 is to contribute to ***the development of resilient individuals and communities in the face of climate and economic shocks*** through triple nexus approach (climate change – humanitarian – and peacebuilding approaches). We will achieve this through working on five particular pillars – at the centre of this is the delivery of strong long term, development focussed programmes; rapid emergency responses; the development of strong and sustainable partnerships; research, innovation, and influence as well as continuing to develop efficient and responsive internal systems.





## Where we work



At present, we work in ten counties – Turkana, Marsabit, Isiolo, Tana River, Mandera, Kilifi, Kakamega, Nakuru, Mombasa, and Nairobi, and our analysis of available data suggests that these (with the exception of Kakamega, Nakuru, Mombasa and Nairobi) continue to be amongst the poorest and most vulnerable areas of the country. Though Kilifi, Kakamega, Nakuru and Mombasa are not among the poorest counties, we are implementing a Governance consortium project aimed at strengthening health systems for improved delivery of quality health services. Over the coming years, it is our intention to consolidate what we are doing in these counties while making sure that we are working in the right sub-counties and wards. It is in this respect that our work in some of the poorest informal settlements in Nairobi can be considered to reach the poorest and most vulnerable. This means our programming work has a dual geographical focus, firstly on urban informal settlements, particularly those with high proportions of people living in extreme poverty and secondly on the Arid and Semi-Arid Lands of the North and North East. Our programmes in 2022 are presented in figure 1 above.

To support our work we will seek to mobilise resources in these five areas, as well as the possibility to work in Mandera which is the poorest ranked county in 2021. It also offers opportunity for regional programming in the Horn of Africa (HoA). In line with our Approach to Emergencies paper we will respond to emergency situations, including outside of these areas after a careful consideration of need, gaps and our value addition and whether other actors are covering needs in the affected area. A good example in 2021/2022 is the emergency response in West Pokot.

## Who we work with

While those living in conditions of extreme poverty are our target group, within this there are specific groups that our contextual analyses suggest require greater attention. These include:

- Youth, particularly adolescent girls, in both our livelihoods (including working with them to develop their capacities for agricultural entrepreneurship), education, health and nutrition work. Within this we will also work with young men and women in a gender transformative manner to change their attitudes and behaviours towards women. Our intent here is to break the inter-generational transmission of poverty.
- Marginalized members of the community including people living with disabilities, ethnic minority groups often left out of leadership and decision making processes, and the elderly amongst others.
- Those living in condition of extreme poverty in Peri-Urban areas in the ASALs, sometimes referred to as 'pastoralist dropouts' who have lost their primary livelihood assets. We will support this group to access dignified work in their new areas of settlement.

Over the course of this CSP we will also undertake a more detailed analysis of the need to work on integration of refugee population with host communities considering the Government's plans of closure of the refugees' camps. This is especially on the resettlement and integration of refugees of the Kakuma camp in Kalobeyei area of Turkana County.

## How we work

We will continue working on systems strengthening at the national and county level in collaboration with relevant government systems. We will review the progress on provision and quality of basic services by looking at what is not working and why, identify the key gaps, and contribute to the betterment of the basic service delivery system.

We are committed to gradually move to working in partnerships with national NGOs over the period 2022-26. While we will continue providing high quality technical assistance to the county and national governments, we will carefully evaluate limitations and advantages of working with the local civil society partners. In addition, we plan to seek strategic partnerships to strengthen our work on Advocacy and Research. We understand that one of the challenges in such a transition is to be able to track our impact.

## We will do this through:

- Effective continuous monitoring ,evaluation and learning (MEAL) systems to provide accurate and real time data on the impact of community priorities included in the county budgets.
- Using Government information systems to measure performance on key indicators in the areas we support (such as GAM, SAM and MAM).
- Cost benefit analysis of the benefits accrued from increased partnerships with local civil society actors.
- Undertake/ update contextual analysis of our areas of operation in line with How Concern Understands Extreme Poverty.



GOAL 1

Enhance access to, and utilisation of, basic services by those living in conditions of extreme poverty

Our approach is to work with basic service providers (duty bearers), particularly at the county level, to strengthen their capacity to deliver, while working with communities (rights holders), to help them demand their rights to these services and to have their voices heard in the decentralised governance processes. In particular we focus on improvements in the delivery of services in maternal, reproductive, new- born and child health (MNCH), WASH and nutrition, social protection, basic education and livelihoods.

