



Pastoralist Initiative Girls

Empower Girls, Save Communities.



Strategic Plan | 2015 – 2019

VISION

To have an empowered pastoralist community able to realize its fullest potential in order to lead a dignified life

MISSION

To promote sustainable development by enhancing pastoralist capacities through integrated development approaches



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FORWARD

It gives me great pleasure to present PGI's Strategic Plan for the period 2015 – 2019. The organization has over the years experienced growth that has culminated in the organization having strong systems to ensure sustained organization development. This Strategic Plan is a culmination of a participatory process involving the board, management, the general membership, beneficiaries and a host of other stakeholders. The plan outlines the vision, mission, core values and the objectives that this Strategic Plan will focus on. Looking back at the 2011-2015 Strategic Plan, the organization made great achievements and this strategic plan will seek to build on these achievements and address gaps identified as well as come up with new areas of focus given the organization is on a growing.

In this plan, PGI outlines what her key priorities for 2015-2019 will be. Girls education still remains a core thematic area for the organization. The organization believes that empowering of the girl child will position the society to better deal with current and future developmental challenges. The pastoralist girls remain disadvantaged in many ways and the core mandate of PGI is to address these disadvantages and empower the girls as an important pillar in development of the community. The plan also addresses other areas that are key to the vision of having an empowered pastoralist community able to take charge of their own development agenda. These areas include expansion of livelihood sources, natural resource management, health and other cross cutting issues such as human rights, policy advocacy, youth, research and strategic partnerships.

In this plan also, PGI has proposed to formally move to Tana River County in addition to Garissa County. This strategic move has been advised by the fact that the two counties share a lot in common. Most importantly, the two counties share River Tana resource and anticipating the important role this resource will play in realization of the objectives outlined in this plan, PGI plans to strategically position herself to be able to work with the two counties smoothly.

PGI looks forward to working with a range of clients and stakeholders to make this strategic plan a success.

FatumaKinsiAbbass
Executive Director

EXECUTIVE SUMMARY

This strategic plan provides PGI with strategic direction for the period 2015-2019. Over the next five years, PGI will pay focus on four main thematic areas:

- Girls education;
- Livelihood development;
- Environment and natural resource management and
- Health.

The organization also will focus on cross cutting areas that affect delivery of the services under the core thematic areas. These are: partnership, democracy, human rights, research, youth, and policy advocacy.

A key component of this strategic plan is the need to enhance the organization development capacity. A number of internal capacities will be enhanced including governance, operations, management and capacity of staff to play their key role in the organization. PGI will during this period seek to get herself a new office fully owned by the organization, an active monitoring, evaluation and research department to provide continuous empirical information to guide in decision making and monitor progress and establish an endowment fund.

Education for pastoralist girls remains a leading focus area for PGI. To achieve her objective of increasing enrolment of girls in schools and supporting them to complete and enhance their transition to higher levels, PGI will address this issue in a four pronged approach:

- Address factors related to girls such as managing maturity process;
- Society related issues such as negative cultural practices;
- Infrastructure related factors such as lack of school and;
- Policy related factors such lack of female teachers in schools

Accompanying this plan is a comprehensive implementation plan and a monitoring and evaluation framework.

1. INTRODUCTION

Who we are

Pastoralist Girls Initiative (PGI) is a national not for profit non-governmental organization registered in Kenya. The organization is dedicated to alleviating the challenges encountered by the pastoralist communities in Kenya by addressing their needs in a two-pronged approach:

- Addressing immediate practical needs. This includes emergency food relief, provision of much needed hand outs and payment of schools fees for needy girls;
- Developing approaches to address strategic needs. These are long term strategies such as alternative livelihoods for pastoralist communities, policy advocacy, leadership development and sustainable management of environment and natural resources.

PGI began in 2001 as a community based organization. Over the years, the organization has grown to attain the status of an NGO. Being a membership organization, PGI has seen her members increase from the original 15 individual members to over 5000 members who include both individual and cooperate members.

