



The National Council of NGOs

DLPS
Please deal.
24/12/18

Aghro House 2nd Floor
Tel: +254(0) 202211761,
+254(0) 721 843 924
+254 (0) 722 450 798
+254 (0) 733298969



P.O Box 58786 – 00200, Nairobi
Email: ngoscouncilofkenya@gmail.com
Website: www.ngoscouncilkenya.org

Working in partnerships with stakeholders for Peace and sustainable development in Kenya.

Ref: NCN/18/12

19th December 2018

To:

**THE CLERK,
KENYA NATIONAL ASSEMBLY,
PARLIAMENT BUILDING,
NAIROBI.**

*Head, Table of the
for your custody.
Let's not table a
report, nor body
statutory 12/11/18*

Dear Sir,

RE: 2018 ANNUAL PROGRESS REPORT AND ACTION PLAN 2019.

The above subject refers.

We humbly present the progress report (attached) and wish to sincerely thank you for the continued support. We remain committed to working with you and other stakeholders in the coming year 2019 and beyond. We request for an opportunity in the New Year to have a sharing session with the relevant committee of the national assembly

The National Council of NGOs is a self-regulating, non-partisan body bringing together all registered NGOs in Kenya. We are established under section 23 (i) of the Non-Governmental Organizations Co-ordination Act, 1990 (Laws of Kenya) as an official forum and umbrella of all Non-Governmental Organizations (NGOs and other CSOs) registered under the Act.

The mandate of the Council is to promote self-regulation among the NGO membership, provide capacity building of the Members and other non-profit actors, representation of the NGOs members, policy intervention and complimenting Government efforts in service delivery to the citizens of Kenya. On behalf of the Council Members, National executive members (Directors), thematic area leaders, and our other Partners; we sincerely take this opportunity to appreciate and indeed thank you for the support and accorded to us in the year 2018. We look forward to your continued support and great partnerships in the year 2019 to enable us deliver on our mandate.

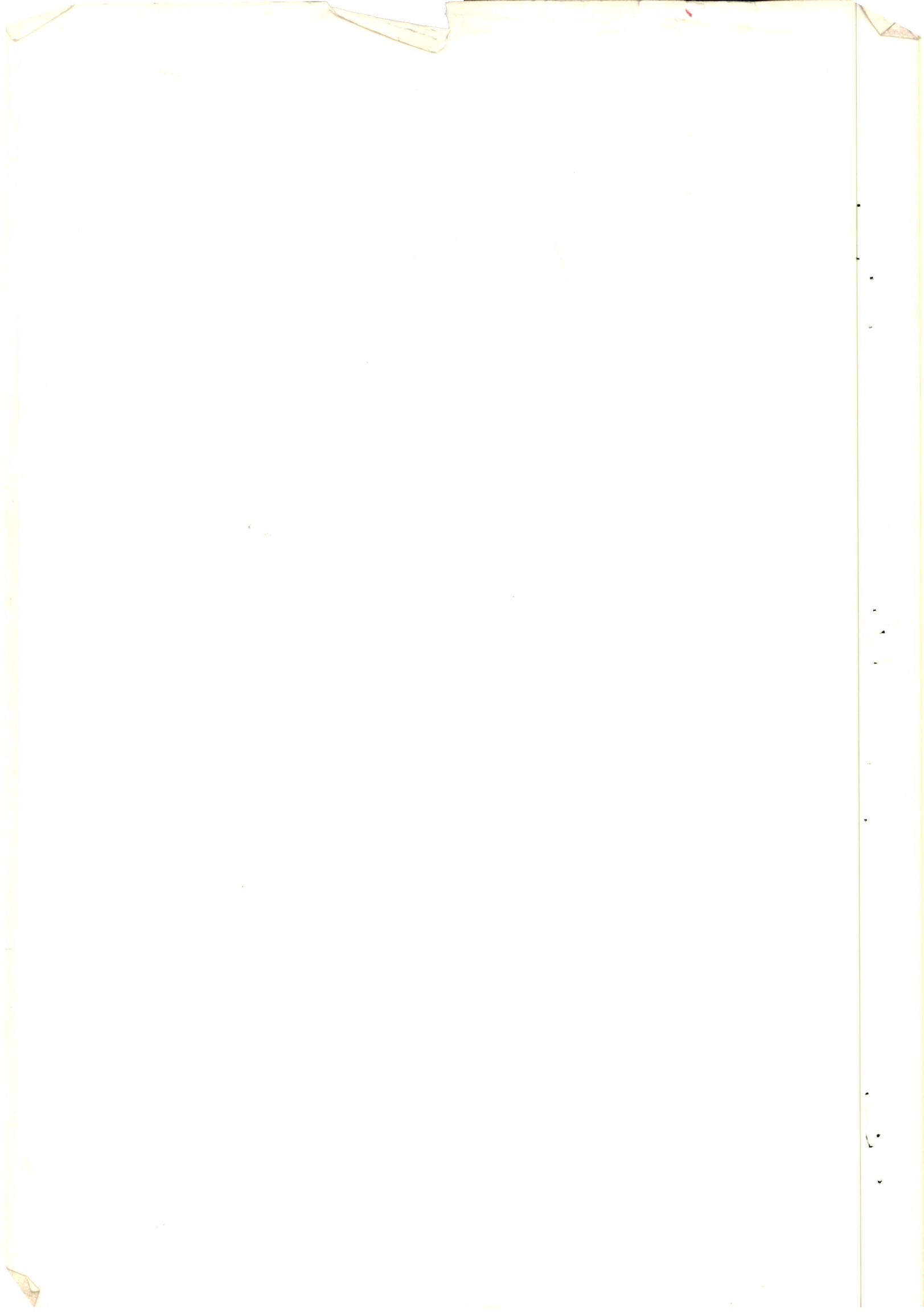
Wishing you a Merry Christmas, Happy and prosperous New Year 2019.

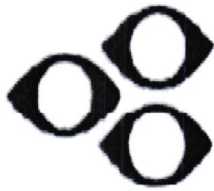
Kind regards,

Stephen K. Cheboi
National Chairman
The National Council of NGOs



1 DEC 2018
2018





The National Council of NGOs

THE NGO'S COUNCIL
THE YEAR 2018
PROGRESS REPORT
AND
THE YEAR 2019
PROPOSED ACTION PLAN
AND BUDGET



Signature 1
Signature 2
Signature 3
Signature 4
Signature 5
Signature 6

NON GOVERNMENTAL ORGANISATIONS COUNCIL

BACKGROUND INFORMATION

NGO Council is a self-regulatory nonpartisan organization established in August 1990 under section 23(1) of the Non-Governmental Organizations Coordination Act, 1990 of the Laws of Kenya.

PART IV - SELF-REGULATION BY THE NON-GOVERNMENTAL ORGANIZATIONS

Establishment of the Council

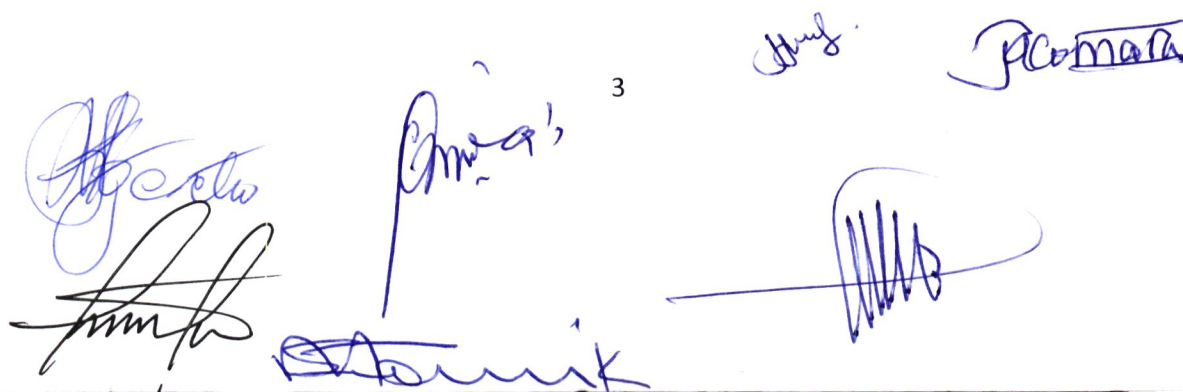
(1) There shall be established a Council to be known as the Non-Governmental Organizations Council which is a collective forum of all Non-Governmental Organizations registered under this Act.

(2) The Council shall adopt its own structure, rules and procedures for the efficient administration of its activities:

The council have a code of conduct and such other regulations as may facilitate self-regulation by non-governmental organizations on matters of activities, funding programs, foreign affiliations, national security, and training the development of national manpower, institutional building, scientific and technological development and other matters as may be of national interest.

The NGO council is the umbrella body that brings together all registered NGOs in Kenya. It has a current membership of over 11 000 members comprising of international, regional and local NGOs. The NGO Council provides overall leadership to the NGOs Sector. It champion the key values of probity, transparency, accountability, justice and good governance, Climate change, Health, Gender and development, Children's rights, poverty alleviation, Peace, Population, Training, Counseling small scale enterprises, disability and any other issues that affect society at large. We enhance the self-regulation of our NGOs and assist them to realize their potential in improving services that improve the socio-economic status of Kenyan society in pursuit of sustainable development. The directors of the council are elected by members of the general assembly (GASS) and also an executive committee, and a board of trustees/advisory members.

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ROLE OF NGO COUNCIL

The NGO Council strives to:

- Provide overall leadership to the NGO sector and civil society as a whole.
- Champion the values of probity, transparency, accountability, justice and good governance.
- Mandated to present all its members.
- Enhance self-regulation to its members and the adherence to the rule of law.
- Assist them to realize their potential in providing services that improve the social economic status of the Kenyan society in pursuit of sustainable development and a just and equitable society regardless of gender, race, nationality, religious or any other inclination

MISSION AND VISION

Vision: Galvanizing development sector, strengthening of the voluntary sector, for promotion of organized civic action, and to promote collective civil society action, based on mutual understanding, respect and knowledge.

Mission: Provide proactive leadership in policy and national issues and work with government for enabling legislation and good governance.

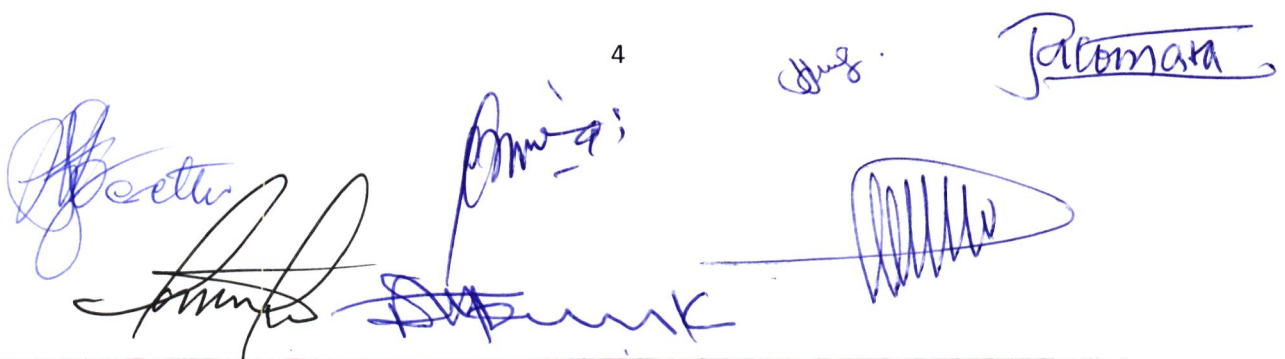
OBJECTIVES OF THE COUNCIL

- To promote creation and maintenance of an enabling environment in order to effectively contribute to effective and equitable sustainable development
- Provide forum and build effective network for promoting dialogue, collaboration, learning experiences and information.
- Strengthen organizational, operational and conceptual properties of its constituents to enable effective and efficient independent operations.
- To champion and defend the rights its constituency in all matters.
- Influence public policy in relation to its constituency.
- Create public awareness on its role and responsibilities
- To represent its constituency on local, international and national levels.

MEMBERSHIP

The council draws all its membership from the registered NGOs in Kenya, both locally and internationally. The members are meant to file returns and work plans and pay annual subscriptions. There are currently about 10 000 registered NGOs in Kenya.

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REGIONS

The NGO Council's coverage has been divided into **12** regions in Kenya for easy coordination with each region represented by a representative as indicated below:

REGION	COUNTIES
1. Coast region	Mombasa, Kilifi, Lamu, Kwale Tana River ,Taita-Taveta
2. Nyanza North region	Homabay, Siaya ,Kisumu
3. Nyanza South region	Nyamira, Kisii, Migori
4. Nairobi region	Nairobi
5. Central region	Nyeri, Kirinyaga, Kiambu, Muranga,Nyandarua
6. South Rift region	Bomet,Narok,Kericho,Kajiado
7. Central rift region	Nakuru, Baringo, Laikipia,Samburu,
8. Western region	Kakamega, Vihiga, Bungoma, Busia
9. Upper Eastern Region	Meru, Tharaka Nithi,Isiolo,Embu, Marsabit
10.Lower Eastern	Makueni, Machakos, Kitui
11.North Rift Region	Turkana, Elgeyo-Marakwet, Uasin Gishu, West Pokot, Tranzoia, Nandi,
12.Northern Kenya Region	Mandera, Wajir, Garissa

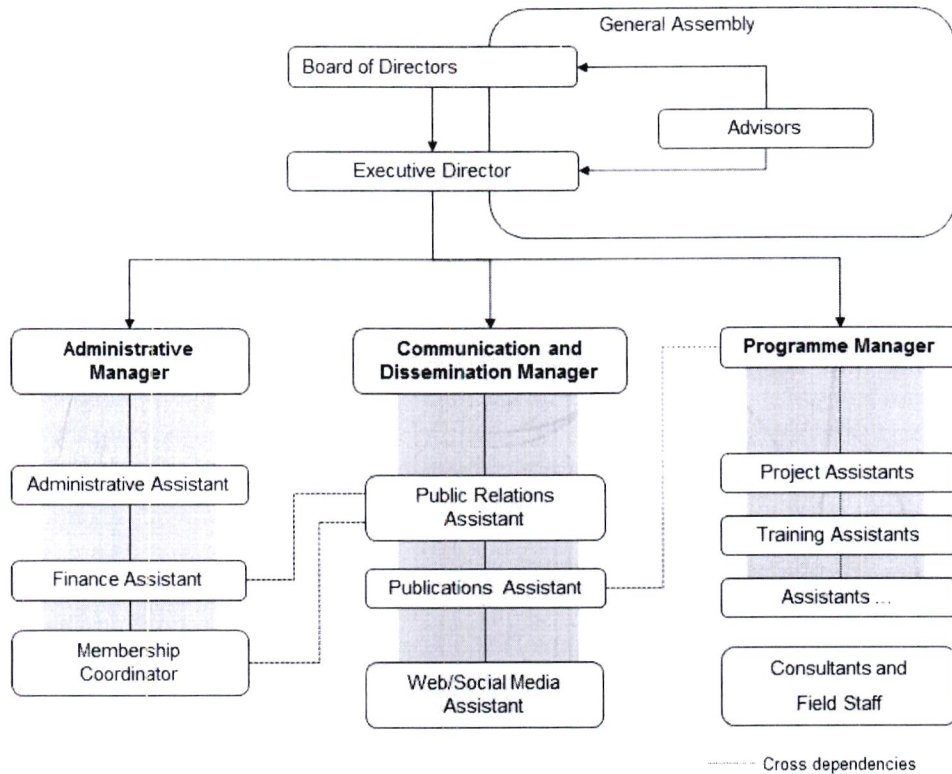
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[Handwritten signature] Jicomara

COUNCIL STRUCTURE



BOARD LEADERSHIP

The NGO Council provides overall leadership to the NGOs Sector. We champion the key values of probity, transparency, accountability, justice and good governance, Climate change, Health, Gender and development, Children's rights, poverty alleviation, Peace, Population, Training, Counseling small scale enterprises, disability and any other issues that affect society at large. We enhance the self-regulation of our NGOs and assist them to realize their potential in improving services that improve the socio-economic status of Kenyan society in pursuit of sustainable development

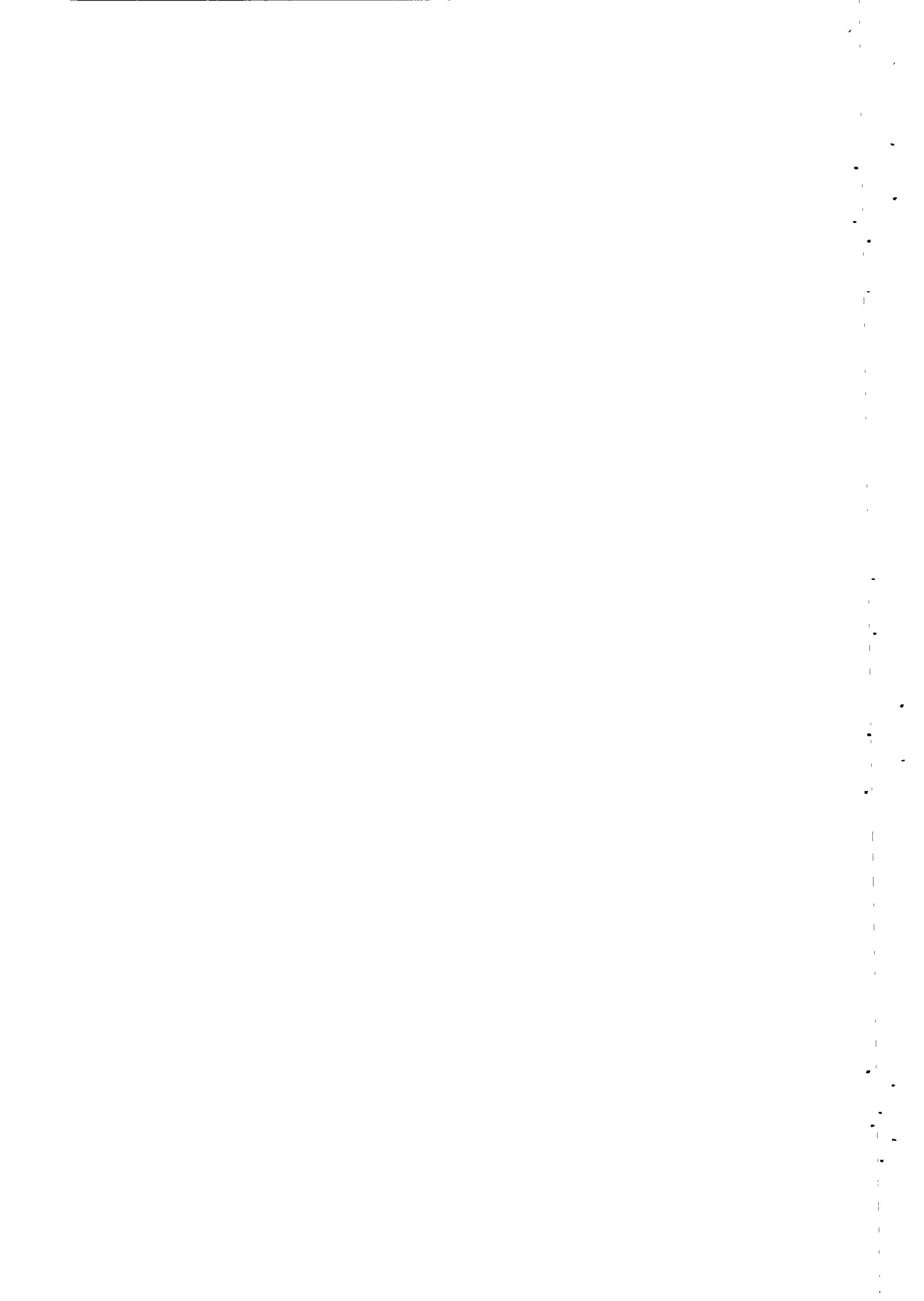
NGO COUNCIL LEADERSHIP STRUCTURE

The council has the following operational committees

Executive Committee /Directors (*Chair, Vice and Treasurer and 12 Directors*),

6

JacoMark



The NGOs Council leadership has:

- i. 15 Executive Committee /Directors (*Chair, Vice and Treasurer and 12 regional Directors*),
- ii. 9 Regulatory Committee/Directors (REGCOM),
- iii. 28 thematic areas.
- iv. 47 County Networks/Forums across Kenya,
- v. Advisory Board /Trustees,
- vi. Registered Individual NGOs operating across the country.