SO1: Improved participation of people living in extreme poverty in the delivery and utilisation of services

Concern will work with people living in extreme poverty to understand barriers to access basic services, while building community’s ability to demand and seek services through our Community Conversations (CC) approach. Our programme will continue to meaningfully involve communities in the county planning and budgeting processes and to hold the duty bearers to account. We will also promote social and behaviour change activities for demand of services using rights-based approach, facilitate the better utilisation of services, addressing some of the barriers women, girls, marginalised/minority groups and people living with severe disability face in accessing services. **Specifically we will:**

- Continue implementing a people centred behaviour change approach through CCs, to raise demand for their rights and address barriers to accessing services.
- Empower communities for involvement in county government planning and budget development processes to influence budgetary allocations for quality basic services.
- Engage communities for awareness on what services they are entitled to, and how to access these, with focus on H&N, education, livelihoods, women participation and accessing government Social Protection schemes.
- Work with County Governments to enhance their ability to facilitate mandated processes for engaging people.
- Continue to advocate for allocation and accountability of resources from the county budgets for engagement and delivery of quality basic services for people living in conditions of extreme poverty.

SO2: Enhance system capacity of duty bearers to deliver quality basic services focused on hard to reach areas

At the level of basic services providers (duty bearers) our support provided in line with our systems strengthening approach may include building capacity to plan, budget, manage finance, logistics, provide leadership and governance, as well as technical skills to deliver quality basic services.

To achieve this, we will:

- Conduct joint planning, implementation and monitoring of our systems strengthening programmes with the relevant local government structures at the county and sub-county levels.
- Undertake systems and bottleneck analysis of the county government basic service delivery structures that require strengthening and support.
- Provide training to County government officials on identified priority technical areas.
- Support County governments to establish mechanisms and processes that will improve accountability on resource utilization to the public in respective counties.
- Work with the national and county governments through the intergovernmental relations structures to lobby for the timely disbursement of financial resources from the national to county governments.
- Undertake project and programme evaluations, using alternative approaches such as outcome harvesting, to determine how our system strengthening approach is having a long term, sustainable impact on those living in extreme poverty.

SO3: Greater resilience to climate and economic shocks and stresses at household, community and local government system level

The expected impact of the climate crisis on parts of Kenya, particularly the ASAL areas will be tremendous, and already we are seeing an increased incidence of extreme weather events. We will further ensure there is no negative impact on the environment from our programming, while ensuring that all of our interventions help communities to absorb and adapt to the impacts of climate change. In this sense we will continue to promote the application of Climate Smart Agriculture (CSA) and other disaster risk reduction approaches across our programme areas.

To achieve this, we will:

- Conduct gender climate vulnerability capacity assessment (GCVCA) for updated contextual understanding of the areas where we work in that identifies the future impact of climate change on specific groups.
- Identify the appropriate CSA and disaster risk reduction approaches for ASAL areas, pilot and promote these to strengthen systems at household, community and government level to expand these.
- Develop and implement multi-sectoral programmes in our areas of operation with a focus on climate change adaptation and mitigation.
- Produce a number of policy briefs and learning documents that capture the voice of communities on the impact of climate change, and how people’s resilience can be developed.
- Work with county structures to ensure DRR coordination structures and an appropriate ‘crisis modifier’ (contingency) are in place.
- Undertake risk and vulnerability analysis, develop disaster risk reduction plans and strengthen community preparedness and mitigation capacities to disasters to strengthen climate resilience and disaster risk reduction.

A snippet of a community action plan in Handaraku community, which faces frequent flooding. Photo :Shaloam Strooper/ Concern Worldwide



**Key Performance Indicators – Goal 1**

To measure how well we are performing against our programming goal, we will report annually on the following key performance indicators:

- Number and value of the community actions plans included into the annual county government budgets by county by year and proportion implemented.
- Number of policy briefs, discussion and learning papers based on Concern work developed and disseminated.
- Number of integrated programme proposals successful in terms of receiving funding in a given year.
- Percentage of evaluations undertaken in a given year that assesses performance of basic service delivery as satisfactory (or above) on each of the DAC evaluation criteria by county.
- Number of new (i.e. piloted in the calendar year being reported on) innovations on systems strengthening, climate resilience and basic services delivery informing programme strategies.
- Number of systems and bottleneck analysis conducted on government and community systems related to basic service delivery (of Concern’s areas of focus) by county

**In the mid-term review of CSP we will report on:**

Proportion of people considered to be living in conditions of extreme poverty with access to basic services.