PGI has her headquarters in the city of Garissa in Garissa County. Over the years the, the organization witnessed growth in the areas of staffing, partners and projects. Currently, the organization has 5 full time staff, and operates an annual budget of close to US\$ 1 million.

The organization has a well-established management board and other internal structures. The organization has had her constitution reviewed recently to reflect the changing environment within which the organization operates.

What we do

PGI believes in sustainable community development that can only come about by involving the marginalized persons in all dialogue aimed at enhancing community organization. PGI works with the most vulnerable members of the community by empowering them to play their rightful role and champion their own rights. Focusing on pastoral girl child and women, PGI works towards reducing gender disparity in access to resources, extreme poverty, ignorance, poor health and gender based violence by addressing cultural, systemic, natural, personal and other factors that militate against their economic and social advancement.

In the planning period 2015 – 2019, PGI will continue her focus on addressing both immediate practical needs and strategic needs of the pastoralist communities in Garissa and Tana River Counties. In addressing practical needs of the target communities, the organization will:

- Support girls to go to school by providing them with basic requirements;
- Respond to emergency needs of the communities to cope with the effects of changing weather patterns including drought, flood and other emergencies.

While responding to practical needs is an area of focus for the strategic plan, PGI will spend most of her resources in working with communities to come up with long term solutions to the problems affecting them. In particular, PGI will work towards

- Ensuring that the communities appreciate and support girl child education by addressing negative cultural practices, and ensuring there are enough culturally appropriate girl schools;
- Increasing access to quality health services through construction of health facilities, and promoting of health seeking behavior among community members;
- Diversifying livelihood for the pastoralist communities;
- Building capacities of the community to sustainably manage environment and other natural resources;
- Influencing policy to be responsive to the needs of pastoralist communities.

OUR VISION, MISSION, OBJECTIVES, CORE VALUES AND NICHE

VISION

To have an empowered pastoralist community able to realize its fullest potential in order to lead a dignified life

MISSION

To promote sustainable development by enhancing pastoralist capacities through integrated development approaches

Objectives

- To improve education indicators for pastoralist girls in the target counties;
- To enhance socioeconomic status of pastoralist communities in the target counties by developing alternative sources of livelihood;
- To improve access to quality health care services for pastoralist communities;
- To empower capacity of communities to cope with environmental factors and utilize available resources optimally;
- To work with communities, governments, development partners and other institutions to address cultural, systemic, and social factors that affect the wellbeing of pastoralist communities.

CORE VALUES

- Integrity and accountability: PGI is committed to ensuring utilization of resources is fully accounted for and that they are used only for the purpose they were meant for;
- Commitment to high standards of quality: Ensuring strict adherence to quality protocols;
- Teamwork and leveraging: Working with others to increase output and foster spirit of collaboration;

- Building on existing structures: PGI works within existing structures especially government structures to deliver her services;
- Efficiency and optimal utilization of resources: Implementing interventions with high impact but with minimal injection of resources;
- Thinking global and acting local: Being aware of the trends and practices in the world but also ensuring only locally acceptable and feasible interventions are adapted.

OUR NICHE

Over the years, PGI has built herself a reputation as being a key player in the area of championing the plight of marginalized pastoralist communities. Based on this, PGI is well placed to address the needs of the communities and the organization will take advantage of her position to continue delivering her mandate. In particular, PGI will build on the following key advantages to deliver the services outlined in this strategic plan:

- Being a local organization, the organization understands so well the environment within which it operates;
- It uniquely addresses specific needs of an otherwise marginalized group;
- The organization has a good working relationship with both national and county government institutions and has built herself a good reputation with these institutions;
- The organization has a growing number of trusted donors who have continued to show interest in the work of the organization;
- Has strong management and governance structures and attracts a caliber of highly qualified staff;
- Commitment of the management who work day and night not only to ensure that the available resources are well utilized but also go out of their way to bring new resources on board.