NGO COUNCIL SUB-COMMITTEES

The following sub-committees operate in the NGO Council

- a) Finance and Administration sub-Committee
- b) Networking sub-committee
- c) Internal Audit sub-Committee
- d) Legal sub-Committee
- e) Resource Mobilization sub-committee
- f) Media and Publicity sub-Committee
- g) National Peace Building sub-committee
- h) Sustainable Development Goals sub-committee

NGOS COUNCIL LEADERSHIP 2018-2021:

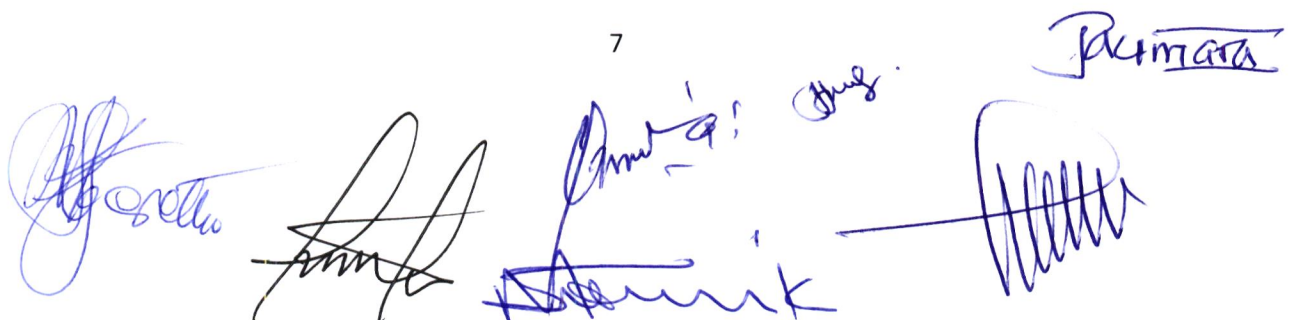
Ngo Council Leadership/Directors 2019-2021

A. National Executive Members

1. Stephen Kipchumba Cheboi- National Chairman
2. Beatrice Kamamia- National vice Chair
3. Jacob Arasa Makori- Member

Regional NGOs representatives/Executive Committee Members

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4. Robert Eregwa Anzeze-Nairobi Region.
5. Gertrude Masakhwe Mungoma - Western Region.
6. Joshua Kabutie Chepsergon-North Rift Region.
7. David Macharia Kibe- Central Kenya Region.
8. Ruth kawira Kirigia - Upper Eastern Region.
9. Patricia Mutani Mutemi – Lower Eastern Region.
10. Jane S.M Saruni- South Rift Region.
11. Ezekiel Kibet Toroitich-Central Rift Region
11. Pauline Mwema Kirombo-Coast Region.
13. Francis Ooko Ouma- Upper Nyanza Region.
14. Shadrack Masese Asuma- Lower Nyanza Region
15. Fatuma Haji Somo-Northern Kenya Region.

B. National Regulatory Members/Directors 2018-2021:

1. *Stellah Cheronu Sitonik*
2. *Jagadessan Ganapathy*
2. *Rose Munyiva Kimuyu*
3. *Mary Muthoni Kirima*
4. *Mary Moraa Obure*
5. *Rev. Samuel Kingeretho Mathu*
6. *Samuel Waweru Kareithi*
8. *Faith Wanjiru Njagi*
9. *Luka Kangogo Kaptum.*

C. National Thematic Area Leaders:

1. *Michael Nyaachi Ottachi*
2. *Solomon Mukenion*
3. *Salinah Chepkorir*

4. *Luke Wanyonyi Kapchanga*
5. *Jacob Kipkemboi Tenai*
6. *Irene Mbiti-Marinai*
7. *Bishop Francis Muumbi*
8. *David Omwensa Mongare*
9. *Petterson Githinji*
10. *Margaret Njea Kendi*
11. *Dr.Zachariah Amukule*
12. *Ruth Samuel Muli*
13. *Esther Waringa*
14. *Monicah Chepkorir*
15. *Francis Nyagaka*
16. *Rael Jeptanui*
17. *Cecelia Nyokabi*
18. *John Bunyasi*
19. *Prof.Elkana Omweri Ongesa*
20. *James Gumeiya Gichuki*
21. *Ann Yano Mosop*
22. *Prisca Kiplagat*
23. *Dr. James Kendagor*
24. *Dr.Ronald Cheruiyot Zochin*
25. *Agnes Mutai*
26. *Francis Muumbi*
27. *Janet Mueni*
28. *David William Lengala*

National Advisory Committee

1. *PLO Lumumba*

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2. *Mithika Mwenda*
3. *Suba Churchill*
4. *Allan Ragi*
5. *Grace Maingi*

THEMATIC AREAS 2018-2021

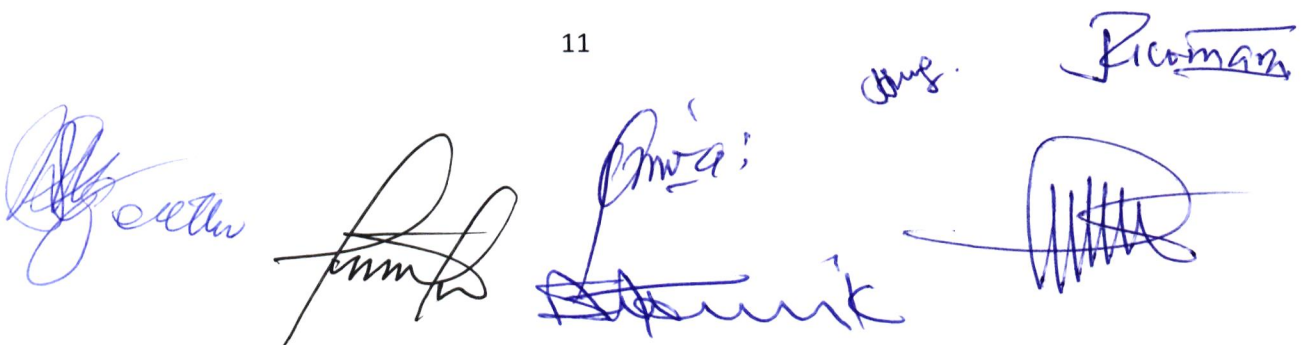
There are **28** thematic areas around which the NGO Council and its Member Organizations in Kenya work.

1. *Youth empowerment*
2. *Women and children*
3. *Devolution and national planning*
4. *National peace building and cohesion*
5. *SDGs and Agenda 2030*
6. *Environment and climate change and natural resources*
7. *Health and sanitation*
8. *Labor rights and social protection*
9. *Water*
10. *ICT trainings and Education.*
11. *Energy*
12. *Culture , National heritage and tourism*
13. *Lands*
14. *Gender and Equality*
15. *Human rights*
16. *Poverty eradication*
17. *Governance and leadership*
18. *Research and documentation*
19. *PWD and special interest groups*
20. *Small scale enterprises*
21. *Guidance and counseling*
22. *Population and development*
23. *Resource mobilization*
24. *Diaspora and international relations*
25. *The senior citizens – elderly*
26. *Social Justice and legal affairs*
27. *Draught and disaster management.*
28. *Agriculture*

WORK PLANS 2019

These are some of the plans that we have put in place in the coming months as we strengthen working relationship with Partners and our membership.

1. Re-branding of the Organization
2. Finalization of the draft and re-Launching of 5 Year Strategic plans **2019-2023**.
3. Consensus building and support to our NGOs Membership for a team work.
4. Regional and County Visits to build capacity of our Member NGOs and other CSOs at County levels and sharing with County Forum Members and NGOs (*Capacity building visits/Workshops*).
5. Enhancing building bridges initiative by the president Uhuru Kenyatta and opposition leader Raila Odinga and other leaders
6. Complimenting Government efforts on the big four (4) agenda.
7. Mobilizations of NGOs and other community based groups across Kenya to enhance campaign.
8. Seeking close working relationship with Government agencies, development partners and donor agencies.
9. Participating in partner and stakeholders meeting/Forums
10. Enhancing Fundraising activities and strategies for the Organization.
11. Induction /Capacity retreat for the Members of the Leaders and Members of the Organization
12. Planning Meetings and retreats for the Organizations.
13. Strengthening our County NGOs Networks and regional Networks.
14. Championing implementations of sustainable development Goals
15. Lobbying and advocacy on policy interventions and an enabling environment for NGOs and CSOs in Kenya
16. Campaign against Poverty, inequalities and climate change issues.
17. National awareness and pushing for implementation of Agenda2030 National and global agendas



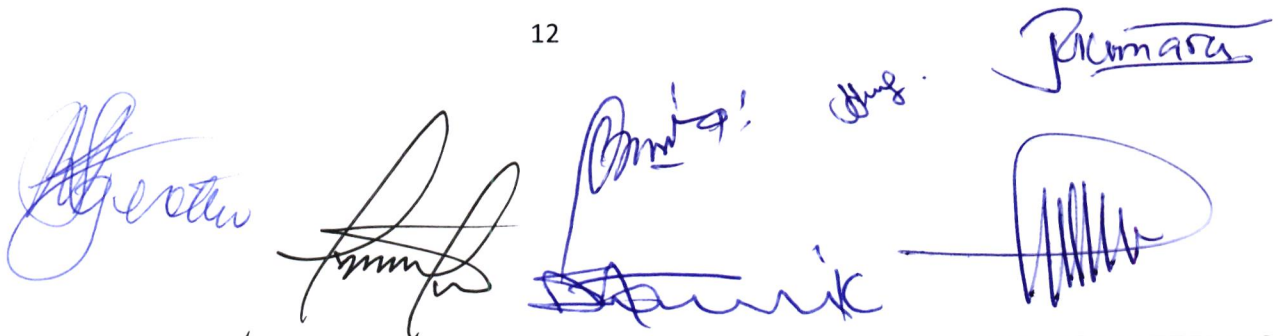
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18. NGOs awareness, sensitizations on the rules and regulations, other statutory laws and regulations in the NGOs/CSOs sector.
19. Engaging National and County Government on plans to improve the service delivery.
20. Intervene on other issues of National interest.
21. Among others.

CHALLENGES AND OPPORTUNITIES FACED DURING THE YEAR

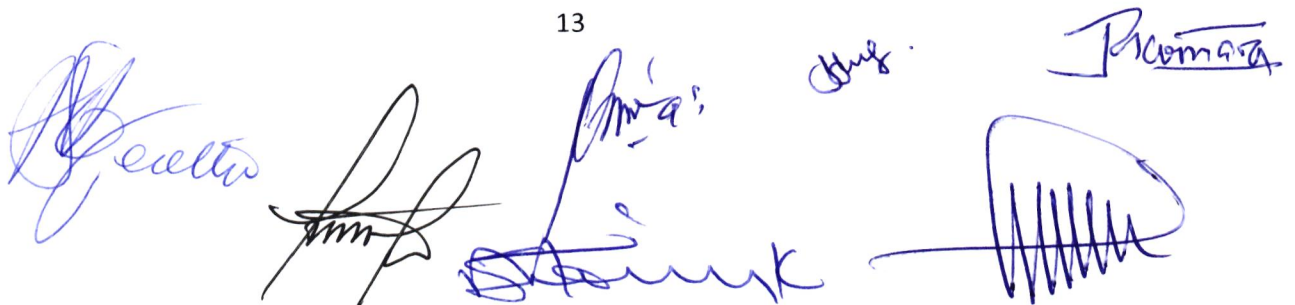
The summary of Challenges and Opportunities facing the NGO Council in the year under review was generated from a series of localized and regional workshops organized by the Council and include the following:-

- a. The over-dependency on international partnerships was a huge challenge and difficulty of accessing such partnerships as well as meeting their funding conditions made it worse.
- b. **Finding properly trained and professional advisory board members** was difficult because there were no funds to meet their allowances. Such qualified sectoral and thematic advisory members have a better understanding of good governance as a fundamental condition to NGO accountability and transparency.
- c. Difficulty in finding sufficient, appropriate and continuous funding for our programs. This was mainly attributed to the **limited resource mobilization skills**.
- d. Absence of a **yearly strategic plan** to enable commitment the mission, values and activities. This created a risk of becoming vulnerable to the whims of partners and the impact over time cannot be over-estimated.
- e. There was duplication of efforts, conflicting strategies at community level, a difficulty in learning from experience and or identifying the local causes of poverty, deprivation and under-development attributed to **poor networking and lack of funding**.



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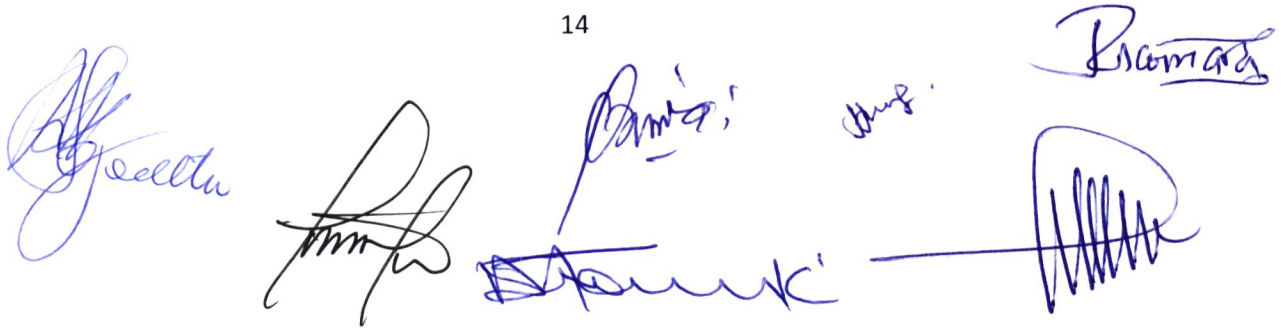
- f. The absence of a public database of all NGO programs and projects has resulted in negative competition for resources by NGO's which has undermined the reputation of the sector and the effectiveness of NGO activities at community level.
- g. Many NGO's have **no access to reliable email and internet connections**, receive almost no bulletin on development issues touching on global, regional and national importance and hence the need for funding and capacity building in the IT sector.
- h. There is **weak capacity in fundraising, governance, technical areas of development, leadership and management** too. There is urgent need for training to develop the required capacities.
- i. **Sensitization** is needed to educate NGO Boards of changes brought on by the new political dispensation, the changing Aid paradigms and the role of Government.
- j. Poverty and illiteracy levels are still high there is need for NGO's to be **sensitized to work in tandem with the Government's development agenda** to meet the huge needs of their communities.
- k. The tendency to shift interventions to match partnerships priorities in order to access funding resulted in **poor ownership of projects at grass root level**.
- l. **Lack of financial, project and organizational expertise for sustainability. Poor Governance** was recognized within the sector as a whole particularly within individual NGOs.
- m. There is need for International NGO's to endeavor to support and build the local NGO's capacities to become self-sustaining.
- n. Members felt that there was need to **revamp and rebrand the NGO Council** and to educate the public as to its roles and responsibilities. It will enable the NGO Council to have strong governance and accountability mechanisms, clear strategies and local credibility.



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Opportunities:

- a. **Local Networking** provides opportunities for educating the local communities and capacity development for local NGO's, identifying development initiatives whilst working in tandem with local government and ensuring an effective local advocacy.
- b. **Sensitization for Local NGO's to become more IT savvy:** They should move with the times by having websites and using email communication more than ever before. There are International NGO's who are already giving the necessary technical support and digital expertise to the local NGO's and advocacy groups should lobby for the Government to support such initiatives.
- c. **Maintaining NGO records with the NGO Coordination Board and the NGO Council and partnering with devolved units in preparation of a NGO Newsletter** will enable NGOs and members of the public receive regular information and gain increase its perception and credibility across the board by having an active presence in all Counties.
- d. A **more effective NGO Council** supported by its members and responding to NGO's expressed needs, will provide appropriate and affordable capacity building support and an enabling environment for the sector.
- e. **Local resource mobilization** provides potential for NGOs to raise funds from local businesses, individuals, government and locally generated income. To do this, NGOs must have strong governance and accountability mechanisms, clear strategies and local credibility.
- f. The NGO Council should ensure that it **retains its role as a lobbyist for good governance** in the sector through its interactions with the Central Government and devolved units.
- g. The NGO's should ensure that the **new NGO Act in the offing** will result in a better enabling relationship with the Government by lobbying for the best conducive environment laws and regulations to be passed into law.



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- h. Working with **regional economic blocks and regional/thematic sectors** will strengthen the grass root communities and will keep the NGO Council membership strong.
- i. Local NGO's should approach the **devolved governments, parastatals** for Corporate Social Responsibility partnerships (CSR) , CDF etc. for **partnering and as a new funding source.**

Draft Budget 2019

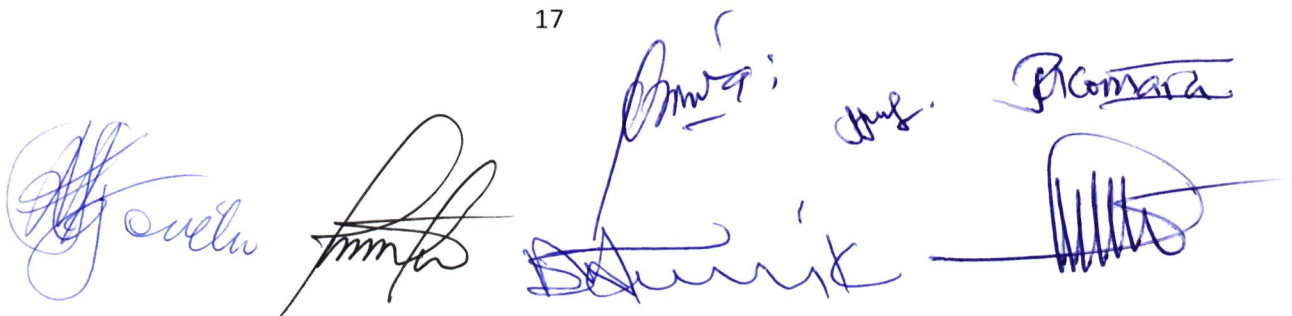
NATIONAL COUNCIL OF NGOS YEAR 2019-2020 PROPOSED BUDGET			
	Unit costs	Units	YR 1
Capacity building			
<i>Governance training for NGOs</i>	200,000.00	47	9,400,000.00
<i>professional conferences /trainings</i>	200,000.00	47	9,400,000.00
<i>Capacity building county networks and forums</i>	200,000.00	47	9,400,000.00
<i>County Offices support</i>	150,000.00	47	7,050,000.00
<i>Lobbying and Advocacy on policy issues</i>	300,000.00	47	14,100,000.00
<i>Team Building</i>	100,000.00	47	4,700,000.00
<i>Anticipated Trainings</i>			3,000,000.00
			57,050,000.00
M&E Activities			
<i>Audit activities</i>	140,000.00	1	140,000.00
<i>Supervision (programs)</i>	14,000.00	10	140,000.00
<i>Supervision directors support</i>	18,000.00	25	450,000.00
			730,000.00
Medical Cover			
<i>Staff and Directors Cover Premium</i>		1	10,000,000.00
<i>Legal Fee</i>		1	20,000,000.00
General Consultancy			
<i>Consultant Fee (audit/accounting services, architectural etc.</i>		1	10,000,000.00
Motor vehicle expenses			
<i>Purchase of 2 No. new motor vehicles</i>	5,000,000.00	2	10,000,000.00
<i>Repairs and maintenance</i>	60,000.00	12	720,000.00
<i>Fuel</i>	60,000.00	12	720,000.00
<i>Lease/hire of motor vehicles</i>			1,500,000.00