A Health and Nutrition outreach in Laisamis, Marsabit , Kenya amidst the 2020 - 2023 drought.  
Photo: Shaloam Strooper/ Concern Worldwide.

**GOAL 2 Effective response to emergencies**

Our humanitarian identity is central to our work and obliges us to prioritise the capacity to respond quickly and effectively to emergencies in Kenya and other neighbouring countries with Concern presence. We are committed to engaging in any response as the need occurs, focussing on saving lives and reducing suffering, while strengthening community preparedness in the areas we focus on for future emergencies. We maintain a regularly update Preparing for Effective Emergency Response (PEER) plan that allows for rapid initiation and scale-up of emergency response, and engage in coordination mechanisms at national and sub-national levels. In line with the Core Humanitarian Standards (CHS) we strive to put communities and people affected by crisis at the centre of our programme.

At Concern Worldwide, Kenya we provided humanitarian assistance to almost 200,000 people in 2020, and over the coming years are committed to continue to respond to emergencies directly, as well as working with local CSOs and County Governments. In particular, we will hone our ability to respond to climate-related and economic shocks.

**SO1: Working with government to improve community preparedness to respond to climatic and economic shocks**

As well as being ready to respond ourselves, we will also work with our local partners and the government to develop their capacities to respond to emergencies, often as first responders due to their local knowledge and presence in the area. This contributes to the achievements of objectives under the broader localisation agenda.

**Specifically we will:**

- Work closely with the national government in rolling out the new Disaster Risk Management policy and bill of 2018 in our areas of operation.
- Work with relevant national and county government departments to continue strengthening their ability to ring fence resources for emergency response and respond in a timely and adequate manner.
- Work with civil society partners to develop their capacities in terms of their internal systems strengthening, staff capacity and the Core Humanitarian Standards (CHS) including strengthening their Complaints Response Mechanisms (CRM).
- Establish a country level rapid response team that incorporates a broad spread of skills, including communications, cash-based programming, monitoring and evaluation, finance and logistics.
- Work with government and partners on the development and mainstreaming of early warning systems, building on the successes of the IMAM Surge approach, Borehole Rapid Response Teams (BRRT), County Participatory Disease Surveillance (PDS) and response for livestock, the Urban Early Warning Early Action (UEWEA) and the Indicator Development Surveillance for Urban Emergencies (IDSUE) programme.
- Continue to embed Disaster Risk Reduction in our programming.



## SO2: Implement a timely, effective and adequate emergency response in disaster affected communities.

We will respond to medium to large emergencies, whether natural or man-made, both within and outside our areas of operation after careful consideration of the context, extent of needs and gaps, our value addition and who else is working there. Considering the efficiency, higher flexibility to meet diverse needs and market situation, prioritize multi-purpose cash support as response modality. We will prioritise responding through our local partners, but where local capacity is exhausted we will intervene directly. To achieve this we will:

- Strive to ensure that any response within the health and nutrition, WASH and food security sectors achieves Sphere Standards.
- Undertake (and maintain) a risk mapping in all of our programme areas and ensure that all our responses are based on high quality rapid assessments, allowing for proper targeting. Appropriately consult local CSO partners, relevant government bodies and communities in need while designing emergency response.
- Contribute to an integrated humanitarian response through coordinating with other actors, and take a leadership role in coordination bodies.
- Informing communities of their rights and entitlements in emergency response areas as well as about the complaints response mechanism (CRM).
- Aim to ensure that our response does not have a negative impact on the environment, adopting climate smart approaches where possible.
- Address issues of gender and disability mainstreaming within all of our emergency response.
- Ensure that all of our emergency responses are evaluated at least once during the period of this strategy.

### Key Performance Indicators – Goal 2

To measure how well we are performing on the goal 2, we will report annually on the following key performance indicators:

- Percentage reduction in the proportion of the population in our areas of operation in need of humanitarian assistance as a result of disasters (climatic, economic, health or other).
- Proportion of people in need of humanitarian assistance reached through humanitarian response by Concern and partners.
- Number of local implementing partners engaged and % of funds channeled through them to undertake a timely and effective emergency response.
- Number of county government teams and processes supported by Concern to undertake timely and effective emergency response.
- Number of country programme interventions at the community level adopting DRR approaches.
- Proportion of emergency responses that are evaluated and are assessed as being satisfactory (or above) on the DAC criteria.