2. THE CONTEXT

PGL operates in an ever changing environment. Looking back at the years that have passed, the organization has had both positive and negative experiences that have impacted her delivery of her core mandate. Understanding this environment is key at this point so as to position the organization at a point where it can not only learn from past experiences but also adopt and understand what has really worked or can work for the good of both the organization and the target population. This section highlights a wide range of contextual issues within which PGL will implement the strategic plan and which will help both in focusing strategic plan as well as guide in institutional capacity building including resource mobilization.

ENVIRONMENTAL ANALYSIS

Internal Environment

Strengths: PGL has continued to consolidate her strengths and moving forward, the organization will focus her attention on ensuring that these strengths work for the better of the organization. These strengths include:

- PGL is a fully registered organization with legal recognition;
- The organization is well recognized both in the community and among the relevant government institutions;
- There is a pool of well-meaning funders;
- A strong governance structure;
- Well-developed internal structures;
- Field experience built over years of implementation.

Weaknesses: PGL however has some internal weaknesses that need to be highlighted and addressed within the strategic period for the success of the plan. These weaknesses are:

- PGL still relies on renting office space which leads to a big proportion of organization resources being spent on administrative items;
- Over reliance on few but consistent donors who support specific areas and this has prevented the organization from expanding to other core and important areas;
- Limited number of personnel which has led to some critical areas such as communication, monitoring and evaluation being outsourced;
- Lack of an endowment fund to cushion the organization in times of financial crisis.

EXTERNAL ENVIRONMENT

External factors that affect PGI work are seen as either opportunities or threats.

Opportunities: PGI sees a number of opportunities which if well harnessed can play a critical role in the realization of the objectives of the strategic plan:

- Devolved system of governance is an opportunity that could see a quick turnaround time in responding to matters that need government intervention;
- Technological advancement could be utilized in helping communities get up to date information and respond appropriately to challenges they are facing;

Threats: While appreciating available opportunities, PGI takes cognizance of factors that pose a threat to her own survival and implementation of her programs. The threats are:

- The new Public Benefit Organizations Act of Parliament that requires that not more than 15% of an NGO's budget is supported by external donors. If implemented, this act will severely impair the operations of PGI as almost 100% of her current budget is supported by donors outside the country;
- The threat of terrorism is real which might affect the movement of personnel across counties especially when such threats are targeted at particular group of people;
- Related to terrorism is the shifting focus of the donors who are moving towards addressing the threat of terrorism which is seen to have more global ramifications than the localized nature of the issues that PGI is addressing.

Situational Analysis

During the 2011-2015 strategic plan period, PGI made progress in achieving most of the set objectives. An internal review done by the organization to assess the progress made in the implementation of the strategic plan revealed that the organization has done well in achieving what it had set out to achieve. Specifically, the organization:

- Put in place mechanism to strengthen internal systems including governance and operations;
- Enhanced staff capacity;
- Enhanced branding and the organization now has an active and up to date website;
- Increased the donor base with new funders coming on board;
- Improved access to quality health care services with new hospitals constructed and equipped;
- Improved access to education by pastoralist girls with construction of new schools;
- Expanded source of income among pastoralist women with introduction of farming;
- Improved documentation and there are available reports for each activity undertaken by the organization. Video documentaries are also available for some of the achievements for the organization.

Despite this progress, there still remain gaps that need to be addressed and which form pertinent areas of focus for the next five years strategic planning. In particular:

- The organization stills needs to expand her resource base;
- Some key units/ sections in the organization such as monitoring and evaluation, communication, grants making and organization development need further strengthening or development all together;
- Visibility of the organization needs to be enhanced further;
- PGI needs to work closely with media to tell her story and reach wider audience other than only focusing on local radio and TV stations;
- Factors affecting girls access to education still need to be addressed if key indicators for girls education have to improve;
- Strategies to cope and manage available natural resources among the communities should be strengthened;
- Looking at symbiotic relationship that exists among counties, PGI needs to gradually expand her reach to other counties neighboring Garissa County and which have similar indicators as Garissa;
- While appreciating the need to expand programs in key focus thematic areas, PGI should be keen to work and improve other areas that are key to the success of the organization. These are areas related to human rights, partnerships, policy environment, youth and development, and research.