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			12,940,000.00
Office expenses			
Websites Development & maintenance		1	200,000.00
Strategic plan review and development/consultation forums			2,000,000.00
Office desktops	60,000.00	4	240,000.00
Office running costs	100,000.00	12	1,200,000.00
Office laptop	120,000.00	4	480,000.00
Office desks	60,000.00	8	480,000.00
Office Chairs	30,000.00	70	2,100,000.00
Visitors chairs	8,000.00	9	72,000.00
Visitors tables	15,000.00	3	45,000.00
Heavy weight printer	500,000.00	1	500,000.00
Light printers /scanner	100,000.00	2	200,000.00
Office Maintenance and repairs			100,000.00
Board room furniture and chairs			1,000,000.00
Water dispenser s	20,000.00	4	80,000.00
Microwave	20,000.00	2	40,000.00
Gas /cooker	40,000.00	1	40,000.00
Utensils	50,000.00	1	50,000.00
Water bills	15,000.00	12	180,000.00
Electricity bills	25,000.00	12	300,000.00
Rent	1,000,000.00	12	12,000,000.00
Renovations and partitioning			3,000,000.00
			24,307,000.00
Executive Members/Director's allowances			
Board Meetings 15 No	600,000.00	4	2,400,000.00
REGCOM Meeting 9 No	360,000.00	4	1,440,000.00
Thematic area leaders 28 No	1,120,000.00	4	4,480,000.00
			8,320,000.00
Administrative costs			
Chief executive officer	200,000.00	12	2,400,000.00
Finance officer	150,000.00	12	1,800,000.00
Audit Officer	100,000.00	12	1,200,000.00
Procurement Officer 1	90,000.00	12	1,080,000.00

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Accountant 1	60,000.00	12	720,000.00
Accountant 2	50,000.00	12	600,000.00
Administrative Officer (Human Resource Officer)	150,000.00	12	1,800,000.00
Admin assistant /Assistant	70,000.00	12	840,000.00
Office messenger/cleaner	40,000.00	12	480,000.00
County based coordinators 47 No.	2,350,000.00	12	28,200,000.00
Drivers 2 No.	100,000.00	12	1,200,000.00
			40,320,000.00
Miscellaneous costs			
<i>Airtime for officers</i>			
CEO	10,000.00	12	120,000.00
HODs 4 No.	24,000.00	12	288,000.00
Regional coordinators 12 No.	24,000.00	12	288,000.00
Thematic team leaders 27 No.	54,000.00	12	648,000.00
County based coordinators 47 No.	47,000.00	12	564,000.00
Office airtime	20,000.00	12	240,000.00
Internet, cabling & telephone head sets	50,000.00	12	600,000.00
Office supplies (printing papers, cartridges, ...)	50,000.00	12	600,000.00
			3,348,000.00
Review and development of organization documents			
Review Code of conduct	30,000.00	47	1,410,000.00
Sensitization of NGO coordination Act 1990 and other proposed regulations //PBOs act 2013and Preparation and Launching of strategic plan	30,000.00	47	1,410,000.00
			4,000,000.00
	Sub-total		6,760,000.00
Grand Total			193,835,000.00



**MINUTES FOR THE NATIONAL COUNCIL OF NGOs EXECUTIVE COMMITTEE
MEMBERS MEETING HELD ON TUESDAY 18TH DECEMBER 2018 AT AGHRO
HOUSE, NAIROBI AT 9AM**

Agenda:

1. Prayers
2. Introductions and welcoming remarks.
3. Annual 2018 progress report and Action plans 2019.
4. Approval of thematic area leaders.
5. A.O.B

Members present

1. Stephen K. Cheboi
2. Jacob Arasa Makori
3. David Macharia Kibe
4. Samuel Kingereho Mathu
5. Robert Eregwa Anzeze
6. David Omwansa Mongare
7. Stella Cheronon Sironik
8. Monicah Chepkorir
9. Catherine Moimett
10. Rael Cheptanui
11. Joshua Kabutie Chepsergon
12. Laywer Irene Kapchebai Mbitio
13. Michael Masiaga
14. Solomon Mukenion
15. Jackton Ojwang Obadiah
16. Ganapathy Jagadeessan
17. David Ateka
18. Joan Jeruto Tubei
19. Francis Nyagaka
20. Salina Jepkorir
21. Rose Munyiva Kimuyu
22. Olerjohn Chakili
23. Prisca Plagat
24. Ruth Kawira Kirigia
25. Shadrack Masese Asuma



Absent With Apology:

1. Beatrice Kamamia

Handwritten signatures in blue ink are present at the bottom of the page. On the right side, there is a signature that appears to be 'Kamamia' with a horizontal line underneath it. To its left, there are several other signatures, some of which are partially obscured or overlapping. One signature is clearly 'Gosethu'. There are also some initials and scribbles scattered around the signatures.

1

2. Getrude Mungoma
3. Patricia Mutemi
4. Ezekiel Toroitich



Min: 1 Prayer

The meeting was started with a word of prayer by Rev. Samuel Kingereho Mathu

then the members got an opportunity to introduce themselves one by one, there after the chair welcomed the members in which he indicated that an important meeting for the Organization to approve the 2018 progress report and consider the 2019 action plans.

Min: 2: introductions and welcoming remarks.

The members introduced themselves and regions they represent and thereafter the chair welcomed them to the meeting.

Min 3: 2018 annual / End Year progress report and 2019 action plans.

This was the main agenda of the meeting; the chair took the members through the provisions of the progress report and plans for the New Year 2019

The member went through the overview our Annual Report of progress for the year ending December, 2018 and the Proposed Action Plan and Budget for the New Year beginning January, 2019.

Several issues were discussing among them:

1. The need to revamp, rebrand and give our organization a good image in the New Year 2019.
2. The need to launch our strategic plan 2019-2023
3. Bringing everyone on board and visit all the regions to do capacity building for members
4. Complementing the government on the Big 4 Agenda and building bridges initiative
5. Need to participate in many meetings and forums organized by partners and stakeholders.
6. Enhancing Fund raising for activities of the council.
7. Build partnerships and close working relationship with stakeholders.
8. Sensitizations of the regulations governing the sector and other Government priority areas of development.
9. Capacity building of the NGOs / CSOs on issues of national importance.

Members make their individual contributions to the progress report and directed that the progress report and 2019 action plans be with key stakeholders and that come the New Year the council will convene a forum of stakeholders to share its vision for the sector and the need to

complement government efforts in development around the big four (4) agenda and other areas of national importance.

Min 4: Thematic Areas Leadership.

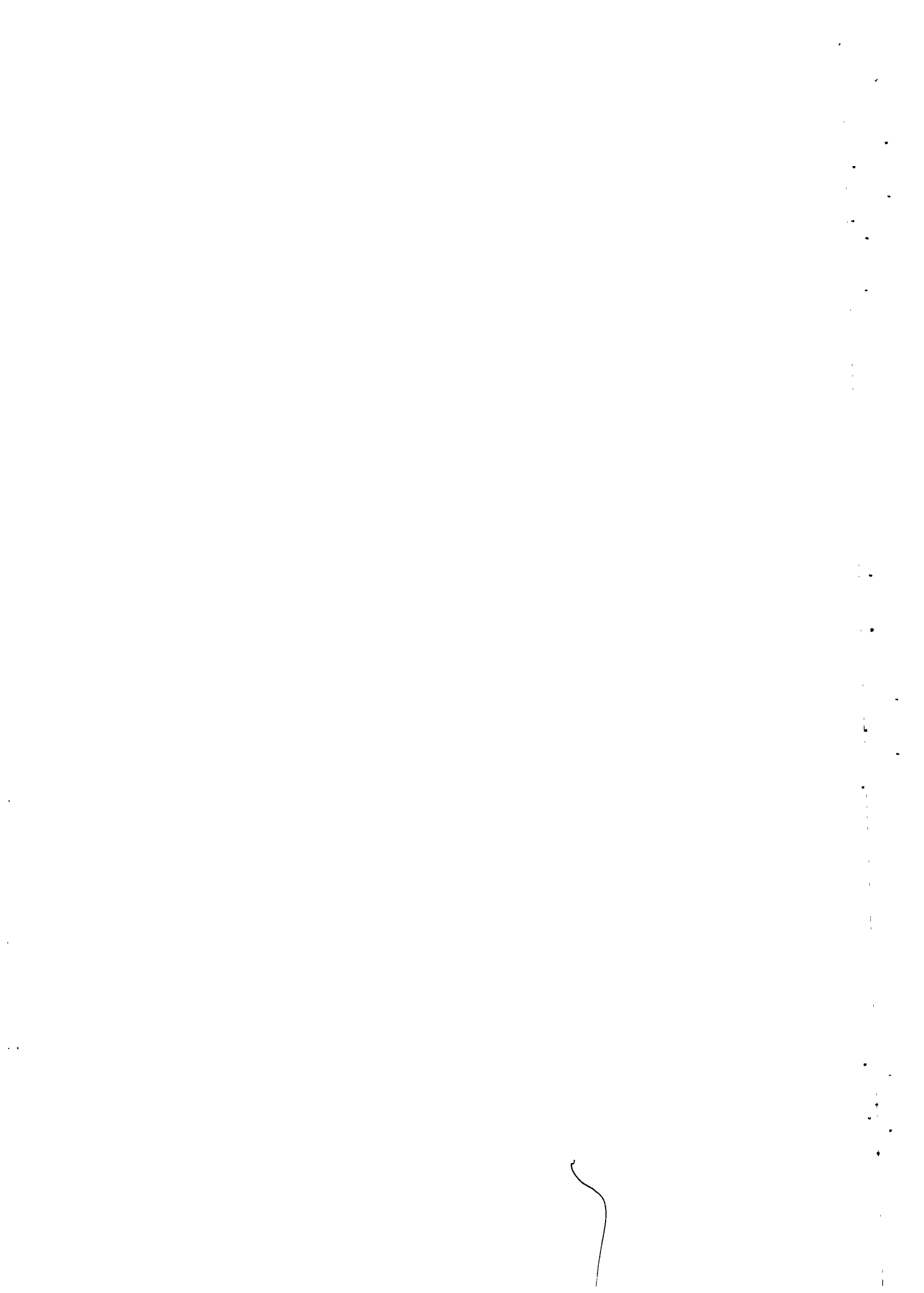
The Members endorsed the following as thematic areas leaders to enable the council, its membership to contribute effectively to the growth of the sector and other socio economic development of the country.

1. Youth empowerment..... Joan Jeruto Tubei
2. Women and Children..... Beatrice Wamboi Kamamia
3. Devolution and national planning..... Francis Nyagaka
4. National peace building and cohesion..... Joshua Kabutie chepsargon
5. SDGs and Agenda 2030..... Stephen Kipchumba Cheboi
6. Environment and Climate Change and natural resources.... Ruth Kawira Kirigia
7. Health and sanitation..... Rose Munyiva Kimiyu
8. Labor rights and social protection..... Prisca Kiplagat/Catherine Moimet
9. Water..... Francis Ooko Ouma
10. ICT trainings and Education..... Mary Moraa Obure
11. Energy..... Ezekiel Kibet Toroitich
12. Culture, National heritage and tourism..... Gertrude Mungoma
13. Lands..... Pauline Mwema Kirombo
14. Gender and Equality..... Faith wanjiru Njagi
15. Human rights..... David Macharia Kibe
16. Poverty eradication..... David Ateka
17. Governance and leadership..... Jackton Ojwang Obadiah
18. Research and documentation..... Shadrack Masese Asuma
19. PWD and special interest groups..... Hilda Agola Orimba
20. Small scale enterprises..... Monicah Chepkorir
21. Guidance and counseling..... Stella Sitonik
22. Population and development..... Mary Muthoni Kirima
23. Resource mobilization..... Ganapathy Jagadeessan
24. Diaspora and international relations..... Samuel Waweru Kareithi
25. The senior citizens Pauline Makwakwa
26. Social Justice and legal affairs..... Lawyer Irene Kapchebai Mbita
27. Draught and disaster management..... Solomon Mukenion
28. Agriculture..... Samuel Kingeretho Mathu

The thematic area leaders were required to remain active in their work of ensuring the sector delivers in each of the thematic area.

[Handwritten signatures and a circular stamp]

The stamp is circular with the text "THE NATIONAL COUNCIL OF NGOs" around the top edge and "P.O. Box 58786 - 00200 NAIROBI" around the bottom edge. In the center, the date "19 DEC 2013" is stamped in red. Several handwritten signatures in blue ink are visible around the stamp, including one that appears to read "Jamara".



Min 5 : A.OB.

Members congratulated the Chair Person Mr. Stehen K. Cheboi on the good leadership qualities throughout this process and members hoped that the NGO council will.

The Chair confirmed that everything will be worked on and assured the members that we were beginning to have a stronger NGO Council than never before.

The members praised government and other stakeholders for the support to NGOs in the country and hoped that they will continue to support the sector in the New Year 2019.

The council leadership and members praised President Uhuru Kenyatta and Former Prime Minister Raila Odinga were praised for leading Kenya into the path of Peace.

The National Chairperson thanked the members for large attendance and expressed his willingness to take the team forward in ensuring that the NGO Council will work NGO Coordination Board, the Ministry of interior and other key stakeholders in the year 2019 for the benefit of the Members and the nation at large.

Members present and all others around the country, partners and stakeholders were wished Merry Christmas and Happy New Year 2019 by the leadership.

The next meeting was set to take place on **Monday 14th January 2019.**

There being no other business the meeting ended at 1.00p.m by a word of prayer by Rose Kimuyu.

Official stamp and date



A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Chairman

A handwritten signature in black ink, appearing to be "Huf." with a small flourish.

Secretary

A collection of approximately seven handwritten signatures in blue ink, scattered across the bottom of the page. Some are more legible than others, but they appear to be names of various individuals.

**THE NATIONAL COUNCIL OF
NGOS**

STRATEGIC PLAN (DRAFT REPORT)

(2019 - 2023)



DATE: DECEMBER 2018

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke extending to the left.

A handwritten signature in black ink, followed by the name "WAPAD ESTW" written in a stylized, blocky font.

FOREWORD

The development of this Strategic Plan is based on a careful analysis of the National Council of NGO's Mandate and review of experiences so far, amongst other contextual factors. It is a culmination of an extensive consultative process among members followed by the input of a Strategic Planning Committee proposed and ratified by the members themselves. Through joint efforts, we have crafted our Vision, Mission and agreed on the strategic objectives to pursue while conforming to our core values; with a view to realizing our mandate, while focusing on five key thematic areas.

We are therefore pleased to unveil the **2019-2023 National Council of NGOs (NCoN) Strategic Plan, which will provide the road map for meeting our Vision of "A globally-recognized, empowered, formidable and influential Alumni Association"**.

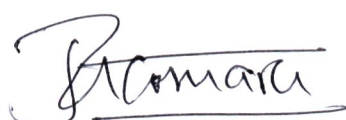
The Thrust of this Strategic Plan is to provide a basis and framework for mobilization of adequate financial resources and ensuring prudent utilization of resources, while at the same time enhancing institutional capacity and membership base; undertaking relevant corporate social responsibility programmes that support the Mandate of The National Council of NGOs; promotion of members' Welfare, Interests and aspirations; and enhancing the visibility and corporate image of the National Council of NGOs.

The Plan comes at a time when there is an increasing debate on the justification for good corporate governance and effective service delivery to stakeholders by all organizations in line with the new constitutional dispensation. This can only be achieved if the National Council of NGOs benchmarks with best practices in the market and continuously scans its operational environment to align itself effectively to changes taking place in that dynamic environment.

Moving forward, I wish to acknowledge from the very onset that we face a number challenges ahead in the course of executing our mandate.

The development of this Strategic Plan is therefore imperative as it avails an opportunity to outline strategies for tackling the challenges anticipated, recognizing the lessons we have learnt so far, and identifying the performance gaps witnessed during our period of existence; while effectively determining our critical success factors that should subsequently inform future planning. Based on this contextual analysis, we have formulated strategic objectives that the *National Council of NGOs* will pursue over the next five years; while consistently pursuing strategic alliances and partnerships.

We wish to emphasize that this Strategic Plan is a step forward in our commitment to effectively realize our mandate through aggressive pursuit of our vision and mission.



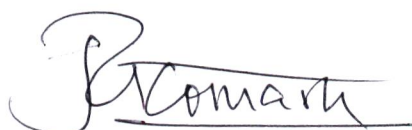
Implementation of this plan will be regularly monitored and evaluated by the Oversight Board in order to ensure that any performance gaps and emerging issues are identified early enough and corrective and mitigative measures are put in place. Like any other Plan intended to achieve pre-set objectives, this plan is dynamic, and will be reviewed from time to time. Such reviews will be influenced by changes in the operational environment; emerging macro-level policies and statutory requirements; resource availability and recommendations arising from the continuous monitoring, evaluation and reporting framework.

The National Council of NGOs' Oversight Board is fully committed to realization of the Organization's Objectives. Guided by its functional Mandate, the Board will ensure the setting up of institutional frameworks; structures; policies; and operational procedures that will enable the Council achieve exemplary performance in pursuit of its core business

While being optimistic that we shall all live up to the challenge bestowed upon us in pursuit of our goals and objectives, the pledge of the Oversight Board is to ensure successful implementation of the Strategic Plan; and urge everybody involved in its implementation to adhere to the principles of good corporate governance. The Oversight Board will also sustain existing linkages with all the relevant stakeholders to ensure coherence and enhanced synergy

We take this opportunity to sincerely thank the entire team involved in the formulation of this Strategic Plan for their positive contributions and unreserved commitment to the process. With commitment and teamwork at all levels, we have no doubt whatsoever that the Plan will be successfully implemented.

NATIONAL CHAIRMAN.

A handwritten signature in black ink, appearing to read "J. Komark", written over a horizontal line.

PREFACE

This Strategic Plan is a key milestone in the efforts to determine the Mandate, areas of Focus and Scope of Operations for the National Council of NGOs. The Council embarked on the process of developing this 2019- 2023 Strategic Plan to provide a roadmap that will guide it during the next five years. The Plan has been prepared through an elaborate and consultative process involving its members. The participatory approach has been useful in not only enriching the process and its outputs but also ensuring ownership by the membership to subsequently facilitate effective implementation.

The council conducted an elaborate contextual analysis while taking into consideration both the internal and external environments. It took stock of its internal strengths and weaknesses as well as the external opportunities and threats while considering the existing policy, political, economic, social, technological, environmental and legal frameworks in existence. In addition, the Council conducted stakeholder and risk analyses; their expectations and functional relationships with the Council; and potential risks in implementation. These analyses were instrumental in identifying mitigation measures and strategic issues that need to be addressed. In line with the Council's mandate, the analyses clearly helped in the formulation of the Vision, Mission and Core Values; determining the Strategic Themes and the issues that need to be addressed in each thematic area; and subsequently formulating appropriate Strategic Objectives and the corresponding Strategies.

The Plan will be cascaded downwards into detailed annual work plans with clear performance targets, with the impact analysis informing future planning. The Secretariat recognizes that successful implementation of this Plan will depend on the cooperation and commitment of key stakeholders and timely availability of resources. The Secretariat will therefore work very closely with the key stakeholders to augment the Council's efforts in ensuring that the planned programmes are successfully implemented.

I have no doubt in my mind that with the pre-requisite support of all the integral stakeholders; and guided by an appropriate corporate culture that is effectively informed by our core values of Brotherhood; Prestige, Honour, and Dignity; Integrity ;Humility; and Passion for Excellence, The National Council of NGOs will effectively realize its Vision within the next five years.

Finally, the Secretariat recognizes and appreciates the integral role played by the Strategic Planning Committee under the leadership and guidance of strategy development team led by Stephen Cheboi in facilitating the process.

HEAD OF THE SECRETARIAT



ACRONYMS AND ABBREVIATIONS

BSC Balanced Scorecard

CEO Chief Executive Officer

CSR Corporate Social Responsibility

KRAs Key Result Areas

M&E Monitoring & Evaluation

NEMA National Environmental Management Authority

P-PESTEL Policy Political Economic Social Technological Environmental Legal

ROI Returns on Investment

SWOT Strengths Weaknesses Opportunities Threats

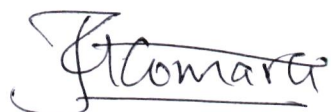
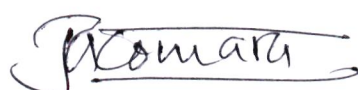
A handwritten signature in black ink, appearing to read "J. Comara". The signature is stylized with a large, sweeping initial "J" and a horizontal line underlining the name.