*A snippet of a watermelon patch in Kangalita irrigation scheme. Turkana. The scheme covers just about 1,200 acres. The community could not access irrigation water due to desilting of the canals, caused by low water levels in River Turkwel, a situation caused by the 2020- 2023 drought crisis. Concern through funding from partner CDP, carried out cash for work initiatives, leading to the desilting of sections of the canal, allowing irrigation water to flow to the farms. Photo: Shaloam Strooper/ Concern Worldwide.*

## GOAL 3 Deliver our programmes in collaboration with local actors for better impact

As an organisation, we are committed to expanding the amount of work we undertake with the local government and in partnership with local civil society organisations. Like in recent years, we will continue working with County Governments, supporting the devolution process and taking a system strengthening approach. We will also expand on the work we do with local CSOs, leveraging their community outreach to improve the coverage of our work, while strengthening their capacities, particularly their ability to respond to emergencies. We are also committed to seeking out, and working with, strategic partners who have expertise that we don't, particularly in areas such as research, budget tracking and advocacy.

We understand that this will entail a change in our way of working, requiring a greater focus on capacity development and mentoring for CSOs as well as with government. Our commitment to providing greater funding to CSOs (which is a reversal of our approach in recent years) requires us to work with these organisations to put in place strong financial, accountability and governance systems.

### SO1: Identify and work with a wide range of partners

While providing financial resources to local CSOs is a change in direction for us, we are committed to working with partners to ensure they have strong systems in place, in terms of their procurement, logistics, human resource management, financial management, accountability to programme participants and strong governance systems. For CSOs, this entails using the “Concern Integrated Local Partner Assessment Tool” (known as CILPAT) to identify areas for strengthening, while for government it entails developing an approach that reduces their dependency on agencies such as Concern for regular logistics and financial support. **Specifically we will:**

- Continue to work with County Governments taking a system strengthening approach with an approach to gradually reduce their dependence.
- Work with local CSOs to deliver integrated programmes in our geographical areas.
- Provide capacity development support to our local CSO partners on areas identified through the CILPAT tool and process with the intention of improving efficiency and quality of their finance, systems and programme delivery.
- Undertake joint planning, monitoring and evaluation exercises in all our programme areas with the government and local CSO partners.
- Identify and work with private sector partners for innovations in pro-poor products and services, and our operational efficiency.
- Identify and work with Technical and Strategic partners for research and advocacy issues relevant to our sectors, cross cutting and programme areas.
- Promote cross learning between partners and Concern.



## S02: Develop our own capacity to implement and manage partnerships

This change in emphasis requires a change in how we work, in particular we need to develop our internal capacity, communication systems and skills while taking on the role of a facilitator, and less of a supervisor with our local CSO partners. Specifically we will:

- Improve internal capacity of Concern Kenya programme to work with partners.
- Strengthen our CSO partners' selection process.
- Develop a Concern Kenya CSO Partnership Strategy in 2022.

### Key Performance Indicators – Goal 3

To measure how well we are performing against Goal 3, we will report annually on the following key performance indicators:

- Percentage of funding granted to local CSOs with an incremental target of 15% of our annual budget by 2025.
- Percentage of CSOs we work with who identify Concern as a partner of choice (target – 70%).
- Number of proposals Concern supports local partners to submit on their own and jointly.
- Number of projects delivered through local CSO partners.
- Number of CSO partners reporting improved ability on their systems and programmes delivery as a result of CILPAT informed capacity building by Concern.

## GOAL 4 Influencing policy to make it pro-poor

In our previous strategic plan we committed ourselves to undertake appropriate Operational Research in all of our programme areas. This led to research on family MUAC, IMAM (the Integrated Management of Acute Malnutrition) Surge, Community Conversations, Urban EWEA, and our Maker Approach to locally co-design low- cost, high-quality essential MNCH equipment being published internationally, and being used to influence how programmes are implemented in country. It is our intention to build on these experiences, alongside some of our more innovative programmes, such as the Lishe Poa programme that has introduced a healthy nutritious food snack for children under five and pregnant and lactating women in urban informal settlements, to continue to bring about changes that can be described as 'pro-poor'.