3. OUR STRATEGY

Overview

Over the next five years, PGI will seek to expand her mandate beyond Garissa County to include Tana River County. This is a county that shares a lot with Garissa in terms of major socioeconomic indicators and they share a common resource that forms a key component of this strategic plan; RiverTana. The organization will seek to build on the successes that have been realized so far and as well as respond to emerging issues critical for her success. There will be four main thematic areas of focus and a fifth area that will highlight cross cutting issues that need to be addressed as highlighted below. Apart from expanding her geographic coverage, the organization will expand in terms of program breadth and organization development aspects. This section highlights this expansion.

Core areas

The core areas of focus for the 2015-2019 strategic period are:

- Girls education;
- Livelihood development;
- Environment and natural resource management;
- Health and;
- Enabling environment as a cross cutting thematic area.

These focus thematic areas are at the heart of the organization's reason for existence, give PGI a niche over other organizations, form key parameters to determine the wellbeing of the target population and are within the purview of PGI current and intended enhancement of her capacity in the next five years.

Girls Child Education

Education remains a key empowerment weapon that helps individuals and societies face developmental and social challenges. Education opens doors for those who benefit from it and one becomes independent and prepared to cope with a myriad of situations that one could be facing. With an education, one's horizon expands and opportunities in life become limitless. In a society where resources are becoming scarce and competition for the few available resources and opportunities is increasing, only educated individuals remain well positioned to benefit from what is available. The world is becoming a global village. Key players in this global village will be those who are able to understand the complexities involved in such an arrangement and education guarantees one of knowledge, skills and attitude necessary for this.

Since 2003, Kenya adopted a policy of free and compulsory primary education. This policy was reported to have seen an increase of the number of primary school children by over 1 million and was largely seen as a big success. While this success is undeniable, key indicators still remain low and a lot needs to be done to ensure the policy of free primary education in Kenya is also a success in terms of ensuring access, quality, completion and transition for all children. In Garissa and Tana River Counties, education performance has remained low despite the efforts being put in place by various players. In Garissa County for example, net enrolment rate to primary education is 23.5%, completion rate is 62.7%

while transition rate is 58.3%. The education system has a lot of wastage at each stage and the situation is even worse for girls who perform poorly in all of these indicators.

A number of factors have been identified as being responsible for this sorry state of girls' education in the two counties including:

- Biased preference of boy child to girl child;
- Cultural practices such as early marriages, and female genital mutilation;
- Poverty that denies parents and girls finances to provide sanitary kit for girls to cope with maturation process thus leading to high school dropout rate among girls;
- Inappropriate schools that are not sensitive to culture and religion of the communities who would prefer their girls be in separate schools from boys and be attended to by female teachers for some specific issues;
- Floods that displace many communities thus leading to high school dropout;
- Tribal and clan conflicts that lead to schools closure;
- Lack of role models for girls to emulate.

SCOPE AND SPECIAL FOCUS

During this planning period, PGI will focus on four areas in order to promote girls education in the two counties. These areas are:

I. Girl related issues

- a. Work with girls to address challenges related to maturation process including provision of low cost sanitary towels;
- b. Provide necessary incentives for girls to remain in school including a reward system;
- c. Provide scholarships to bright girls unable to transition to higher levels;
- d. Design and develop a girls to girls mentorship program;
- e. Design and develop a leadership development program among girls to enable them take up the mantle of campaigning for their own rights while enhancing their self esteem.

II. Society related issues

- a. Advocate for reduction or elimination of cultural practices detrimental to the wellbeing of girls;
- b. Work with parents to promote and seek support for girls education;
- c. Promote peace and coexistence among communities.