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EXECUTIVE SUMMARY

Overview

Strategic Planning provides the framework through which organizations align themselves effectively to their operational environments. The development of Strategic Plans is a management practice that facilitates sustainable and efficient utilization of resources in the delivery of core services to stakeholders in order to effectively realize their Organizational Mandate.

The National Council of NGOs has developed the 2019-2023 Strategic Plan to help it position itself strategically in its operational environment by benchmarking with best-case practices and aligning itself effectively to the changes taking place in the operational environment. This will enable it remain relevant in its field of operation, enhance its performance, meet the expectations of its diverse stakeholder segments and align its programmes and activities to its overall Mandate.

The Plan has been developed through a participatory process involving the integral input of Members. The participatory approach has been useful in enriching the programmes and initiatives proposed in the Plan and ensuring that ownership of the Plan lies with the National Council of NGOs members themselves to facilitate successful implementation.

The preparation of this Plan was guided by the National Council of NGOs' need to pursue its Vision, uphold key operational Values, and realize its Mission.

Vision

Galvanizing development sector, strengthening of the voluntary sector, for promotion of organized civic action, and to promote collective civil society action, based on mutual understanding, respect and knowledge.

Mission

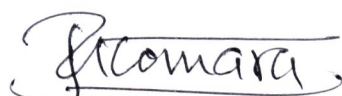
Provide proactive leadership in policy and national issues and work with government for enabling legislation and good governance.

Core Values

The guiding principles in the operations of the National Council of NGOs are: (i) service delivery, Brotherhood (ii) integrity (honesty & transparency) (iii) Probity (maintaining accountability & fairness) corporation beyond boundaries (iv) Self-regulation (professionalism), transparency (v) collaboration (team spirit, healthy work environment, Stakeholder approach) Compassion,

Key Achievements and Challenges Faced: The Plan has recognized the key achievements of the National Council of NGOs during its period of existence as well as the major challenges faced so far or anticipated. Details are given in Chapter 1.

Gap Analysis and Lessons Learnt: The Plan has articulated the shortfall in performance so far, and the lessons learnt; that will now inform future planning. Details are provided in Chapter 2.



Alignment to Operating Environment/Strategic Fit: While building on the recent positive developments, the Plan recognizes that the National Council of NGOs operates in an environment dictated by external and internal socio-economic, legal and political factors, which directly and indirectly impact on its operations.

The achievement of the Plan's objectives will largely depend on how the National Council of NGOs enhances its' internal strengths, exploits the existing opportunities, manages the weaknesses, while controlling those factors that pose a threat to the achievement of planned programmes and activities. The SWOT analysis is outlined in Chapter 2. The P-PESTEL, Risk and Stakeholder Analyses are also presented in this Chapter, as well as the Key Success Factors.

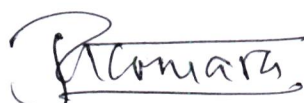
The Strategic Direction: During the Plan period, the National Council of NGOs will focus on five key result areas (KRAs). These strategic themes are: (i) Institutional Capacity Building and Membership Recruitment (ii) Mobilization and Investment of Resources (iii) Corporate Social Responsibility (iv) Promotion of Members Welfare, Interests and Aspirations; and (v) Visibility and Corporate Image.

Arising from the above Strategic Themes and the strategic issues that need to be addressed in each thematic area, the National Council of NGOs will pursue five strategic objectives, namely: *(i) To establish, operationalize, build the institutional capacity and enhance the membership base of The National Council of NGOs; (ii) To effectively mobilize resources and undertake prudent investments that promote Return on Investments (ROI) thereby adding value to members contributions and savings; (iii) To undertake Corporate Social Responsibility(CSR) activities with special emphasis on facilitating the Mission of The National Council of NGOs;(iv) To promote the collective and individual welfare, interests and aspirations of members of The National Council of NGOs; and(v) To promote the Visibility and Corporate Image of the National Council of NGOs.*

Plan Implementation: Clear strategies have been developed to help in achieving each of the above objectives. The implementation of the proposed strategies will develop the institutional capacity of the National Council of NGOs to enable it build synergies to mitigate both external and internal challenges. The Strategic Model (Chapter 3) outlines the Strategic Objectives that will be pursued in each Thematic Area and the Strategies that will be deployed to realize the objectives during the Plan period. The implementation matrix further assigns time frames, responsibility centres, and annual targets for all the programmes to be undertaken during the Plan period.

Budget and Cost Estimates: For all the Objectives and Strategies to be pursued during the Plan period, cost estimates have been outlined. These will be financed by Members contributions; Return on Investments e.g. Sacco and Bank; and Support from Donors and Development Partners.

Management of resources will be guided by operational rationalization and modernization of key processes, while partnerships and strategic alliances, will be pursued to strengthen the



National Council of NGOs' financial capacity. While efforts will be made to cost-rationalize the available resources in order to realize the stated objectives, the Plan acknowledges that the ability of the National Council of NGOs to implement its programmes depends on the availability of adequate funding.

Monitoring, Evaluation and Reporting: The National Council of NGOs recognizes the importance of Monitoring, Evaluation and Reporting in the achievement of the Plan's intended results. Progressive monitoring will be carried out based on the expected outputs and measurable indicators set out in the implementation matrix. A Monitoring, Evaluation and Reporting Committee will be constituted and institutionalized to oversee the process.

Structure of the Strategic Plan: The Plan is organized into Six Chapters: Chapter One gives the introduction and background; Chapter Two presents a Situational Analysis; Chapter Three outlines the Strategic Model; Chapter Four gives the framework for co-ordination and implementation of the Plan; Chapter Five outlines the financial resources; and Chapter Six provides the Monitoring, Evaluation and Reporting framework.

Conclusion: Overall, this Strategic Plan sets out a coherent, systematic and sustainable road-map on which to anchor the National Council of NGOs' operational initiatives for the 2019-2023 period. However, the Plan also acknowledges that the operational environment is dynamic and it will continuously be adaptive to the changing circumstances. With an effective Monitoring, Evaluation and Reporting framework underpinning the proposed programmes and continuous refocusing and re-orientation of the strategies, the Plan will provide effective guidance to the National Council of NGOs' operations over the next five years. While the National Council of NGOs will ensure efficient operations through rationalization of resource utilization and modernization of processes, the support of key stakeholders at all levels will be imperative.

Jiomara

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background information

The National Council of NGOs, is a self-regulating, non-partisan body comprising all registered NGOs in Kenya. It was established in August 1993 under section 23 of the Non-Governmental Organizations Co-ordination Act, 1990 (Laws of Kenya) as a forum of all Non -Governmental Organizations registered under the Act with a mandate of self-regulation, capacity building and policy intervention for the NGOs Sector. The NGO Council provides overall leadership to the NGO sector. It champions the key values of probity, transparency, accountability, justice and good governance. It enhances the self-regulation of its members and assists them to realize their potential in improving services that improve the socio-economic status of Kenyan society in pursuit of sustainable development

1.2 Mandate

The overall Mandate of the Council is to build capacity of NGOs, play an advisory role, offer policy interventions, and enhance self-regulation

1.3 Core Functions

Arising from its Mandate, the National Council of NGOs core functions are:

- Investment of Members savings/contributions;
- Mobilization of Resources/Members Contributions and Savings;
- Promotion of member's welfare, interests and aspirations; and
- Undertaking Corporate Social Responsibility activities
- Organize, direct, and monitor the implementation of training activities for capacity building of NGOs.
- Collate, compile and maintain an inventory of activities and programs undertaken by NGOs under the Councils membership
- Facilitate resource mobilization and monitoring for compliance for NGOs under its membership.
- Preparing Annual Reports to present to relevant stakeholders.

1.4 Milestones/Key achievements

In its period of existence, key achievements of the National Council of NGOs so far include;

- Establishment of the secretariat and devolving the council's activities to the counties



- Remarkable progress in rolling out a supportive infrastructure to support the council's activities;
- Commencement of the development of members' database;
- Opening of a Bank Account;
- Identification of the existence of active NGOs and exploring possible areas of synergy; and
- Initiation of the Strategic Planning process to form the basis of institutional set-up, programmes and activities of the National Council of NGOs.

1.5 Rationale for the Strategic Plan and Benefits

The National Council of NGOs faces several challenges which this Plan seeks to address upon successful implementation. The challenges include;

- Consensus-building on key issues such as activities to be engaged in, the nature of organization(s) to be established and the legal framework that should anchor it;
- Difficulty in giving value proposition to members;
- Integrating and harmonizing the diverse expectations of individual members.
- The existence of other bodies/ networks pursuing similar objectives yet composed of members who were members of the National Council of NGOs at different spans of time;
- Infancy stage challenges related to lack of policies and operational procedures, structures and resources;
- Wide geographical spread of the members may pose coordination challenges, and
- Moving forward, managing this group will be like managing a giant corporation with various professionals. It would require certain professional management skills which depending on the method agreed on to choose the group's leadership may prove a challenge.

The Plan will therefore enable the National Council of NGOs to position itself optimally in its operational environment by maximizing the anticipation of environmental changes and unexpected internal and competitive demands.

1.6 Key Focus Areas

The National Council of NGO's priority areas over this Strategic Plan period include:

- Institutional Capacity Building and Membership Recruitment;
- Mobilization and Investment of Resources;
- Corporate Social Responsibility and
- Promotion of Members Welfare, Interests and Aspirations; and
- Visibility and Corporate Image.

The Strategies to be deployed in each of the above thematic areas are outlined in the Strategic Model presented in Chapter Three.



CHAPTER TWO

2.0 SITUATION ANALYSIS

2.1 Gap Analysis

During its period of existence, the National Council of NGOs has recognized certain gaps in performance. The key performance gap so far is the delay in building consensus on the way forward including operationalization of the PBO Act. The only consensus so far is that we belong to the same sector. It is with this in mind that this Strategic Plan has been developed to provide a Road Map on the basis of which the nature and scope of business of the National Council of NGOs can be determined to facilitate subsequent formal registration as a legal entity.

2.2 SWOT Analysis

The National Council of NGOs recognizes that it operates in an environment dictated by external and internal socio-economic, legal and political factors, which directly and indirectly impact on its operations. Such an environment creates demands and challenges on the part of the National Council of NGOs, which must be addressed.

The achievement of the Plan's objectives will largely depend on how the National Council of NGOs enhances its' internal strengths, exploits the existing opportunities, and manages the weaknesses in its operations, while controlling those factors that pose a threat to the achievement of its planned programmes and activities. In developing this Plan, the National Council of NGOs conducted an extensive situation analysis of its Strengths, Weaknesses, Opportunities and Threats (SWOT),

The Strengths are those endowments, including resources and capabilities that would enable the National Council of NGOs to accomplish its Mandate and achieve the Strategic objectives.

The Weaknesses of the National Council of NGOs comprise deficiencies in resources and capabilities, which must be contained in order to realize the strategic objectives during the Plan period.

The Opportunities are the operational potentials and external factors that the National Council of NGOs will take advantage of in order to enhance its ability to achieve its stated goals and objectives.

The Threats are the external operational challenges that make it difficult to realize the National Council of NGOs' set objectives.





Table 2.2.1: SWOT Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> a) Brand name and the statutory nature of the council; b) Large pool of possible members; c) Shared history; d) Diversity of sectors within which our members operate e) National spread of the members; f) Wide experience resulting into a pool of knowledge that is useful in this forum g) Skilled and competent staff members 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> a) The diverse membership and strengths of individual members if properly harnessed and utilized can propel the Council to greater heights. b) The underperformance and lack of visibility of the council presents an opportunity for recognition and growth of this particular initiative. c) Devolved system of governance enables grassroots reach d) Commencement and operationalization of the PBO Act.
<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> a) Lack of operational policies and procedures; b) Lack of structures; c) Infancy stage. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> a) The existence of parallel umbrella membership bodies pursuing similar objectives could lead to duplicity of effort; b) Some members have so far adopted a wait and see attitude which is a sign of lack of commitment; c) Inequality in resource base of members may make it difficult to pursue common goals leading to disintegration; d) Poor brand distinction with the Coordination Board e) Mistrust between members since the council has been seen not to have delivered f) Lack of interest by membership in the proposed investments/benefits.



2.3 P-PESTEL Analysis

2.3.1 Policy framework

Policy formulation by the Government may affect operations of the National Council of NGOs hence need to align itself to the overall Government Policy Framework, as follows:

All activities and programmes of the National Council of NGOs must conform to relevant Macro- Level Policies of the Government. This includes the overall Development Agenda as espoused in the Kenya Vision 2030, the Second-Medium Term Plan, the proposed third medium term plan; and sectoral Policies e.g. the Cooperative Sector Policy, etc

Internally, the Council must also develop Policies to guide its operations. Such Policies should provide guidelines for Membership, Contributions, and Investments, among others.

2.3.2 Political factors

One of the areas of focus for the council is to strategically push its members to position themselves in positions of influence both in the Public and Private Sectors so that they can influence Policy Formulation and Resource Allocation.

The Council must therefore explore possibility of lobbying for and supporting as many members as possible to attain political positions across the board since Politics influences both the Social and Economic Agenda in the Country and beyond.

2.3.3 Economic factors

It is clear that members make prudent decisions that yield positive returns. Consequently, all decision options must be backed with elaborate Feasibility Studies to ascertain the viability or otherwise of the projects

Similarly, the Council will have to put in place a framework for continuously scanning the operational environment to keep abreast with trends within the donor community and international and national changes in policy direction since these are integral parameters that influence and affect funding priorities.

3.3.4 Social factors

To promote Brotherhood and compassion as a Value and Virtue, it is imperative that the collective and individual welfare of members be addressed if the Council is to successfully deliver on its Mandate.

Aspects that could be considered include but not limited to Benevolent Fund and a savings and credit society for the collective NGO fraternity to assist members in times of need.



2.3.5 Technological factors

One of the Challenges faced by the Organization is the wide geographical dispersion of its membership. However, this challenge can be turned into an opportunity by leveraging on Technology to facilitate effective communication between members while at the same time tapping into the councils of the members for competitive advantage.

Equally, the council could also effectively pursue the option of Technology-based Resource Mobilization Strategies through deployment of an SMS Platform at an appropriate time.

2.3.6 Environmental factors

The Council has aptly identified CSR as one of the areas of focus with specific emphasis on infrastructural support to The National Council of NGOs. However, all this must be in conformity to the statutory environmental requirements as espoused in the NEMA Act

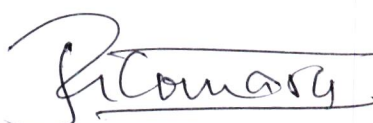
The Threshold set by the NEMA Act itself could also provide a means of identification of the Projects that need to be supported at The National Council of NGOs in particular and the NGOs in general.

2.3.7 Legal factors

Legal provisions and compliance thereto are important in the implementation of the Strategic Plan.

The nature of organization settled on is critical as all Sectors of the Economy are highly regulated. For example, though an NGO is registered under the NGO coordination Act, a Sacco under the Co-operative Act,

All are allowed under the law to undertake different activities. Registration if not well thought out can be limiting. To operate legally but meet the diverse interests of the members, we need to identify the right vehicle or mix of vehicles.

A handwritten signature in black ink, appearing to read 'J. Tumari', is written over a horizontal line.

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2.4 Risk Analysis

The National Council of NGOs has undertaken a comprehensive analysis of the anticipated risks likely to be faced at strategic, organizational, operational, financial and technological levels while implementing the Strategic Plan.

For each risk, appropriate mitigation measures have been determined, and the mitigation measures have subsequently informed the Strategic Model (Chapter 3).

The risk analysis will also be an integral input in the subsequent development of a comprehensive risk management strategy to facilitate successful implementation of the Strategic Plan.

Table 2.4.1: Risk Analysis

ANTICIPATED RISK	MITIGATION MEASURE
Failure to implement some of the planned programmes and activities	<ul style="list-style-type: none"> Put in place appropriate working structures from the onset to facilitate implementation. Develop and implement an appropriate Monitoring, Evaluation and Reporting Framework
Failure by members to remit agreed on subscriptions	<ul style="list-style-type: none"> Set clear guidelines and timelines for remittance of subscriptions, and a Check-off system to be deployed, where possible.
Possible Misallocation of Resources	<ul style="list-style-type: none"> Develop and Implement an appropriate Investment Policy; and Establish and implement an appropriate Corporate Governance Framework.
Pursuing such a wide mandate that may not be Achievable	<ul style="list-style-type: none"> Set and pursue realistic goals and targets
Inability to raise funds to support implementation of the envisaged projects	<ul style="list-style-type: none"> Cost the Strategic Plan then develop and implement an elaborate Resource Mobilization Strategy
Fatigue from and loss of focus by members	<ul style="list-style-type: none"> Constant consultations and engagement
Mistrust among members	<ul style="list-style-type: none"> Develop and institutionalize a strong Corporate Governance Framework

Ramara



2.5 Stakeholder Analysis

Stakeholders are individuals, groups, organizations and institutions that have an interest in the National Council of NGOs or are impacted on by the National Council of NGOs activities. An analysis of the stakeholders has been undertaken to clearly outline their expectations from The National Council of NGOs and what the National Council of NGOs should do to meet their expectations; The stakeholder analysis has further informed the strategic model (Chapter 3) and will be an integral input in other major planned activities during the Strategic Plan period e.g. Stakeholder Satisfaction Surveys.