### S01: Undertake high quality operational research linked to our programme work

Over the coming five years we will continue to undertake research that is able to generate evidence to influence policy; influence budget allocations; improve implementation and understand whether things work the way we envisage for the extreme poor. **To do this we will:**

- Share the findings of our research on innovative programmes with a wide group of stakeholders showing what works and what doesn't work in specific context.
- Improve on the documentation and dissemination of the results emerging from our research (both internally and externally).
- Establish an internal research Working Group to act as a think tank on research within Concern Kenya Programme.
- Identify emerging opportunities and strategic partnerships for research and innovations (academia, private sector, research institutions, INGOs, relevant public and private institutions).
- Increase the number of pilots aimed at addressing extreme poverty (initiated by Concern Kenya) and approved through relevant working groups for scale up.

### S02: Use our programme experiences and research results to advocate for more pro-poor policies and implementation

Looking forward, we are committed to using the results emerging from rigorous research to feed into our advocacy work, while also using results coming from our programmes to supplement this. Our advocacy focus will be on addressing issues that emerge as root causes of poverty, issues that prevent communities from progressing and block individuals from securing a livelihood. To achieve this we will:

- Produce a regular flow of advocacy materials based on our research findings and programme experience.
- Sponsor at least one policy event a year to showcase the results of our research



A lawmaker's sensitization forum on the importance of breastfeeding policies at the workplace. Nairobi. Photo: Shaloam Strooper/ Concern Worldwide.



and to push for change in the specific areas of climate and hunger.

- Continue with our sector specific budget analysis and with recommendations that inform future budgeting processes by the county governments on improved basic service delivery.
- Work with strategic partners on key advocacy issues, including the Alliance2015 members in Kenya.

#### Key Performance Indicators – Goal 4

To measure how well we are performing against our goal 4, we will report annually on the following key performance indicators:

- Number of research initiatives undertaken that have clearly generated new evidence around what works.
- Number of strategic and research partnerships established
- Number of knowledge products produced, based on our research or innovative programming that are disseminated externally.
- Number of research based innovations by Concern Kenya Programme adopted by other stakeholder, including government.
- Number of national and county level policy engagements initiated and supported by Concern that have resulted in policy change, and change in practice at national and/or county level.



A woman sells fresh produce from a surplus harvest in her kitchen garden, through Concern's Livelihood program. Marsabit County. Photo: Shaloam Strooper/ Concern Worldwide

## GOAL 5 Efficient and responsive systems to deliver Concern Kenya's programmes

The delivery of our programmes depends on having solid systems in place to support programme implementation. In this respect, over the course of this strategy, we will focus on the greater use of technology to improve efficiency; attracting (and retaining) the right staff and strengthening our internal compliance with our existing policies and regulations. We will also strive to make ourselves a greener organisation, including mapping out our carbon footprint (by the end of 2022), and using this as a baseline against which we can set targets for the remainder of the CSP. This will also help us to identify the areas (including from transport, energy, paper and printing) where we can make the most change, in a short period.

### SO1: Adopt innovation and technology to improve efficiency

Over the five years of the strategy we will improve the use of technology across our internal systems, in particular we will focus on:

- Fully implementing our HR Management System to improve transparency and timeliness of recruitment and better manage staff leave entitlements.
- Utilising a digital filing system across all functions to improve on knowledge management.
- Upgrading obsolete IT equipment and infrastructure by better budgeting.
- Strengthening our approach to digital data gathering (DDG) and better utilise Concern's global system.
- Digitising our mobile payment system, including producing a research paper on the available options and the costs and risk associated with each.

### SO2: Attracting, developing and retaining the right staff and delivering diversity and inclusivity

Concern is a people-to-people organisation, and recruiting and retaining the right people, and developing our staff and our future leadership is a critical part of our strategy – at both international and country level. To do this in the Kenya programme over the coming years we will:

- Identify the optimum staffing structure and skills to deliver our programmes, review the profile of our current staff and identify where there are gaps in the proposed structure, and recruit to fill gaps in line with our commitment to diversity and inclusion.
- Develop and implement an internship programme to provide opportunities for talented graduates across all functions in the organisation.
- Support learning and development of staff, making sure that everybody gets the chance to participate in training related to their role.
- Develop a strategy for succession and progression planning.
- Establish a staff welfare programme.