III. Infrastructure related issues

- a. Provide infrastructure through construction of new schools or renovation of existing ones;
- b. Provision of the necessary equipment;
- c. provide books and other learning materials to schools;

IV. Policy related issues

- a. Advocate for deployment of female teachers to schools to encourage parents to send their daughters to school;
- b. Advocate for inclusion of religious education in the curriculum;
- c. Promote girl only boarding schools;

LIVELIHOOD DEVELOPMENT

Most part of Garissa and Tana River counties are categorized as arid zones. Most of the residents are pastoralists and have limited source of livelihood. A small section of the county along River Tana basin practices crop farming through the waters of the river. Dependence on livestock means that during drought, most of the residents are left vulnerable and rely on food and other donations to survive.

Women and children are the most affected. Women own few or no livestock in their name and have over the years depended on their husbands to provide. Providing women with alternative source of livelihood is key in addressing poverty in the two counties.

In the face of the challenges posed by climate change, diversification of livelihood becomes an important adaptation mechanism from the high risk nomadic pastoralism. However, the shift to agriculture and other forms of livelihoods required capacity building in farming techniques, inputs and other aspects.

Scope and special focus

During this strategic plan period, PGI, working with women as key players, will focus her efforts in two broad areas:

I. Agro-Pastoral communities residing along River Tana

- a. PGI will work with the communities to promote irrigation along River Tana through
 - i. Provision of the right farming inputs;
 - ii. Capacity building of farmers on modern farming methods;
- b. Support in marketing of farm produce;
- c. Promote value addition of farm produce before marketing;
- d. Support establishment of small savings and credit groups among the farming community.

II. Pastoral Communities

- a. With limited irrigation option, PGI will work with women in the largely pastoral community to
 - i. Rare milk producing goats tolerant to drought;
 - ii. Introduce small bag gardens for kitchen consumption.
- b. Establish and support small merry go round groups. PGI will provide seed capital to support the initiative;
- c. Identify women entrepreneurs and provide them with the necessary support – training and seed capital – to help them expand their business;
- d. Identify responsible male leaders and train them on bee keeping, and support in value addition and marketing of honey;
- e. Among the settled communities with reliable supply of water, PGI will introduce farming of drought resistant fruits such as oranges, bananas and other fruits.

ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT

Long dry spells, inadequate source of livelihood and small vegetation cover in Garissa and Tana River counties put excess pressure on the limited resources available. Garissa and Tana River counties have seen high rates of destruction of available vegetation cover to provide domestic fuels and also provide a source of income through the sale of charcoal. Use of available water sources has been a major source of conflict and there is need to come up with strategies to ensure water resource is well managed.

Scope and special focus

In view of the above, PGI will work with various stakeholders to:

- a. Introduce alternative source of fuel for domestic use to ease pressure on the few available trees. Energy saving stoves will be introduced;
- b. Harnessing of solar energy will be explored and homesteads will be supported to adopt this alternative source of energy;
- c. Water management committees with participation of women will be established and trained;
- d. Communities will be supported and trained to come up with local conservation committees that will work with other government institutions.

Health

Health is key for the wellbeing of the community. WHO has identified key indicators and targets that are essential in measuring a community's health status. In a country that still has work to do in achieving the set millennium goal targets, Garissa and Tana River counties fall far much below the national average. In the two counties, performance in essential health indicators is as described below.

Proportion of children below 1 year fully immunized stands at 55.8% and 51.2% in Garissa and Tana River respectively. Malaria is also a major health concern especially in Garissa where 53.2% of all patients making their first visit to the health facilities are diagnosed with the disease. Delivery in a health facility stands at 25.1% in Garissa and 40.5% in Tana River while birth attendance by qualified medical personnel is 74.6% and 76.6% respectively.

There are few health facilities in the two counties which are far apart from each other and this forces most people to walk long distances to access health care. Even for the few facilities that are available, basic equipment is lacking and there are very few health care workers.