Table 2.5.1: Summary of Stakeholder Analysis

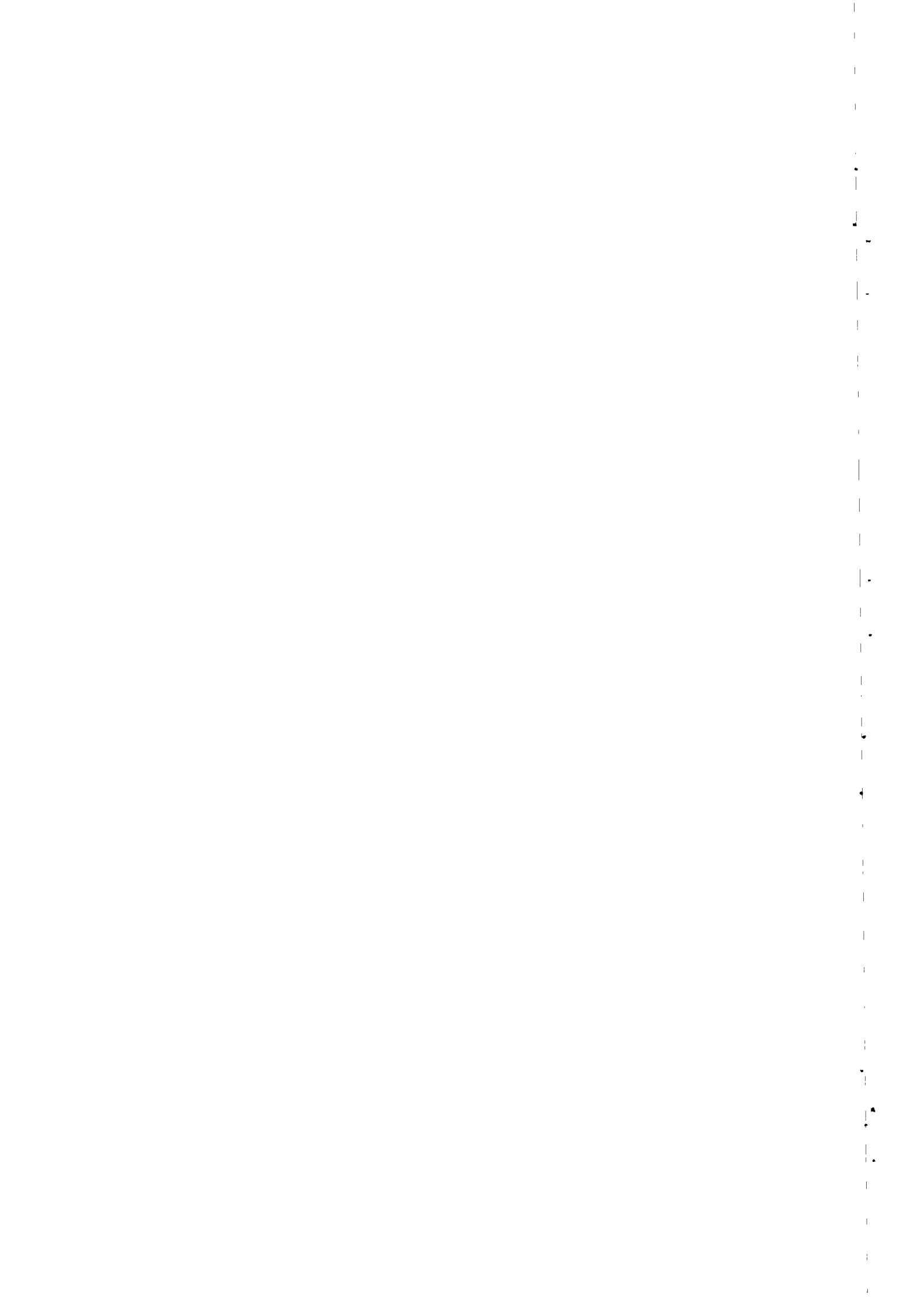
NAME OF STAKEHOLDER	EXPECTATIONS OF STAKEHOLDER	WHAT THE NATIONAL COUNCIL OF NGOS SHOULD DO TO MEET STAKEHOLDERS' EXPECTATIONS
THE NATIONAL COUNCIL OF NGOS	<ul style="list-style-type: none"> • Success of all projects undertaken • Support towards achievement of its Goals and Objectives in conformity to its Mandate 	<ul style="list-style-type: none"> • Develop a Database for all Members of the National Council of NGOs giving all the integral details; • Undertake CSR Activities that promote the spirit of the NGO movement and • Profile the achievements of NGOs
THE NATIONAL COUNCIL OF NGOS MEMBERS	<ul style="list-style-type: none"> • Networking with NGOs; • Establishment of a channel for giving back to the members • Investment of surplus funds; • Prudent utilization of Members Contributions and savings; • Welfare Activities; and • Support for individual goals and aspirations. 	<ul style="list-style-type: none"> • Develop a comprehensive Database and disseminate to Members; • Establish The National Council of NGOs Foundation to act as a common pool for CSR activities; • Identify feasible and viable investment options; • Develop and institutionalize a Good Corporate Governance Framework; • Develop appropriate Members' Welfare Activities; • Support the Collective and Individual goals of Members.





NAME OF STAKEHOLDER	EXPECTATIONS OF STAKEHOLDER	WHAT THE NATIONAL COUNCIL OF NGOS SHOULD DO TO MEET STAKEHOLDERS' EXPECTATIONS
THE GOVERNMENT	<ul style="list-style-type: none"> • Conformity to statutory obligations; and • Remittance of Taxes 	<ul style="list-style-type: none"> • Conform to Statutory requirements e.g. registration • Make timely payment of Taxes
DONOR COMMUNITY	<ul style="list-style-type: none"> • Prudent utilization of donated Funds; and • Regular progress reports 	<ul style="list-style-type: none"> • Institutionalize Good Corporate Governance; and • Develop and implement an elaborate Monitoring, Evaluation and Reporting Framework.
THE PUBLIC	<ul style="list-style-type: none"> • Sensitization on the Mandate, Goals and Objectives of the Council; and • Progress reports on Performance of the Council 	<ul style="list-style-type: none"> • Create awareness on the existence of the council, its Mandate, Goals and Objectives; and • Constantly report on the Programmes and Activities of the Organization.

Bromark



2.6 Lessons Learnt

Based on experiences during its period of existence and the SWOT, P-PESTEL, Risk and Stakeholder analyses, key lessons for building future successes which the National Council of NGOs has learnt are that:

- Buy-in by members on the mandate, strategic direction of the organization is key to success;
- Constant engagement in the course of implementation of the programmes and activities of the Council is crucial. It should not appear as if some decisions are already predetermined;
- It is so far apparent that the collective aspirations of members can only be met if various organizations with distinct mandates are established but all linked to the overall goal of the National Council of NGOs; and
- It is important to offer positive criticism and give possible solutions in order not to create unnecessary tensions.

2.7 Key Success Factors

Arising from the contextual analysis, the following have been identified as the key success of actors for the National Council of NGOs:

- Institutional Capacity Building;
- Aggressive membership recruitment;
- Effective mobilization of resources;
- Prudent Investment of Resources;
- Effective Communication;
- Good Corporate Governance;
- Appropriate Structures; and
- Effective monitoring, Evaluation and Reporting.



CHAPTER THREE

3.0 STRATEGIC MODEL

The National Council of NGOs recognizes that it must anchor its operations on certain principles and values. The implementation of its objectives, strategies and activities will be guided by the Vision, Mission and Core Values.

3.1 Vision

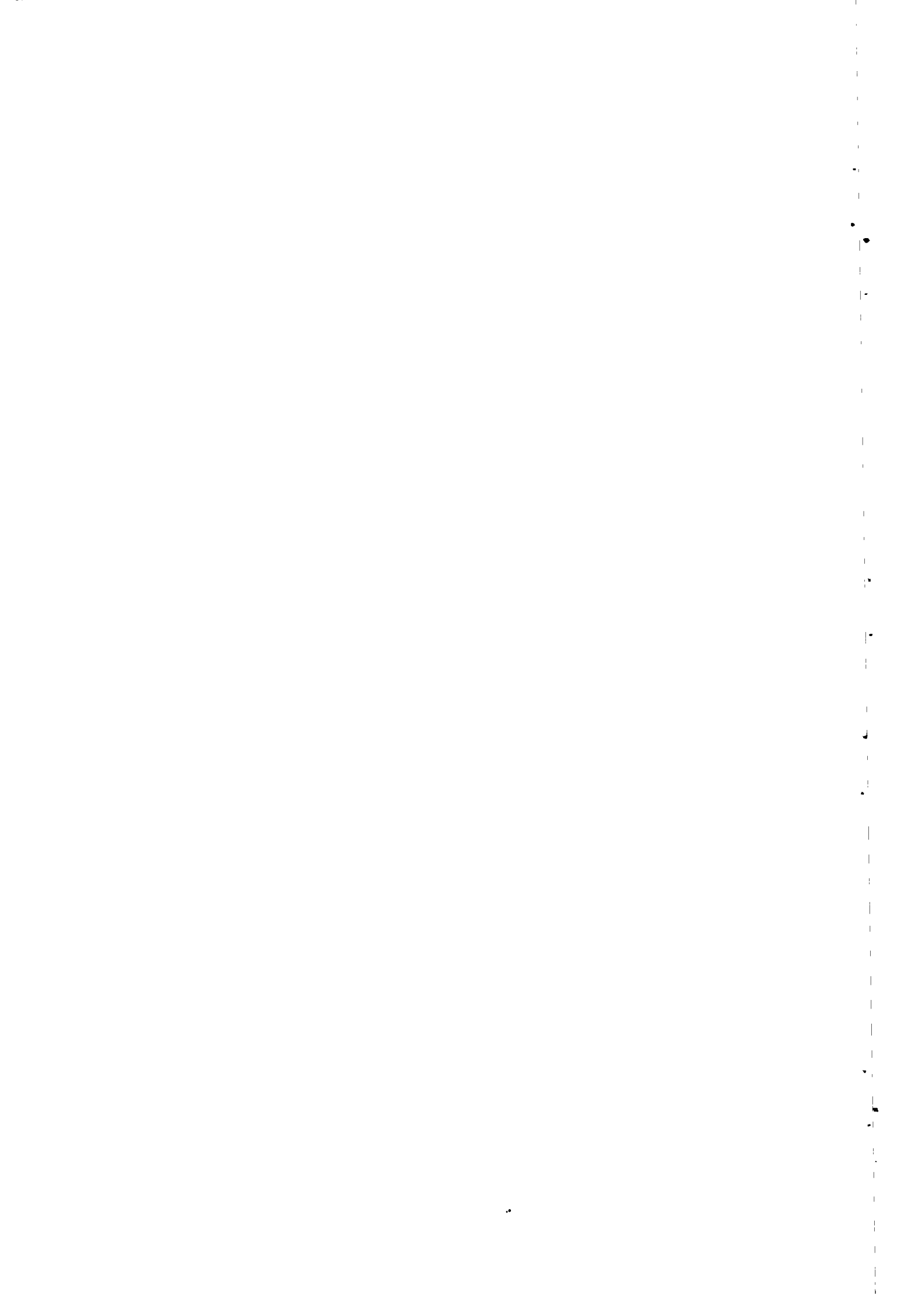
Our vision

. Galvanizing development sector, strengthening of the voluntary sector, for promotion of organized civic action, and to promote collective civil society action, based on mutual understanding, respect and knowledge.

3.2 Mission

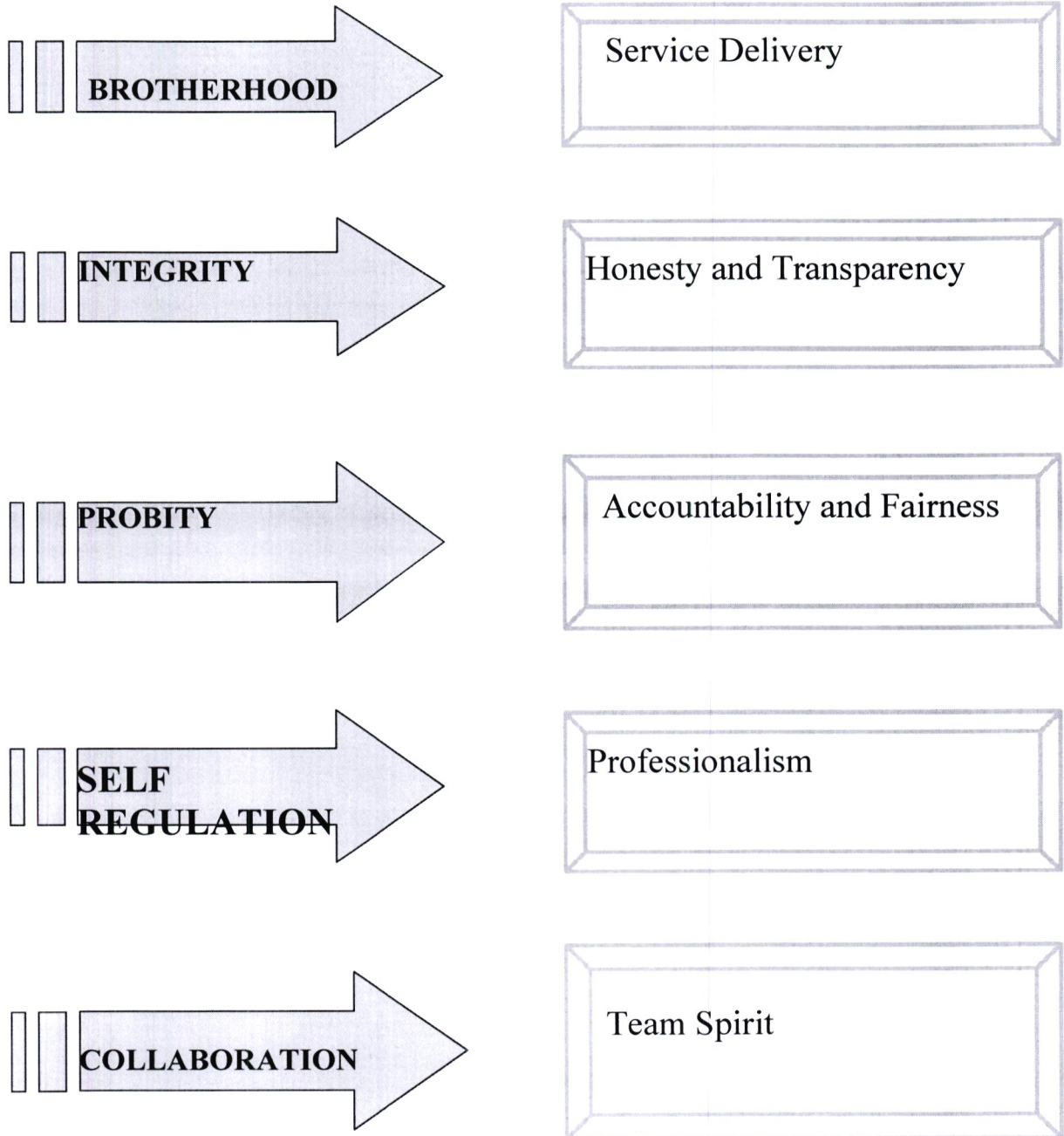
Our Mission

Provide proactive leadership in policy and national issues and work with government for enabling legislation and good governance.



3.3 Core Values

The National Council of NGOs is committed to upholding the following Core Values as the guiding principles for its operations in the medium and long-term:





3.4 Strategic Themes/Key Result Areas (KRAs)

The National Council of NGOs has identified the following five areas of focus/key result areas, which if concentrated on will enable it to deliver more benefits to its members and realize its Mandate:

- Institutional Capacity Building and Membership Recruitment;
- Mobilization and Investment of Resources;
- Corporate Social Responsibility;
- Promotion of Members Welfare, Interests and Aspirations; and
- Visibility and Corporate Image.

3.5 Strategic Themes, Issues, Objectives and Strategies

Focusing on five key result areas/strategic themes, the National Council of NGOs will endeavour to achieve results through the implementation of the following objectives, strategies and activities in the plan period:

3.5.1 STRATEGIC THEME 1: INSTITUTIONAL CAPACITY BUILDING AND MEMBERSHIP RECRUITMENT

Strategic Issue 1: Need to fully operationalize the Organization, build its institutional capacity and recruit as many members as possible.

STRATEGIC OBJECTIVE 1: To establish, operationalize, build the institutional capacity and enhance the membership base of the National Council of NGOs.

Strategy 1.1: Facilitate formal and full operationalization of The National Council of NGOs.

Strategy 1.2: Develop and Operationalize Relevant Policy Documents and Operational Procedures to guide the establishment and operationalization of The National Council of NGOs

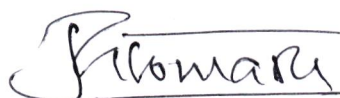
Strategy 1.3: Effectively publicize/sensitize all stakeholders into the existence of The National Council of NGOs, its mandate and activities

Strategy 1.4: Recruit new members into the Council

Strategy 1.5: Benchmark with best-case membership and self-regulation organisation Worldwide.

Strategy 1.6: Develop and Operationalize Appropriate Organizational Structures

Strategy 1.7: Pursue viable partnerships, mergers with and acquisition of other existing donor organizations.





3.5.2 STRATEGIC THEME 2: MOBILIZATION AND INVESTMENT OF RESOURCES

Strategic Issue 2: Lack of Resources and the need for Prudent utilization of the Mobilized Resources.

STRATEGIC OBJECTIVE 2: To effectively mobilize resources and undertake prudent investments that promote Return on Investments (ROI) thereby adding value to member's contributions and savings.

Strategy 2.1: Develop an overall Resource Mobilization Strategy

Strategy 2.2: Develop guidelines for and Mobilize Contributions from Members.

Strategy 2.3: Establish and Operationalize the National Council of NGOs Sacco.

Strategy 2.4: Establish and Operationalize the National Council of NGOs Bank.

Strategy 2.5: Identify and mobilize resources from possible Donors and Development Partners.

3.5.3 STRATEGIC THEME 3: CORPORATE SOCIAL RESPONSIBILITY (CSR)

Strategic Issue 3: Need to undertake CSR Activities with particular emphasis on infrastructural and capacity building support to The National Council of NGOs.

STRATEGIC OBJECTIVE 3: To undertake Corporate Social Responsibility (CSR) activities with special emphasis on facilitating the Mission of The National Council of NGOs.

Strategy 3.1: Establish and Operationalize the National Council of NGOs Foundation to undertake all CSR activities.

Strategy 3.2: Pursue Strategic CSR Alliances and Partnerships.

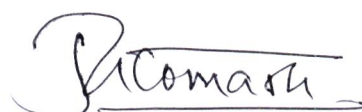
Strategy 3.2: Undertake CSR activities that promote the Mission of The National Council of NGOs.

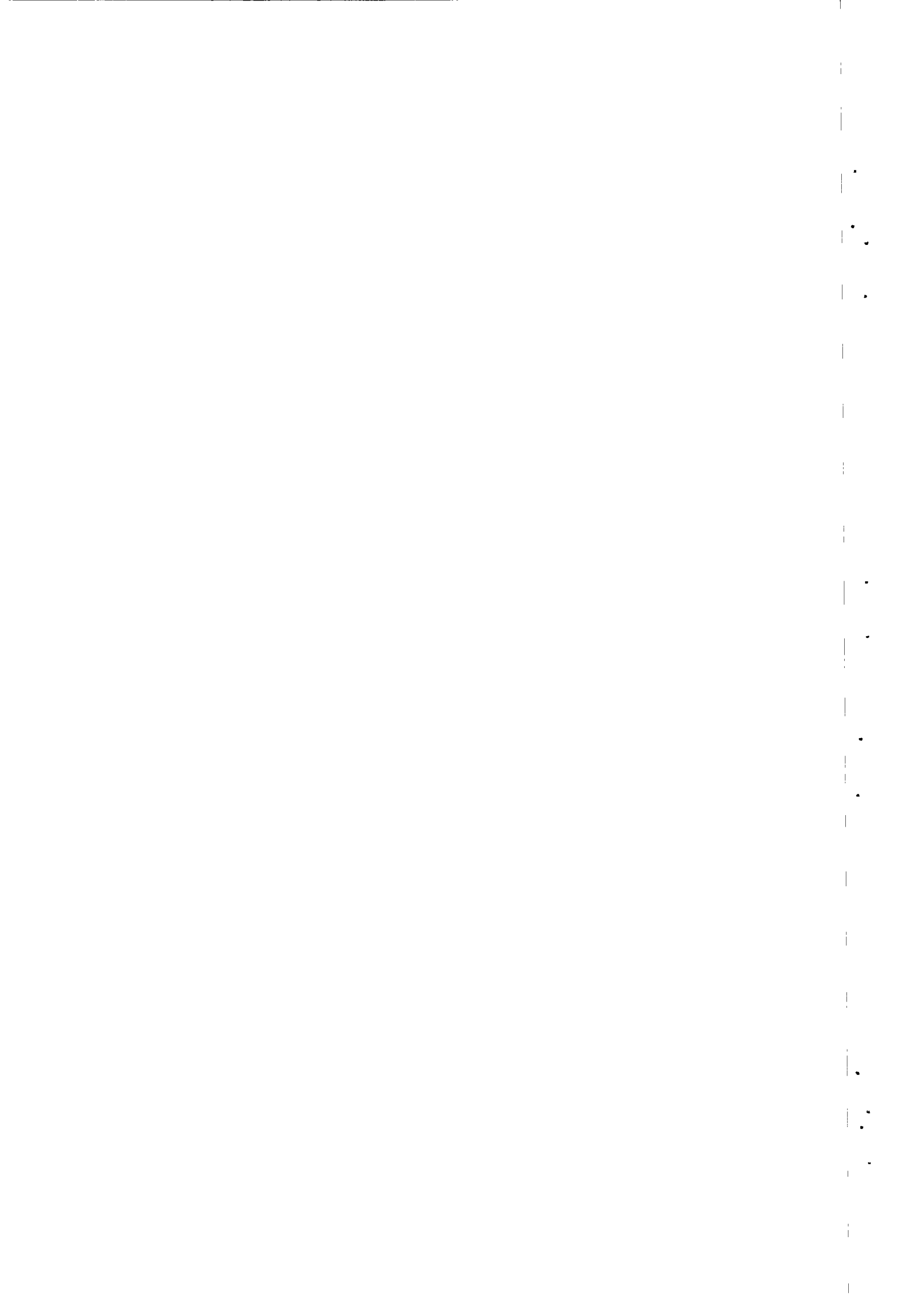
3.5.4 STRATEGIC THEME 4: PROMOTION OF MEMBERS WELFARE, INTERESTS AND ASPIRATIONS

Strategic Issue 4: Need to promote brotherhood, collective and individual members' welfare, interests and aspirations.