**S03: Strengthening compliance in our systems and for working with partners**

The third element that we will focus on is to make sure that our teams know the standard operating procedures and guidelines in finance, logistics, HR and procurement and are able to follow them, as well as being able to work with our CSO partners to ensure that their systems meet minimum compliance levels and the systems are implemented. To achieve this we will:

- Engage in an Annual Risk Analysis showing their impact on the organization. This will allow us to set the risk tolerances necessary for creating policies and mitigating risks.
- Continue to scan and stay on track with changing laws and regulations, identifying the areas in which it impacts the organization, changing policy and implementing policy change, and monitoring them.
- Embrace continuous annual audits and scheduled regular internal audits and taking recommendations positively and purpose to implement them
- Periodic and annual reporting to our stakeholders based on commitments

**Key Performance Indicator – Goal 5**

To measure how well we are performing against our goal 5, we will report annually on the following key performance indicators:

- Digitized recruitment systems in place and reduction in recruitment time by 25% by 2024 (baseline on 2022).
- Proportion of staff undertaking learning and development activities (Target – 30% per annum)
- Proportion of programmes using Digital Data Gathering (DDG) systems for monitoring (target 75%)
- Proportion of payments made directly to programme participants using digital technology (target 80%)
- No disallowed costs for CSO partners
- Internal and external audits without major findings
- Country level finance processes efficiency improved (factors, %age of improvement to be determined)
- 10% reduction in Kenya Programme carbon footprint by 2026 (based on 2022 baseline)
- 15% improvement in procurements for ‘value for money’ and ‘time efficiency’ by 2026 (based on 2022 baseline)

**Financing the Plan**

Over the period of the previous plan, the annual budget for Concern Worldwide, Kenya varied between €5.6 million and €8.4 million, with the variance accounted for by the size and scale of humanitarian interventions we undertaken. Access to funding in Kenya has become increasingly competitive as Kenya has attained status of low middle-income country. We plan to enhance efficiency in our work by improving and digitizing systems, staff training and working with CSO partners to better utilize our resources for new ventures like refugees integration and expand to Mandera. It is our aim to keep our ‘core’ annual budget at around €6 million, unless there is a need to scale up our emergency responses, and to maintain a diversified portfolio of donors, avoiding becoming overly reliant on any one.

We aim to secure at least one large, multi-year, multi-country programme in which Concern in Kenya will take the lead – to do this we will build on our experiences in urban programming and broader resilience programming in the Horn of Africa.

What we plan to do in this strategy requires a number of new skillsets to accomplish our triple nexus approach, in particular to support our work on partnership and emergency response, enhance our documentation, and developing the capacities of our team to manage research, as well as identifying funding for investing in the digitisation of our systems. We will cover the cost of these roles through redeploying existing team members, the better use of our current financial resources and building these roles and activities into new proposals. Within this, we will continue to strive to find ways to ensure that the greatest proportion of our finances goes directly to the people and communities we work with.

**Managing the Plan**

Our plan for 2022 to 2026 is ambitious, its delivery depends on having the right people and structures in place and an ability to shift our ways of working. An even greater focus on research, advocacy and partnerships requires staff who can work with organisations to develop their capacities, as well as a team that can influence how others work.

The Kenya program also seeks to increase its visibility all members of our team need to develop their external communication skills, while we need to build our expertise on documentation and learning as well as continuously reviewing how our systems (including logistics, finance and IT) are functioning, digitising these as appropriate. Overall responsibility for implementing and managing the plan rests with Concern’s Country Management Team in Kenya, however it is intended to be a live document. In this respect, we are committed to making sure that it is well understood by all in the organisation, including through producing a scaled down, easy to understand version. A CSP work plan shall be developed which will be updated on annual basis. The team will be expected to report on an annual basis on progress towards achieving the goals identified in the Strategy and provide an update on performance against the indicators included under each Goal. This will be done alongside the annual country programme reporting.

**In conclusion**

Concern Kenya understands too well the inequalities that often play out in development and humanitarian processes when a balance is not deliberately struck. A triple nexus approach that addresses **Climate Change, Peace Building resilience** and **Humanitarian** efforts is a commitment by Concern Kenya to contribute to sustainable impact in Kenya’s most vulnerable communities. We welcome you to walk this journey with us.



A farmer in Marsabit county, takes a walk through his farm. He grows crops including kale, spinach, onions and tomatoes for domestic use and for sale. Concern facilitated Agricultural extension services to the community to help improve their yield, and improve household nutritious food consumption and education. Photo: Shaloam Strooper/ Concern Worldwide.