Scope and special focus

PGI will work in conjunction with other stakeholders to improve access to quality health care services among communities in the two counties through:

- a. Health system strengthening through training of health care workers, capacity building of health facility management committees and deployment of health personnel as a stop gap measure;
- b. Provision of essential medical commodities;
- c. Develop memorandum of understanding with county health management teams to absorb any health care workers initially supported by the organization;

- d. Renovate existing health facilities and construct new ones where they are lacking in conjunction with county health management teams;
- e. Hold community outreaches to create awareness on health, promote personal and household hygiene, educate people about malaria and distribute nets and improve immunization of children;
- f. Introduce an incentive system to promote delivery at a health facility;
- g. Develop and distribution health promotion IEC materials;
- h. Establish health clubs in schools;



4. ENABLING ENVIRONMENT

PGI needs to work towards creating an enabling environment that will ensure the delivery of services in the core thematic areas. The enabling environment will be through ensuring respect for human rights, ensuring the right policies are enacted, conducting the right research to advice on program direction, promoting democratic involvement of all in decision making, building strategic partnership and ensuring youth agenda is not left behind.

Human rights

The new constitution dispensation in Kenya guarantees some basic human rights that each citizen of the country is entitled to. The constitution guarantees children universal and free basic education and the general population is guaranteed to high quality basic health services including access to emergency health services in both private and public health facilities regardless of ones' ability tom pay for these emergency services. These provisions of the constitution therefore mean that the guaranteed services should be available in the right quantity for anyone wishing to access them.

Despite these guarantees, the health and education systems in the two counties are still in dire need of basic supplies including personnel. There are also few facilities that provide these services in the two counties. Even if residents were to seek these services, they would not be guaranteed of quality services. There is also low awareness among the communities of their rights and lack of the basic services is taken as norm.

Gender based violence and neglect of children by parents are other forms of human rights abuse that need to be addressed.

During this planning period, PGI will work towards ensuring that there is respect for human rights in provision of basic services.

Scope and focus

- a. Create awareness in the community on their rights to basic services through community outreaches and distribution of relevant IEC material;
- b. Create human rights monitoring committees in major settlement areas and link them with the relevant authority for reporting of abuse of human rights including gender based violence and negligence of children;
- c. Create forum through media to discuss issues of human rights.

Policies advocacy

Kenya is a diverse country culturally, and geographically. In regards to education, health and natural resource management policies, the central government has for a long time treated all regions in the country as being similar and has standard policies that apply to all. This is in disregard to obvious differences that would call for special treatment of special groups. PGI however recognizes efforts that have been put in place which have seen great milestones being achieved in ensuring that the two counties together with others may not necessarily be expected to perform at the same level as other counties. In the recent past, policy on transition of children from one level to another has recognized the

need for children from arid and semi-arid counties to be given special consideration. Despite these gains, there is still need to do more policy advocacy to bring more benefits to the communities in the two focus counties.

SCOPE AND FOCUS

- a. PGI will work closely with other stakeholders to influence policy related to allocation of teachers in the arid and semi-arid regions. The policy currently talks of a standard teacher pupil ratio which is normally not reached in the two counties thus leading to some schools having only one teacher managing eight classes;
- b. Community involvement in natural resource management is key. With the discovery of gas and oil in the fields within target counties and with major government projects intended to be implemented in the counties (roads and railways), there is need to ensure community members are fully involved in exploitation of resources and delineation of land. PGI will work with relevant stakeholders to interrogate existing policies on the resource management and advocate for change in favor of the community members;
- c. Management of health services should have involvement of the community and PGI will work towards ensuring there is shift in policy to guarantee involvement of the community members;

Research

PGI wishes to ensure her programs are evidence based. There is a lot of data generated through service delivery, surveys and vital registration but little has been done to further analyze the data to inform programs. PGI will promote research agenda and will conduct studies related to the four thematic areas. The organization will also be in the forefront in responding to call for abstracts for both local, national and international conferences.

Scope and focus

PGI will conduct research to assess:

- a. Factors associated with education outcomes among pastoralist children;
- b. Factors associated with access and utilization of health services among pastoralist communities;
- c. The extent to which communities are involved in resource management and factors associated with this;
- d. Best approaches in creating alternative livelihoods for pastoralist communities and who are beneficiaries of these alternative sources.