STRATEGIC OBJECTIVE 4: To promote the collective and individual welfare, interests and aspirations of members of The National Council of NGOs.

Strategy 4.1: Promote Counselling/ among members of The National Council of NGOs.





Strategy 4.2: Establish and Operationalize The National Council of NGOs Benevolent Fund to support Members in times of need.

Strategy 4.3: Establish and Operationalize The National Council of NGOs technical team to help the NGOs have capacity to comply.

Strategy 4.4: Identify and pitch for Strategic Positions in both the Public and Private Sectors in order to influence Policy direction to the advantage of the council The National Council of NGOs and its Members

3.5.5 STRATEGIC THEME 5: VISIBILITY AND CORPORATE IMAGE

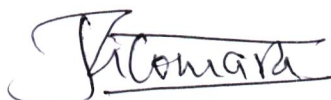
Strategic Issue 5: Need to promote the Visibility and Corporate Image of The National Council of NGOs.

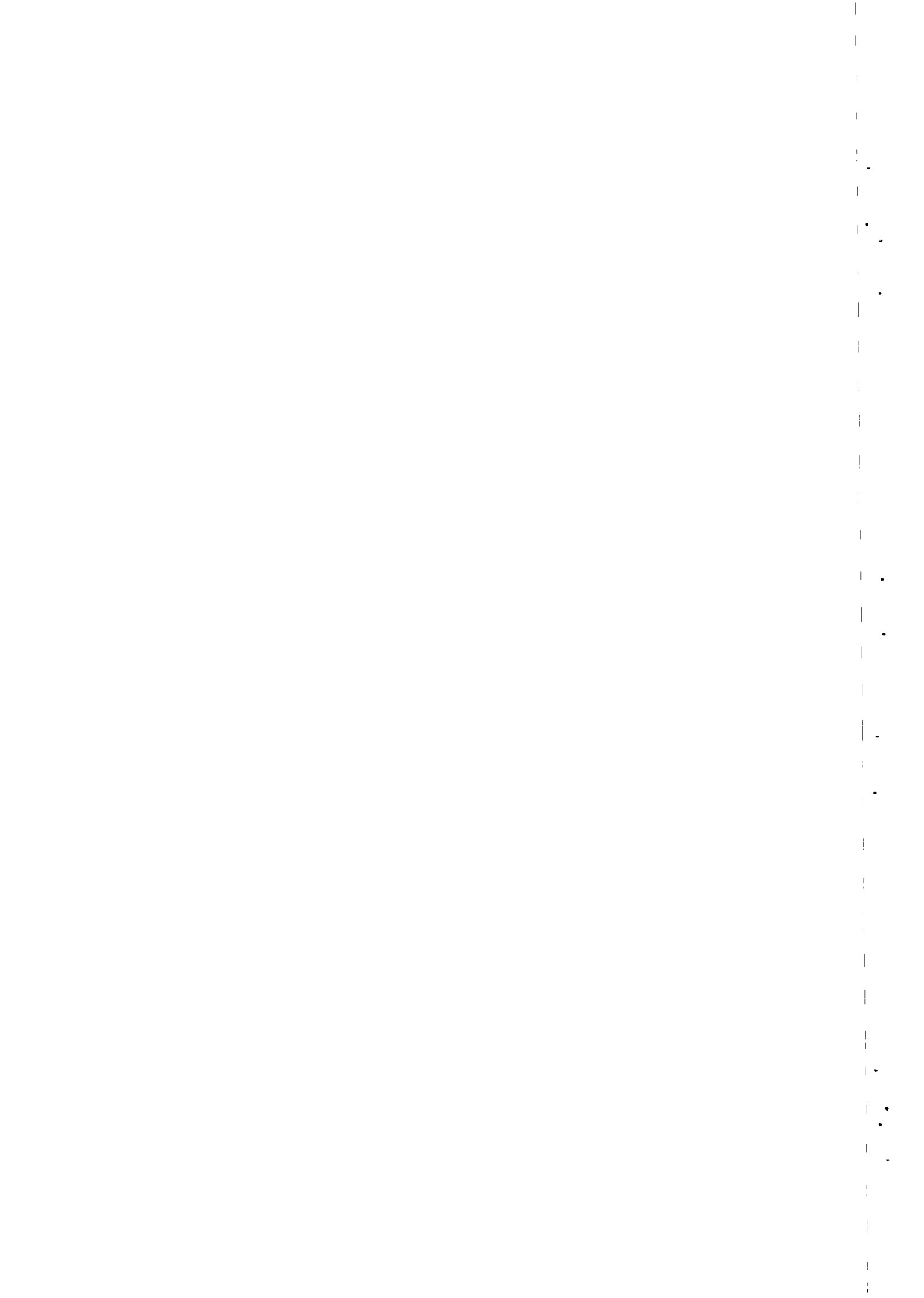
STRATEGIC OBJECTIVE 5: To promote the Visibility and Corporate Image of the National Council of NGOs.

Strategy 5.1: Develop a Communication Strategy

Strategy 5.2: Implement the Communication Strategy

Strategy 5.3: Undertake annual Stakeholder Satisfaction Surveys





CHAPTER FOUR

4.0 CO-ORDINATION FRAMEWORK AND IMPLEMENTATION OF THE STRATEGIC PLAN

4.1 Strategic Plan Implementation Approaches

The implementation of the Plan will deploy the following approaches:

4.1.1 *Phasing and sequencing*

Implementation of this Strategic Plan will be sequential but in phases. The National Council of NGOs will therefore develop subsequent annual work plans from the Strategic Plan. The work plans will peg the National Council of NGOs' operations on the financial, human and other resources available in each year. The annual work plans will be actualized by assigning specific responsibility to clear responsibility centres. This approach will enhance performance management at all levels.

4.1.2 *Quick wins*

In each annual work plan, the National Council of NGOs will identify programmes and activities that guarantee quick wins, which will enable the National Council of NGOs to achieve rapid results in line with the universally-appreciated Rapid Results Initiative. The quick wins approach will also give impetus to the responsibility centres to roll out other strategic programmes.

4.1.3 *The Balanced Scorecard (BSC) Performance Management Framework*

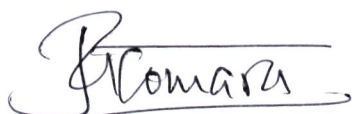
While developing the Plan, the National Council of NGOs adopted a performance management framework known as the Balanced Scorecard (BSC) to facilitate successful implementation of the Strategic Plan.

The Balanced Scorecard will help translate the corporate objectives and strategies into Programme objectives and strategies and subsequently to the individual scorecard at Responsibility Centre Level. This will facilitate successful implementation of the Strategic Plan through a sound performance management framework.

4.1.4 *Implementation of a Management Structure*

An Oversight Board will be established not only for purposes of Policy formulation but also to play an oversight role on the activities of the Secretariat. The Secretariat will be charged with the responsibility of implementing the Programmes of the Council with the help of Regional Coordinators and county coordinators. It is envisaged that with time, the Secretariat will be operating on a full-time basis under the leadership and guidance of a CEO.

Regular meetings between the Secretariat and the Oversight Board will be utilized for progress review to support the implementation of the Strategic Plan. The



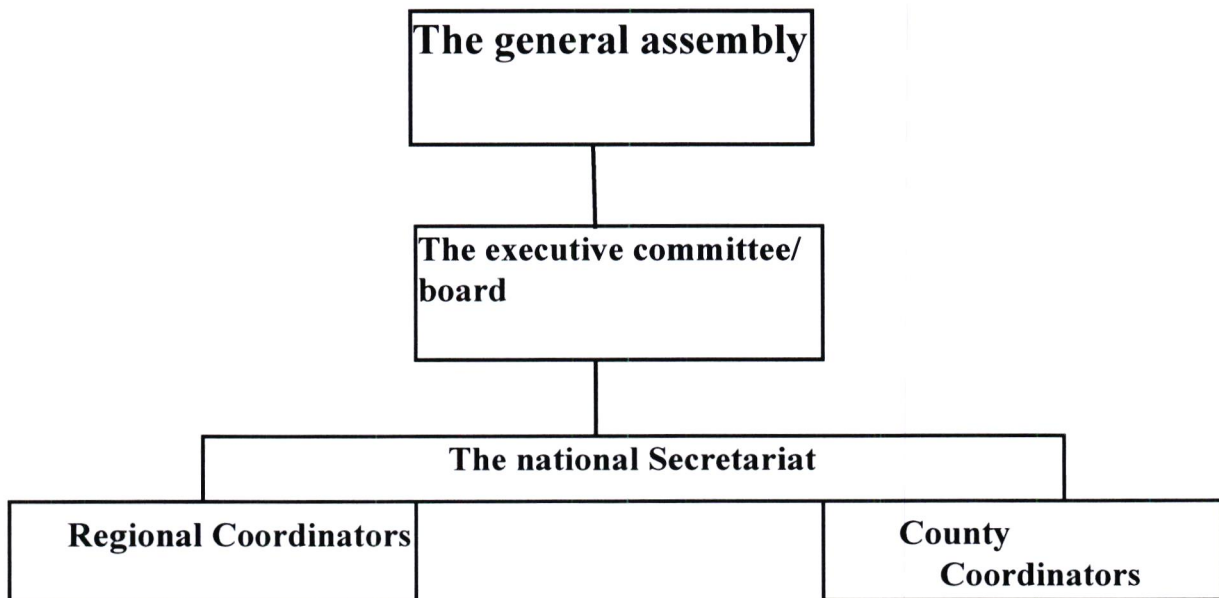
Council will also ensure harmony between the Programmes and initiatives of the Secretariat, the Regional Teams while appropriate linkages with key stakeholders will be established to enhance synergy so as to effectively realize the goals and objectives set out in the Plan without duplicity of effort.

4.2 Organizational Structure

For effective implementation of the Plan, the National Council of NGOs has developed an interim Organizational Structure that seeks to enhance counselling, facilitate effective coordination and information flow. The organizational structure has also taken into account lessons learnt so far, the mandate of the National Council of NGOs and its core business.

During the period of the Strategic Plan, the National Council of NGOs will review its Organization Structure in line with the Strategic direction and the scope of its operations.

Figure 4.2.1 below shows The National Council of NGOs interim Organizational Structure.



Picomaru

4.3 FUNCTIONAL MANDATES

4.3.1 *The General Assembly*

This is the highest decision-making organ of the National Council of NGOs. It is composed of all members of the NGOs Council. One of the key functions of the general assembly is to elect the members of the Executive Committee or directors who constitute the board, the regulatory committee and thematic area leaders.

The executive committee/Board

The executive committee oversees all the functions of the National Secretariat thereby giving the Board overall responsibility for supervision of the business and affairs of the National Council of NGOs. They have the overall responsibility for policy formulation and dissemination; establishment of reporting mechanisms and procedures with a view to safeguarding the assets of the organisation and ensuring its long-term viability, profitability and development.

In fulfilling the above mandate, the Board has the role of Strategic Planning, Organisation Structure, supervision of all activities of the National Secretariat, Financial Reporting and Disclosures, Risk Management, Internal Controls, and Business Ethics, Compliance and Corporate Governance.

4.3.2 *The National Secretariat*

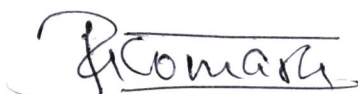
The Secretariat is answerable to the executive committee and responsible for the day-to-day management of the affairs of the National Council of NGOs through provision of administrative and technical support in the implementation of the Board's decisions and directives and in conformity to the policies and operational procedures formulated by the Oversight Board.

As an administrative arm of the Board, the Secretariat has the mandate to support the Board in execution of its mandate; ensure fulfilment of all statutory requirements; ensure value and positive return on investments (ROI) for members' contributions; make recommendations and provide advice to the Board on policies, directives, regulation and programmes to be executed by the National Council of NGOs.

One of the key departments within the secretariat is the program coordination department which is headed by the National Programs Coordinator. Reporting to the National Programs Coordinator are the Regional Coordinators who in turn supervise the county coordinators.

The programs coordination department is made up of the following units which have various responsibilities. These responsibilities are carried out by program coordinators.

Program planning and budget unit



This unit is responsible for planning for all programs in the council and allocating budgets for those programs appropriately. This includes writing of concepts and proposals.

Program monitoring and evaluation unit

This unit is responsible for tracking progress of all programs of the council

Partnerships unit

This unit is responsible for identifying strategic partners for all programs and establishing processes of linkages and collaborations

Field support unit

This unit will be responsible for coordinating the devolved staff including the Regional and County Coordinators. Under this unit several subunits will exist to facilitate the success of this unit. They include:

- **Field Personnel and coordination subunit**

This subunit will be responsible for all functions of the field staff including responding to the various needs, logistics and concern that arise while they are conducting the council's affairs. This subunit will also be responsible for all communications and reports arising to and from the field.

- **Capacity Development subunit**

This subunit will be responsible for all capacity building of members including the staff as need arises to support implementation of the strategic plan objectives. It has program coordinators who function to:

- Formulate and designing programs in the core areas of focus.
- Supervise and coordinate the implementation of the programs and projects.
- Undertake monitoring and evaluation of programs and projects.
- Assist in fundraising for program

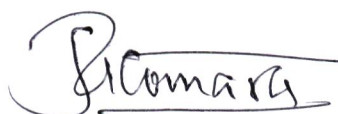
4.3.3 Regional Coordinators

The Regional Coordinators key mandate is to assist the Secretariat in coordination and implementation of programmes and activities within their areas of jurisdiction. The Regional coordinators will coordinate and oversee all activities of the National Council of NGOs within the regions but on behalf of the National Secretariat. These include:

preparation of regional Work Plans which feed into the overall work plans of the organisation, coordination of Regional Resource Mobilization and submission of Monitoring & Evaluation (M&E) Reports to the National Secretariat.

4.3.4 County coordinators

The county coordinators will assist the regional coordinators in carrying out their functions.



CHAPTER FIVE

5.0 FINANCIAL RESOURCES

5.1 Projected Sources of Finance

The programmes and activities in this Strategic Plan will be financed by the following sources:

- Members contributions
- Support from Donors and Development Partners.

5.2 Projected Financial Resource Requirements

The five strategic objectives will be achieved through various strategies as outlined in the strategic model (Chapter 3). The financial resources required for implementing the objectives and strategies are outlined in the implementation matrix. The total amount required for the period 2018-2023 is Kshs..... **(TO BE WORKED OUT ONCE FINANCIAL PROVISIONS ARE MADE IN THE IMPLEMENTATION MATRIX BY THE SECRETARIAT)**

Table 5.1 below gives the financial resource requirements for all the strategic themes over the Strategic Plan period.

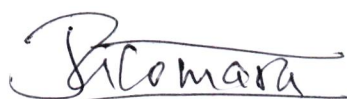


Table 5.1: Financial Resource Requirements
A. Implementation of Strategic Plan
(THEMATIC YEAR FINANCIAL REQUIREMENTS TO BE WORKED OUT ONCE FINANCIAL PROVISIONS ARE MADE IN THE IMPLEMENTATION MATRIX BY THE SECRETARIAT)

STRATEGIC THEME	STRATEGIC OBJECTIVE	YEAR 2019(IN MILLION KSH.)	YEAR 2020(IN MILLION KSH.)	YEAR 2021(IN MILLION KSH.)	YEAR 2022(IN MILLION KSH.)	YEAR 2023(IN MILLION KSH.)	TOTAL (IN MILLION KSH.)
1. INSTITUTIONAL CAPACITY BUILDING AND MEMBERSHIP RECRUITMENT	To establish, operationalize, build the institutional capacity and enhance the membership base of the National Council of NGOs.						
2. MOBILIZATION AND INVESTMENT OF RESOURCES	To effectively mobilize resources and undertake prudent utilization that promote Return on Investments (ROI) thereby adding value to members' contributions and savings.						
3. CORPORATE SOCIAL RESPONSIBILITY	To undertake Corporate Social Responsibility(CSR) activities with special emphasis on facilitating the Mission of The National Council of NGOs.						



STRATEGIC THEME	STRATEGIC OBJECTIVE	YEAR 2019(IN MILLION KSH.)	YEAR 2020(IN MILLION KSH.)	YEAR 2021(IN MILLION KSH.)	YEAR 2022 (IN MILLION KSH.)	YEAR 2023(IN MILLION KSH.)	TOTAL (IN MILLION KSH.)
4. PROMOTION OF MEMBERS WELFARE, INTERESTS AND ASPIRATIONS	To promote the collective and individual welfare, interests and aspirations of members of The National Council of NGOs.						
5. VISIBILITY AND CORPORATE IMAGE	To promote the Visibility and Corporate Image of the National Council of NGOs.						
	GRAND TOTAL						



CHAPTER SIX

6.0 MONITORING, EVALUATION AND REPORTING

The Purpose of Monitoring, Evaluation and Reporting is to ensure that the Strategic Plan implementation is according to schedule and in the event of any deviation, appropriate and timely action is taken. The Monitoring, Evaluation and Reporting process will be undertaken at the levels of the general assembly regulatory Committee, executive committee, Secretariat, Regional Coordinators and county coordinators

6.1 At the Oversight Board Level

The implementation of the Strategic Plan will be closely monitored at the Oversight Board Level to ensure its accomplishment. The monitoring process will help determine whether the implementation is on course. Monitoring, follow-up and control systems will be established at all levels. These will include review meetings; budgetary guidelines and provisions; budgeting control systems and progress reports from the National Council of NGOs' Monitoring, Evaluation and Reporting Committee.

Quarterly review meetings will be held between the Oversight Board and the Secretariat. During these meetings, the Board will receive and review progress reports from the Secretariat, indicating overall progress made on key strategic objectives. The nature and scope of reporting will include:

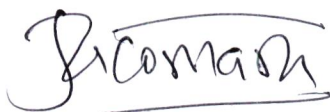
- (a) Progress made against Plan;
- (b) Causes of deviation from Plan, if any;
- (c) Areas of difficulties and suggested solutions to problems that may adversely affect implementation; and
- (d) Suggested interventions/corrective measures.

The input of these quarterly Board meetings will be the output from the Monitoring, Evaluation and Reporting Committee reports and Monthly Management meetings/feedback Platforms between the Secretariat, the Regional Coordinators and the Diaspora Chapters.

6.2 At Secretariat/Management Level

The Strategic Plan alone does not mean the achievement or implementation of the objectives. Monitoring, Evaluation and Reporting provides the back-up necessary to ensure that the set objectives are achieved. During the formulation of the Strategic Plan, the implementation plan indicators and projections are sometimes based on past experiences. These however, may change in the course of the implementation and thus a management control system will be necessary to ensure the Plan stays on course.

Monitoring will involve routine data collection and analysis on the progress of the Strategic Plan implementation. The results from the analysis will then be used to inform decision-making, including taking corrective action where deviations in implementation have been noted. A Monitoring, Evaluation & Reporting Committee will be established and institutionalized to coordinate collection of M&E data, analysis and reporting.



The Committee will continuously monitor and evaluate all strategies, activities and outcomes with a view to advising the Oversight Board on the implementation status as well as offer feasible policy and strategy alternatives. This will be done on quarterly basis and the same will inform update at the Board meetings. The Secretariat will be required to keep records of the lessons learnt during implementation of the Plan and to the largest extent possible ensure this information is available on real-time basis. A system of disseminating the lessons learnt to members will be developed as part of the M & E Strategy. The M & E Committee, as part of its overall M & E coordination, will be expected to monitor the documentation and effective utilization of lessons learnt. Annual Service Delivery/Stakeholder satisfaction surveys will be undertaken to gauge the achievement of the set objectives. Funds will be allocated for M & E activities.