Democracy

Community members need to have their voices heard in decisions that affect their lives. This is however not possible unless the communities are empowered to challenge the status quo and demand that their voices be heard. PGI will work to build the capacity of the community especially women to increase their visibility in democratic processes and participation in the electoral processes.

Scope and focus

- a. PGI will work with women groups to build their leadership skills;

- b. Work with aspiring women candidates for elected county and national positions to prepare them for elections;
- c. Develop through training a pool of women election observers and deploy them during elections;
- d. Create platform for exchange between elected leaders and the electorate on the achievements and concerns from the electorate.

YOUTH

Youth are an important segment of the community. They not only make the bigger proportion of the population but have the most unique needs. Youth have ambition, energy and the drive to be agents of change in the community and unless well harnessed, they can use their energy for negative purpose. A lot of focus has been on school going youth where a lot is being done but little is happening to engage youth once they complete school, little is happening. In recognition of this, PGI will seek to work with out of school girl youth to engage them in the most productive ways and reduce instances of wasted talent, unwanted pregnancies and perpetual poverty.

Scope and focus

- a. Work with girl youth out of school on leadership development;
- b. Engage girl youth out of school in vocational training by supporting individual girls and supporting training institutions with the necessary equipment to be able to provide the necessary training;
- c. Support girl entrepreneurs with startup kit to have them get engaged in gainful economic activities;
- d. Support organized girl groups register as independent organizations and support in organization development;
- e. Support organized girls out of school register companies and compete for government tenders to take advantage of the government policy of giving 30% of government tenders to youth.

Partnerships

The issues being addressed by PGI are massive and no one single player can claim to have all the solutions. A number of players are working in the counties and addressing almost similar objectives as those being addressed by PGI. To leverage on the experiences and resources of other players for the benefit of target communities, PGI will form strategic partnerships with civil societies, governmental institutions and community groupings over the next five years.

Scope and focus

- a. PGI will form task forces bringing together key players on policy issues related to health and education and have a common voice in pushing for policy advocacy;
- b. PGI will come up with forums to discuss pertinent issues in the counties on a regular basis;
- c. Conduct joint studies with key players such as AMREF, Red Cross, UNICEF and others;
- d. Jointly organize and mark international days related to education, health, and environment with other players for maximum impact.

5. GOVERNANCE, OPERATIONS AND MANAGEMENT

Governance

PGI growth witnessed over the years calls for strengthening governance structures to sustain and manage the growth. Over the next five years, PGI will:

- a. Provide the board members with the necessary governance training;
- b. Strengthen sub committees of the board;
- c. Develop internal policies related to expansion, collaboration, personnel, risk management, and other related governance functions;
- d. Provide continuous civic education to her general membership aimed at ensuring the members play their rightful role in ensuring their participate in all matters related to the governance of the organization;

Operations

Currently, PGI operations are handled by a limited number of staff. There is little separation of roles for operations where the organization accountant plays both the role of handling the organization accounts, tendering process, logistics and other administrative activities. In the next five years, PGI will work towards restructuring the operations department. Specifically PGI will:

- a. Establish finance and administration department with a head;
- b. Establish human resource management section;
- c. Bring on board a finance manager assisted by accountants;
- d. Ensure there is a tender committee and develop the necessary systems to ensure objectivity;
- e. Have a section concerned with communication, grant development, branding and documentation;
- f. Establish a logistics office to handle transport, office operations and other related logistics;
- g. Create an internal audit office that will also be response for monitoring adherence to internal policies and procedures;
- h. Work towards acquiring own office in Garissa town as well as establish satellite offices in strategic towns within the two counties.

Management

Management structures will be strengthened over the next five years. Several units currently not in the organization will be put in place. These units are:

- a. Senior management team comprising of Executive Director, head of finance and administration, director of programs and head of communication and grants development;
- b. Technical team comprising of heads of various programs and other technical advisors.

These two units will be charged with the responsibility of giving direction to the organization, ensuring quality of services provided and providing overall guidance on optimal resource utilization.

MONITORING AND EVALUATION

The organization will strengthen monitoring and evaluation systems that will ensure availability of empirical evidence on the progress in the implementation of the strategic plan and delivery of services. A monitoring, evaluation and research (MER) department with a team lead will be created and adequate budget to the department will be allocated. The department will be supported to carry out its mandate through provision of the necessary tools and continuous capacity building of the staff. The department will endeavor to develop data products to package program performance information for various consumers.

A comprehensive M&E framework accompanying this strategic plan has been prepared. As an overview, the organization will track both process, outcome and impact indicators outlined below:

Girls' education

- i. Number of new girls enrolled in school;
- ii. Number of schools constructed;
- iii. Number of schools with girls forum;
- iv. Proportion of female teacher population;
- v. Proportion of households in target villages with girls enrolled in school;
- vi. Proportion of enrolled girls completing primary education;
- vii. Proportion of girls completing primary education who transition to secondary school;
- viii. Proportion of girls who complete secondary school

Livelihood development

- i. New acreage of land put under irrigation farming;
- ii. Number of households benefiting from agribusiness as an alternative source of livelihood;
- iii. Number of women saving with credit groups;
- iv. Number of women trained on entrepreneurship;
- v. Number of households in target villages with bag gardens.

Environment and natural resource management

- i. Number of households provided with energy saving stoves;
- ii. Number of natural resource management committees formed and trained;
- iii. Number of households using solar energy;

Health

- i. Number of health facilities constructed/renovated;
- ii. Number and type of equipment provided to health facilities;
- iii. Number of households with improved sanitation;
- iv. Proportion of children under 1 year fully immunized in target villages;
- v. Number of women delivering in health facilities.

POLICY ADVOCACY

i. Proportion of milestones achieved in policy advocacy;

Human rights

i. Number of active community based human rights monitoring committees;

ii. Number of human rights cases reported by monitoring committees;

iii. Number of forums on human rights held.

Partnerships

i. Number of joint activities carried out with other stakeholders;

ii. Number of consortiums PGI is a partner;

Research

i. Number of studies conducted and disseminated;

Democracy

i. Number of women leaders trained;

ii. Number of forums held on community participation;

Youth

i. Number of youth provided with vocational training;

ii. Number of youth supported to start businesses;

iii. Number of youth provided with leadership training;

iv. Number of youth led independent group/organizations registered and active.

Resource mobilization

PGI will employ varied strategies to mobilize resources to enable her achieve her objectives. The resources mobilized will be both for running the core programs and for supporting organization development agenda for the organization

Core programs

The organization will seek to build long term relationship with a pool of funders to support implementation of core programs. These funders will include the current pool and new ones. To achieve this, PGI will continuously provide empirical evidence to donors on the impact of the work so as to ensure continuous support of the programs.

Funding proposals

PGI will be proactive in writing funding proposals to potential donors to support existing or emerging programs. These proposals will mostly be unsolicited. PGI will develop a catalogue of potential donors

and keep track of the focus areas of the donors in order to tailor the proposals to the focus of the donors while responding to the objectives of the organization.

RESPONDING TO CALLS

Individually or in partnership with other organizations, PGI will responds to calls for proposals from donors related to her agenda and within her regional reach. The organization will ensure the unit responsible for grants and organization development is always on the lookout for new calls either through the media or visit to websites for potential donors.

BRANDING

PGI will seek to position herself as a preferred partner in development through branding. PGI will occasionally bring together partners to disseminate her work as a marketing strategy. PGI will maintain an active presence in the internet and utilize social media platform to let the world know what the impact of her work is and how the larger community can support her work. Occasionally, PGI will seek to participate in international funding forums where direction and focus for future funding is discussed so as to position the organization strategically to receive this funding.

ENDOWMENT FUND

PGI will develop her capacity to establish an endowment fund. This fund will be used to cushion the organization against reduction of donor fund, provide matching fund as may be required by various donors as well as support key activities not supported by donors. The fund will be raised through various strategies including donations, sale of tender documents. Once this fund is established, the board will develop policies related to investment, withdrawal and utilization of the fund.





Empower Girls, Save Communities.