The Strategic Plan will be evaluated during and after implementation to gauge the extent of achievement of the intended results. The evaluation will be carried out using relevance, efficiency, effectiveness, sustainability and impact measures. A mid-term review will also be carried out. The implementation matrix will help track and monitor progress in the implementation of the Plan.

6.2.1 Control Function at Secretariat

In carrying out the management control function, the Secretariat will consider the following initiatives:

- a) Setting of Performance Standards and Targets;
- b) Setting of Performance Indicators and Measures;
- c) Regular Performance Evaluation/Appraisal;
- d) Linkage of Rewards to Performance;
- e) Budgets and Expenditure Review;
- f) Management Reports;
- g) Implementation Programme/Matrix; and
- h) Strategic Plan Review Meetings.

6.2.2 Strategic Performance Management mechanism

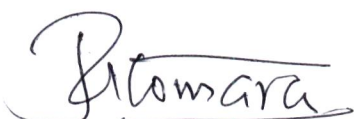
The control mechanisms that the National Council of NGOs will deploy include:

- a) Development of annual Work plans; and
- b) Assessment of whether results produced by the implemented programmes were those forecast as outputs and, whether they were achieved to the expected performance standards/measures.

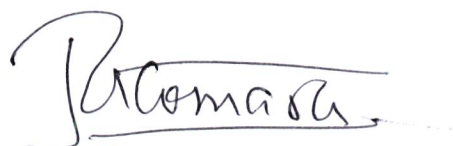
6.3 Indicators for Monitoring of the Performance of the National Council of NGOs

Monitoring of the Performance of the National Council of NGOs will be done on the basis of the following key indicators:

- a) Membership Base;
- b) Level of membership Contributions;
- c) The Volume of Resources Mobilized;



- d) The number of projects successfully established and operationalized:
- e) Level of projects;
- f) No. of CSR activities undertaken in The National Council of NGOs/the number of projects and initiatives successfully completed;
- g) Level of support to Members Welfare, Individual Interests and Aspirations/how effectively this council is used for mutual benefit: and
- h) The impact and presence of the National Council of NGOs.

A handwritten signature in black ink, appearing to read "Pt. Ramana". The signature is written in a cursive style with a horizontal line underneath the name.

(SECRETARIAT IN LIAISON WITH HT OVERSIGHT BOARD TO FILL IN THE TIME FRAMES, BUDGETARY PROVISIONS AND YEARLY PERFORMANCE TARGETS FOR ALL THE STRATEGIES)

APPENDIX I: IMPLEMENTATION MATRIX

STRATEGIC THEME 1: INSTITUTIONAL CAPACITY BUILDING AND MEMBERSHIP RECRUITMENT

Strategic Issue 1: Need to register and operationalize the Organization, build its institutional capacity and recruit as many members as possible.

STRATEGIC OBJECTIVE 1: To establish, operationalize, build the institutional capacity and enhance the membership base of the National Council of NGOs

Strategies	Responsibility Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets								
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023				
<i>Strategy 1.1 Facilitate formal operationalization and roll out of The National Council of NGOs</i>	-Oversight Board -National Secretariat		Council fully established and rolled out	Council presence felt everywhere														

Filmara

Strategies	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets									
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023					
Strategy 1.2: Develop and Operationalize relevant Policy Documents and Operational Procedures to guide the establishment And operationalization of The Council	-Oversight Board		Policy Documents and Operational Procedures developed	Council Operational Guidelines in place															

R. Comara

Strategies	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets								
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023				
<p><i>Strategy 1.3:</i> Effectively Publicize/ sensitize all Stakeholders of Existence of The Council</p>	<p>-Oversight Board -National Secretariat -Regional Coordinators -County Coordinators -Members</p>		<p>Sensitization Of the Members and stakeholders on the existence of The Council undertaken</p>	<p>Level of awareness of the existence of The Council</p>														
<p><i>Strategy 1.4:</i> Recruit new members into the Council</p>	<p>-Oversight Board -National Secretariat Regional Coordinators -County Coordinators</p>		<p>New Members Recruited</p>	<p>Council Membership data base</p>														



Strategies	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets							
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023			
Strategy 1.5: Benchmark with best-case practices	-Oversight Board -National Secretariat		national benchmarking undertaken	Best Practices exhibited in The Council operations in line with Global Trends													
Strategy 1.6: Develop and Operationalize appropriate Organizational Structures	-Oversight Board -National Secretariat -Regional Coordinators -County Coordinators		Council Organogram developed	Operational structures in Place													

S. Komara

Strategies	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets								
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023				
Strategy 1.7: Pursue viable partnerships, Merger with, and acquisition of other existing and competing organizations	-Oversight Board -National Secretariat -Regional Coordinators -County Coordinators		Partnerships, mergers, and acquisitions pursued	No. of partnership and merger agreements and MOUs signed														

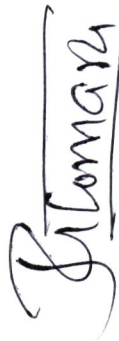
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STRATEGIC THEME 2: MOBILIZATION AND INVESTMENT OF RESOURCES

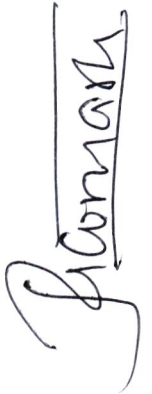
Strategic Issue 2: Lack of Resources and the need for Prudent utilization of the Mobilized Resources.

STRATEGIC OBJECTIVE 2: To effectively mobilize resources and undertake prudent utilization that promote Return on Investments (ROI) thereby adding value to members' contributions and savings.

Strategies	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)				Performance Targets									
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023				
<i>Strategy 2.1: Develop an overall Resource Mobilization Strategy</i>	-Oversight Board -National Secretariat		Resource mobilization strategy developed	Volume of resources mobilized														
<i>Strategy 2.2: Develop guidelines for Mobilize Contributions from Members.</i>	-Oversight Board -National Secretariat - Regional Coordinators -County Coordinators		Guidelines developed and members' contribution mobilised	Level of members conformity to the guidelines and volume of contribution received from members														



Strategies	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets								
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023				
Strategy 2.3: Establish and Operationalize NGO Council Sacco	-Oversight Board -National Secretariat -Regional Coordinators -County Coordinators		NGO Sacco established and operationalized	-NGO Council Sacco Licence/Registration Certificate -NGO Sacco operational														
Strategy 2.4: Establish and Operationalize a Council Bank	-Oversight Board -National Secretariat -Regional Coordinators County Coordinators		Council Bank established And operationalized	-NGO Banking Licence/Registration Certificate -NGO Bank operational														



Strategies	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets					
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023	
Strategy 2.5: <i>Identify and mobilize resources from possible Donors and Development Partners.</i>	-Oversight Board -National Secretariat -Regional Coordinators -county Coordinators		Donors and development Partners identified and resources mobilized	-Donors and Development Partners database -Volume of resources received From Donors and development Partners											

Stomara

STRATEGIC THEME 3: CORPORATE SOCIAL RESPONSIBILITY (CSR)

Strategic Issue 3: Need to undertake CSR Activities with particular emphasis on infrastructural support to The National Council of NGOs.

STRATEGIC OBJECTIVE 3: To undertake Corporate Social Responsibility(CSR) activities with special emphasis on facilitating the Mission of The National Council of NGOs.

Strategies	responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets										
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023						
Strategy 3.1: Establish and Operationalize The council Foundation to undertake all CSR Activities.	-Oversight Board -National Secretariat -Regional Coordinators -County Coordinators		NGO foundation Established And operationalized	NGO Foundation Licence/ Registration Certificate Council Foundation operational																



Strategies	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)				Performance Targets					
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
Strategy 3.2: Pursue Strategic CSR Alliances and Partnerships.	-Oversight Board -National Secretariat -Regional Coordinators		CSR alliances and partnerships pursued	No. of CSR alliances and partnership agreements and MOUs signed										
Strategy 3.2: Undertake CSR activities that promote the Mission of The council	-Oversight Board -National Secretariat		CSR activities undertaken	No. of CSR projects undertaken										

B. Komara

STRATEGIC THEME 4: PROMOTION OF MEMBERS WELFARE, INTERESTS AND ASPIRATIONS

Strategic Issue 4: Need to promote brotherhood, collective and individual members' welfare, interests and aspirations.

STRATEGIC OBJECTIVE 4: To promote the collective and individual welfare, interests and aspirations of members of The National Council of NGOs.

Strategies	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets										
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023						
Strategy 4.1: Promote Counselling among members of the National Council of NGOs	-Oversight Board -National Secretariat -Regional Coordinators		Counselling promoted among NGO members	Level of benefits received by NGO members from the counselling																

Strategies	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets						
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023		
Strategy 4.2: Establish and Operationalize Council Benevolent Fund to support Members in Times of need.	-Oversight Board -National Secretariat -Regional Coordinators		Council benevolent fund Established and operationalized	Level of benefits received by NGO members from the benevolent fund												
Strategy 4.3: Establish and Operationalize The National Council of NGOs technical team to help the NGOs have capacity to comply.	-Oversight Board -National Secretariat -Regional Coordinators		NGO Technical team fund established and operationalized	Level of Benefits received by Council Members from the Technical team												



Strategies	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KShs)					Performance Targets								
					2019	2020	2021	2022	2023	2019	2020	2021	2022	2023				
<p>Strategy 4.4: Identify and pitch for Strategic Positions in both the Public and Private Sectors in order to Influence Policy direction to the advantage of the Council, its Members and Stakeholders</p>	<p>-Oversight Board -National Secretariat</p>		<p>Strategic Positions in both the Public and Private Sectors identified and pitched for</p>	<p>No. of MOBs in strategic positions both in the public and private sectors</p>														

B. Omara

STRATEGIC THEME 5: VISIBILITY AND CORPORATE IMAGE

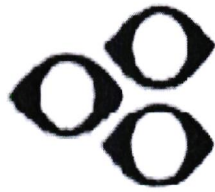
Strategic Issue 5: Need to promote the Visibility and Corporate Image of the National Council of NGOs.

STRATEGIC OBJECTIVE 5: To promote the Visibility and Corporate Image of the National Council of NGOs.

Strategies	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Performance Targets				
					2019	2020	2021	2022	2023
<i>Strategy 5.1: Develop a communication strategy</i>	-Oversight Board -National Secretariat		Communications Strategy developed	Communications Strategy paper					
<i>Strategy 5.2: Implement the communication strategy</i>	-Oversight Board -National Secretariat -Regional Coordinators -County Coordinators		Communications Strategy implemented	Level of visibility and corporate image of The Council					
<i>Strategy 5.3: Undertake Annual stakeholder satisfaction surveys</i>	-Oversight Board -National Secretariat		Annual Stakeholder satisfaction surveys undertaken	Stakeholder Satisfaction Index					

Abdul Aziz

Roman



The National Council of NGOs

RULES AND REGULATIONS

THE NATIONAL COUNCIL OF NGOs in KENYA

2018.

PREAMEABLE: The National NGO Council of Non Governmental Organizations (**NGOs Council of Kenya**) shall solemnly strive to:

PROVIDE leadership to the NGOs Sector and the civil society at large.

CHAMPION The values of **probity, transparency, accountability, justice and good governance,**

MANDATED to represent all its members and other CSOs in Kenya,

ENHANCE the self-regulation of its members and their adherence to the rule of law,

ASSIT Its Membership and CSOs at large to realize their potential in providing services that improve the social economic status of Kenyan Society in pursuit of Peace and **Sustainable development , a just and equitable society regardless of gender, race, nationality, religious o any other inclination.**

DECLARE that its vision is the role of galvanizing the development sector, strengthening of the voluntary sector for promotion of organized civic Action for the benefit of the nation.

To promote collective beneficial civil society action in Kenya based on mutual understanding, respect and knowledge.

AND THEREFORE:

COMMITTS: itself to the compliance of the following **Rules and Regulations** in order to affect its role.

To provide proactive leadership in policy and national issues and lobby government for enabling legislation and good governance.



PART I- PRELIMINARY

ARTICLE 1.0 - NAME OF THE NGOs Council of Kenya

1.1 The name of the organization shall be "the Non-Governmental Organizations Council of Kenya" herein after referred to as the **NGOs Council of Kenya** which expression shall include its representatives, assigns and executors.

ARTICLE 2.0 - LEGAL STATUS OF THE NGOs Council

- 2.1 The NGO Council is established under Section 23 (1) of the Non-Governmental Organizations Co- ordination Act, 1990 and is a legal entity and shall be capable in its official name of.
- 2.2 Suing and being sued;
- 2.3 Taking purchasing or otherwise acquiring, holding, charging, or disposing of movable and immovable property;
- 2.4 Receiving, borrowing and lending money;
- 2.5 Entering into contracts; and
- 2.6 Doing or performing all such other things or acts necessary or the proper performance of its functions under these rules and regulations.
- 2.7 Which may lawfully be done or performed by a legal entity

ARTICLE 3.0 - INTERPRETATION CLAUSE

- 3.1 "The Act" means the NGO Coordination Act, No. 19 of 1990
- 3.2 "**Board**" means Non-Governmental Organizations Co-ordination Board established under section 5 and 4 of the Non-governmental Organizations Co-ordination Act.
- 3.3 "**Secretary**" means an Officer of the NGOs Council who take minutes and keeps records in the Organization.
- 3.4 "**Committees**" (Except as otherwise expressly provided means the Executive Committee and the Regulatory Committee, these two being the policy /decision making and regulatory /monitoring organs of the NGO Council respectively.
- 3.5 "**The Code of Conduct**" means the Non-Governmental organizations NGOs Council **Code of Conduct and ethics**, as proposed by the NGO Council Members and leadership.
- 3.6 "**NGOs Council**" means the National Council of Non- Governmental organizations established under section 23 (1) of the Non-Governmental organizations Co-ordination Act.
- 3.7 "**NGOs Council's Constituency**" means the NGO Council s members, organizations and institutions, working directly or indirectly with the NGO Council.
- 3.8 "**Criminal Offence**" means any commission and/or omission as stipulated under the Penal Code but not of political nature.
- 3.9 "**Delegate**" means a fully paid up member of the NGOs Council of Kenya Who Shall have

voting Right and shall be allowed to cast only one vote.

- 3.10 "Income" means the total sum received by a member during its financial year from subscriptions, donations, grants, or from any other source.
- 3.11 "**Member**" means an organization that is duly registered under section 10 the **NGOs Co-ordination Act of 1990** and is up to date with the payments of her subscriptions to NGOs Federation
- 3.12 "**Cabinet secretary**" means the Minister of the Government of Kenya for the time being charged with Non-Governmental Organizations.
- 3.13 "**Management Levels**" means any individual employed at a senior Programmer position and above at any of the NGOs Council's member.
- 3.14 "**Networks**" mean organizations with similar objectives and operating under the directions or collaborations with the NGOs Council and will be co-ordinate by the Executive Committee Member, regional coordinator or the county coordinator.
- 3.15 "**Nomination**" means any the process to present names of candidates to be considered for election in any of the NGO Federations Committees
- 3.16 "**Nominating Organizations**" means a fully paid up member with the right to present name(s) of candidates to be considered for any of the NGOs Council's Committees.
- 3.17 "**Nominee**" means any individual and/or official belonging and/or affiliated to a fully paid up member who aspires to contest for any vacant seats in any of the NGO Councils Committee
- 3.18 "**Policy Level**" refers to a level the Board of Directors or Executive organs to any of the NGOs Council's members or its equivalent thereof.
- 3.19 "**Regions and Counties**" means contact points situated at administrative provisional levels or locations whose main function are the co-ordination and facilitation of the NGO activities at that level.
- 3.20 "**Official**" (except as otherwise expressly provided) means any member of a committee of the NGOs Council or a member of the Board of Trustee
- 3.21 "**Secretariat**" means the administrative unit at which the **NGOs Council's** policies are implemented in accordance with these rules.
- 3.22 "**Status of Decision**" means the final resolution arrived at by delegates during the General and Special Assemblies of the Federation.
- 3.23 "**Sub Committees**" means any standing structure established in accordance with the provisions of these Rules by the executive



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committee to undertake or to implement any of the **NGO Council's** objectives.

- 3.24 "**Volunteerism**" means the spirit to render services not for commercial purposes but with nominal considerations.
- 3.25 "**volunteer**" means any individual or organization wishing to offer services not for commercial returns and who shall receive nominal consideration in the course of his/her/its service.
- 3.26 "**Task force**" means an ad-hoc structure established in accordance with these rules by the general/Special Assemblies and/or the Executive and Regulatory Committees respectively in accordance with these Rules to undertake a specific assignment for and on behalf of the NGOs Council.
- 3.27 "**Thematic area leaders**" Means areas the various thematic issues each registered NGO and NGO Council is striving to address in Kenya.
- 3.28 "**Coordinator(s)**" refers to those officers working at National, regional, County and other lower levels to supervise and Coordinate activities of NGOs Council activities and programmes for effective service delivery to the NGO sector and citizens in Kenya.
- 3.29 "**Program Officers**" Means those administrative technical persons in charge of specific thematic areas for smooth discharge on mandate of the council.

ARTICLE 4.0 - OBJECTIVES

The objectives of the **NGOs Council** shall be;

- 4.1. To promote all means for the creation and maintenance of an enabling environment in order to contribute effectively to equitable and sustainable development.
- 4.2. To provide a forum and build effectively networks for promoting dialogue, collaboration, learning experiences and information;
- 4.3. To strengthen the organizational, operational and conceptual capacities of its constituency so that it performs efficiently, effectively and independently;
- 4.4. To champion and defend the rights of its constituency in all matters, legal or otherwise;
- 4.5. To influence public policy in relation to its constituency;
- 4.5. To enhance public awareness about its role and its responsibilities;
- 4.7. To represent its constituency at international, national and local levels.

ARTICLE 5.0 LOCATION OF THE NGOs Council

- 5.1 The headquarters and secretariat of the NGO Council shall be situated in the Capital City of the republic of Kenya that is Nairobi, regional Coordination offices and county based coordination offices shall be established in each of the 47 Counties in Kenya.

PART II - MEMBERSHIP

ARTICLE 6.0 – RIGHTS OF MEMBERS

- 6.1 Any member of the NGO Council shall be entitled to;
 - 6.2 Attend and vote at the General and Special Assemblies
 - 6.3 Participate and cause to be involved in all the activities and programs of the NGO Council in accordance with the laid down procedure of these Rules;
 - 6.4 Have their names included in the NGOs Council s Directory of Members;
 - 6.5 Contest any vacancies of the NGOs Council declared vacant and to elect the office bearers to the Executive (**Directors**) and Regulatory Committees in accordance to the provisions laid down in these Rules.
- PROVIDED** and without prejudice that such member.
- 6.6 Inspect, receive all the relevant information and obtain copies of all documents of the NGO Council upon written request to the Chairperson.

ARTICLE 7.0 – DUTIES OF THE MEMBERS

All Members shall:-

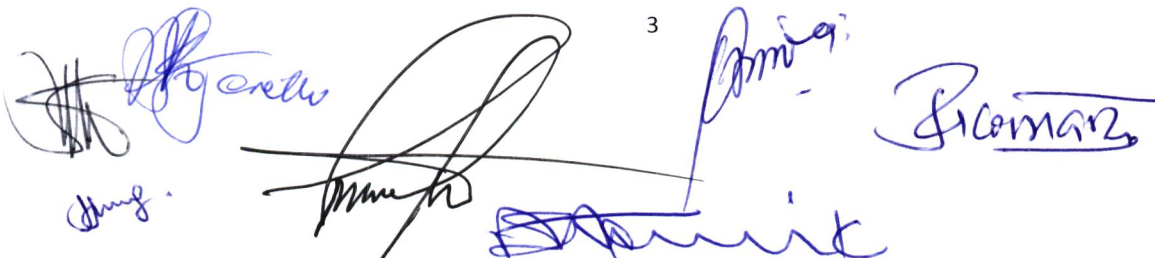
- 7.1 Uphold the Rules and Regulations and accept that the NGO Council is the custodian and umbrella body to facilitate self-regulation, capacity strengthening and membership outreach of its members;
- 7.2 Endeavor to participate in all the activities of the NGO Council and to work for the NGOs Council with all dedication without fear, hatred or favor.
- 7.3 Refrain from influencing the NGO Council or its office bearers in any way or manner, which may appear to prejudice the status of the NGO Council.
- 7.5 To be honest, truthful and dedicated members of the NGOs Federation.
- 7.6 Pay the annual subscription rates when and on its due date.

ARTICLE 8.0 – SUBSCRIPTIONS

- 8.1 The annual subscription shall be due and payable on **the 1st day of January each year.**
- 8.2 The General Assembly may from time to time revise the annual rate of the subscriptions rate.
- 8.3 Whenever there shall be a revision in the annual subscription rate such new subscription shall be payable immediately on or before the end of the financial year.

ARTICLE 8.5 – SCHEDULE OF ANNUAL SUBSCRIPTIONS

Annual income (Kshs)	Annual Payment (Kshs)
(1) National NGO-----	5,000
(2) International NGO-----	20,000



- (3) Donor Agencies-----50,000
- (4) Associate Members----- 20,000
- (5) Friends of the NGOs Council -----10,000

ARTICLE 9.0 - INSPECTION OF THE MEMBERSHIP REGISTER

- 9.1 The NGOs Council shall be composed of all Non-Governmental Organizations (hereinafter referred to as NGOs) registered under the provision of Section 23(1) of the Act and shall have their particulars entered in the NGO Council s directory.
- 9.2 The directory will be kept and maintained at the headquarters of the NGOs Council.

PART III — THE POLICY MAKING ORGANS

ARTICLE 10.0 - THE GENERAL ASSEMBLY

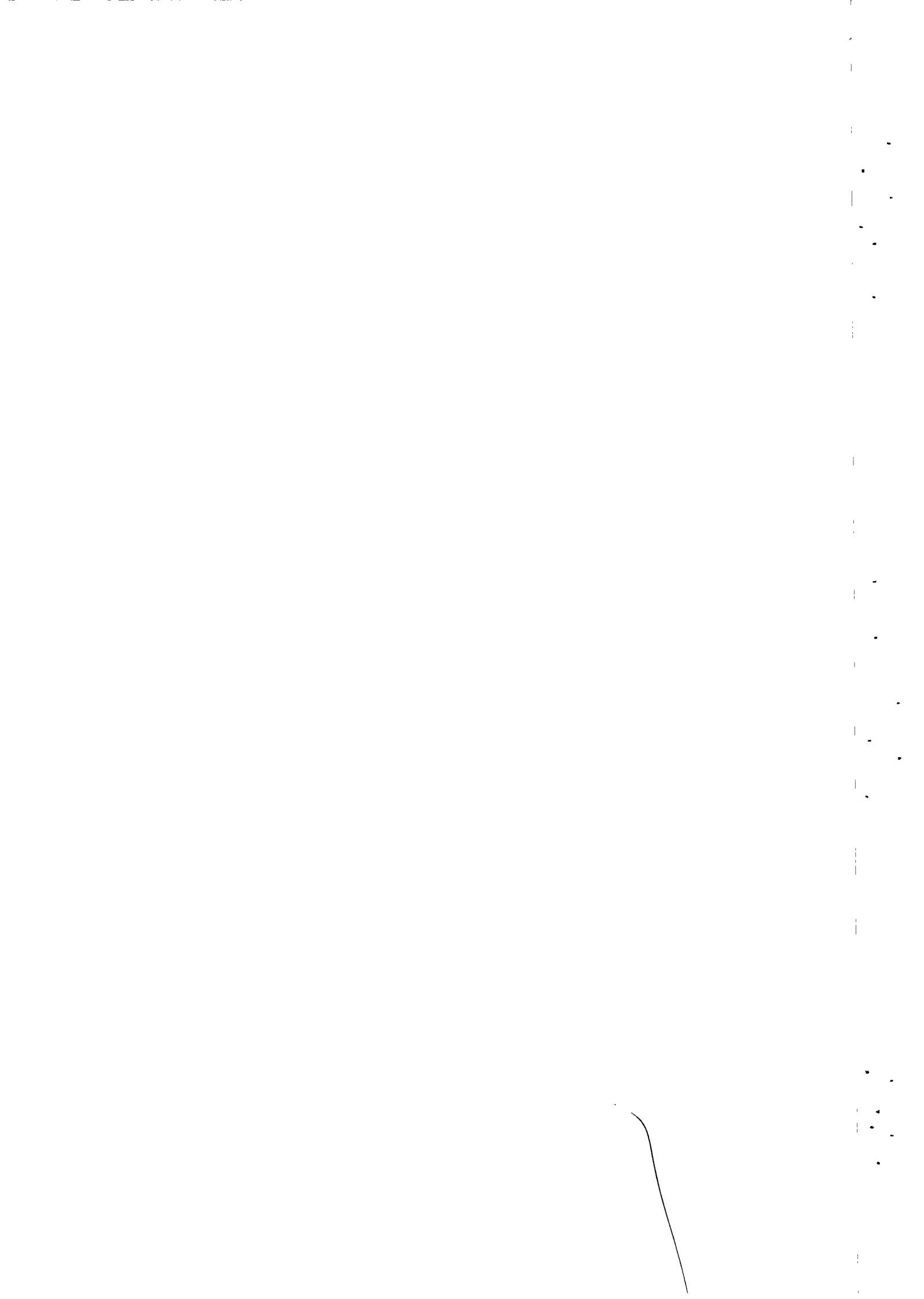
- 10.1 The General Assembly is the supreme authority of the NGOs Council and shall be held once the Executive Committee shall decide upon every year at a time and place as.
- 10.2 The Chairperson convenes the General Assembly, by giving **thirty (30) days** notice in writing to each member of the Member of NGO Council. Such notice shall DG sent out together with the agenda of the business to be carried out at the General Assembly as well as a written request for additional agenda items, if any, from members.
- 10.3 The General Assembly is composed of all members of the NGOs Council as defined under the interpretations section of these Rules and Regulations.
- 10.4 Additional agenda items from members shall be sent to the Chief Executive Officer not later than twenty-one (21) days before the General Assembly.
- 10.5 If the chairperson deems it necessary, an amended agenda incorporating additional agenda items received from members of the NGOs Council shall then be sent to every member of the General Assembly at least ten (10) days before the General Assembly.
- 10.6 Every member of the NGOs Council has the right to send one delegate to the General Assembly. Such a delegate shall be a person empowered to make policy decision on behalf of the member NGO.
- 10.7 The quorum in any meeting of the General Assembly shall be one third **11/31** delegates of the Members subribed.
- 10.8 No business shall be transacted at any General Assembly unless a quorum is present at the time the meeting proceeds to business.
- 10.9 The National Chairperson shall preside over all the meetings of the General Assembly and such other meetings called to transact business of the NGO Council and in the absence of the Chairperson, the vice-chairperson presides. In the absence of both the Chairperson and the

Vice-chairperson, the delegates shall elect a chairperson from amongst themselves.

- 10.10 If within two l2l hours from the time appointed for the General Assembly a quorum of members be not present, the Assembly, if convened by a requisition of members, shall be dissolved; but in any other case, it stands adjourned to the same day, time and place in the following month. If at the adjourned meeting a quorum of members is not present within two l2l hours from the time appointed, the members present constitute a quorum.
- 10.11 All decisions of the General Assembly, except the election of officials, which shall be by secret ballot, shall be decided upon by a show or hands.
- 10.12 Questions arising at any meeting of the General Assembly shall be decided by a majority of votes and in the case of any equality of votes, the chairperson shall have a casting vote.
- 10.13 The Chairperson may, with the consent of the assembly, adjourn the General Assembly from time to time and place to place; but no business, other than the business left unfinished at the General Assembly from which the adjournment took place, shall be transacted at any adjourned meeting.
- 10.14 Minutes of the proceedings of every General Assembly shall be key and circulated to all members the Secretariat and, if approved by the next succeeding General Assembly, shall be signed by the Chairperson. Any minutes so signed shall be conclusive and binding on the NGO Council.
- 10.15 The accidental omission to give any notice to any particular member or members, or the non-receipt of any such notice by any member, shall not invalidate the proceedings of a General Assembly.
- 10.16 If any irregularity, except for one relating to quorum, occurs in the convening or holding of any General Assembly, or in any election or other proceeding taking place at or prior to any such meeting, and it is not objected to at that meeting, then the General Assembly election or proceeding has the same force and validity as if no objected to, the delegates at the General Assembly shall hear and consider the objection and thereafter decide whether or not to uphold or reject the objection.
- 10.17 The Executive Committee may, by a written invitation, invite anybody or person, not being a delegate from members or the NGOs Council, to attend and participate in the proceedings of the General Assembly or the proceedings of any to the Committees, except the Regulatory Committee, but such body or person shall have no voting rights.

10.18 THE POWERS AND FUNCTIONS OF THE

4



GENERAL ASSEMBLY

- a) To conduct any business, including laying down the policy of the NGOs Council and giving directions regarding the organization of the NGO Council
- b) To create a forum for sharing of information and advice among the members.
- c) To review the functions and policies of the NGO Council
- d) To consider now to further the objectives of the NGOs Council
- e) To regulate the proceedings of the General Assembly
- f) To make amendments to these Rules and Regulations, whenever necessary, and in accordance with the provisions herein
- g) To elect the members of the Executive Committee (Directors), the Regulatory Committee and thematic area leaders.
- h) To elect the Chairperson, Treasurer and Vice Chair from the members of the Executive Committee
- i) To elect representatives from the Executive Committee (Directors) for recommendations to the Minister for their appointment as representatives of the NGOs Council within the NGO Coordination Board;
- j) To elect from the names of the persons presented to it by the Executive committee five persons to the Board of Trustees
- k) To approve all financial and technical reports as well as estimates and work programs presented to it.
- l) To set up task forces as need may be

ARTICLE 11.0 - THE SPECIAL ASSEMBLY

- 11.1 A Special Assembly shall be convened by the Chairperson upon the directions of the Executive Committee/Directors or
- 11.2.1 Upon a written request of not less than 100 (100) fully paid up members of the NGO Council having sufficient cause.
- 11.2.2 The Members (minimum fifty) requisitioning the Special General Assembly must pay a total of KSHS.100,000/- (Hundred thousand shillings only) towards the cost for holding such a meeting.
- 11.4 The Special Assembly has all the powers of the General Assembly and is governed by the same Rules and Regulations on its composition as those that govern the General Assembly.
- 11.5 The Special Assembly shall be convened by the Chairperson, giving not less than fourteen (14) days notice in writing to all members.
The notice shall be sent out to all members together with an agenda prepared by the body requisitioning the Special Assembly
- 11.6 If for any reason the Chairperson, upon a requisition or members or the Executive Committee fails to convene a special Assembly,

the body requisitioning such an assembly has (the right to nominate a person to convene such an assembly).

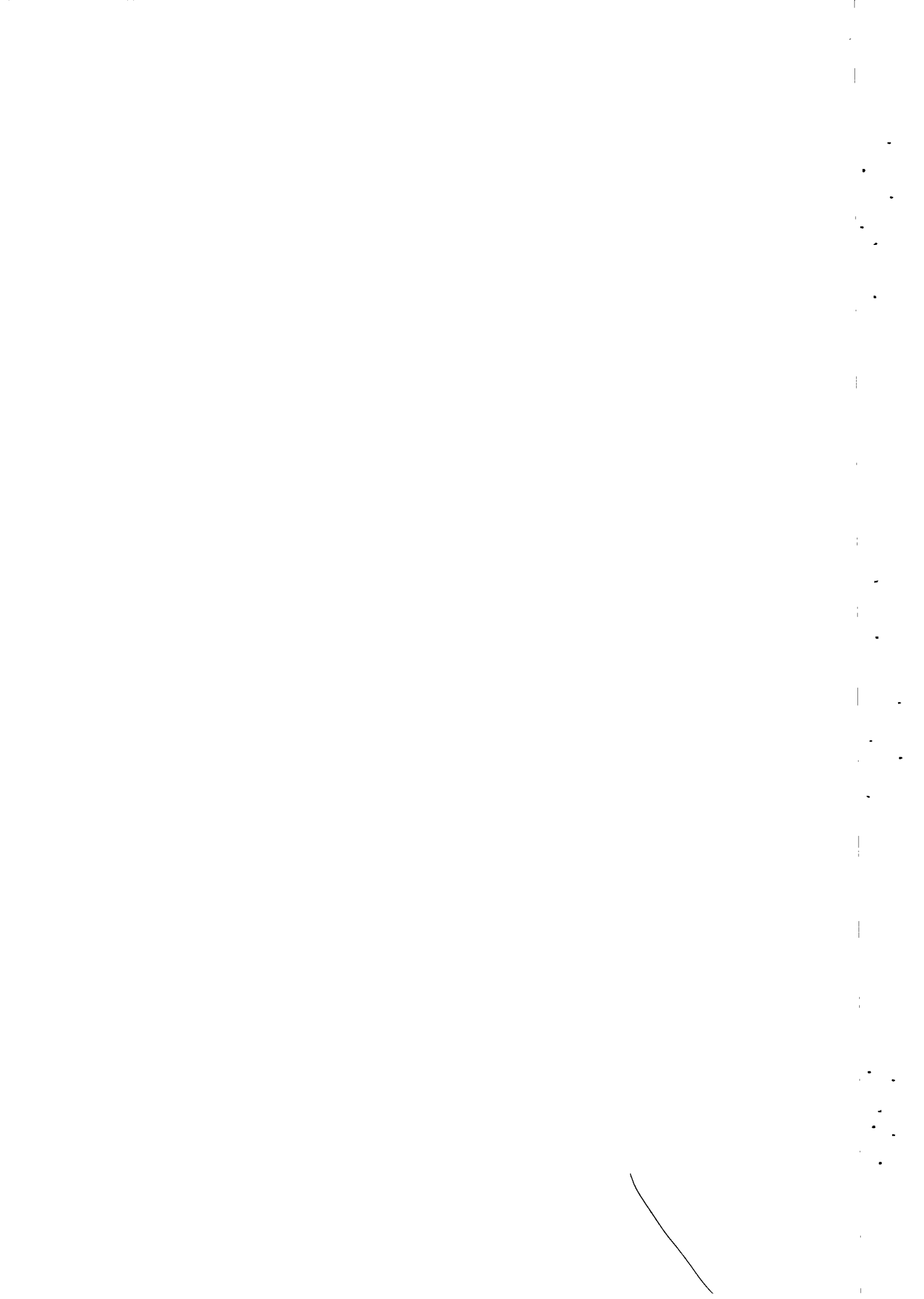
ARTICLE 12.0 – THE ADVISORY COMMITTEE.

- 12.1 There shall be advisory Board of NGO Council.
- 12.2 The Composition of the Advisory Board shall consist of five (5) persons not being members of the Executive Committee.
- 12.3 Tenure of Office
- 12.3.1 Their term shall serve a term of two (2) years
- 12.4 The functions of the advisory Board shall be
 - 12.4.1 To advise the NGOs Council within a criteria set out by the General Assembly.
 - 12.4.2 To liaise with the chairman for execution of the said function.
 - 12.4.3 **To mediate and arbitrate at the time of any conflict between the NGO Council’s organs.**

PART IV - GOVERNANCE STRUCTURES AND PROCESSES

- 13.1 The NGO Council shall have the following committees;
 - 13.2 The Executive committee (**Directors**)
 - 13.3 The Regulatory Committee Members
 - 13.4 The thematic areas Leaders
 - 13.4 National, Regional and County based Programme Coordinators
 - 13.5 County Based Networks/Forums
 - 13.6 Sub-County Networks
 - 13.7 Wards Based Networks/Forums
- The NGOs Council areas shall be mapped into 12 regions regional Focal points as follows.

NGO Council Regions	Counties mapped together.
1. Coast region	Mombasa, Kilifi, Lamu, Kwale Tana River ,TaitaTaveta
2. Nyanza North region	Homabay, Siaya ,Kisumu
3. Nyanza South region	Nyamira,Kisii, Migori
4. Nairobi region	Nairobi
5. Central region	Nyeri, Kirinyaga, Kiambu, Muranga,Nyandarua
6. South Rift region	Bomet, Narok, Kericho, Kajiado.
7. Central rift region	Nakuru,Laikipia, Samburu,
8. Western region	Kakamega, Vihiga,Bungoma,Busia
9. Upper Eastern Region	Meru, Tharaka, Nithi,Isiolo, Embu
10. Lower Eastern	Makueni, Machakos, Kitui
11. North Rift Region	Turkana, Marsabit, Elgeyo-Marakwet, West Pokot, Nandi
12. Northern Kenya	Mandela, Wajir, Garissa



that proper books of account are written up, preserved and available for inspection.

ARTICLE 14.0 - THE EXECUTIVE COMMITTEE
(DIRECTORS)

- 14.1 The Office bearers (Offices) of the executive Committee shall be;
- (1) National Executive Chairperson
 - (2) Deputy Chairperson (*Administration and Networks*)
 - (3) Treasurer
 - (4) Secretary
 - (5) 12 Regional executive Committee representing regions
- 14.2 Functions of the National Chairperson
- 14.2.1 The Functions of the National Chairperson shall be;
- 14.2.2 To convene and preside at the General and special Assembly of the NGOs Council and all other committee meetings in the Council.
- 14.2.3 He or she shall enforce and preserve the NGO Council Rules and Regulations, code of Conduct.
- 14.2.4 In the case of an equality of vote at any meeting, the Chairperson shall have a casting vote.
- 14.2.5 He or she represent and/or cause to be representing the NGO Council at national and international for conferences.
- 14.2.6 The National Executive Chairperson shall furnish to the executive committee/Directors the documentation and the deliberations of the NGOs Co-ordination Board and other Boards he/she represents the Council.
- 14.2.7 He or she shall represent the NGO Council at the NGO Coordination Board and other Organizations where NGO Council has representation.
- 14.2.8 To carry out any other function as may be directed collectively by the Executive Committee
- 14.3 The deputy -chairperson

The functions of the Deputy Chairperson(s) shall be;

- 14.3.1 The Vice Chairperson shall in either of the following circumstances have the same powers as the Chairperson.
- a) In the absence of the chairperson or
 - b) When directed by the chairperson and or Executive committee/Directors
- 14.3.2 To convene the Networking Sub-committee.
- 14.3.4 To carry out any other duty as may be directed by the Chairperson and or Executive Committee.
- 14.4.0 The Treasurer
- 14.4.1 The treasurer, through the secretariat, shall receive and disburse, under the direction of the Executive Committee, all moneys belonging to the NGO Council.
- The Treasurer shall obtain receipts for all moneys paid out by him or her. He or she is responsible to the NGOs Council for ensuring

ARTICLE 15.0 - THE SECRETARY/CEO

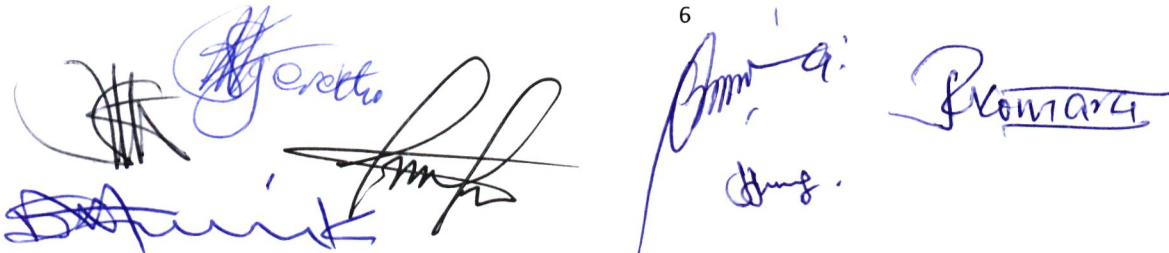
The Functions of the shall be;

- 15.1 He/she shall be the Secretary to the Board of Directors/Executive committee meetings(s)
- 15.2 He/she shall receive necessary allowances and entitlements as approved by the Board.
- 15.3 He/she shall be in charge of the head of administrative unity of the Council, its functions and the preservation of records of the NGO Council.
- 15.4 He/she shall formulate the terms of employment of the member of staff to be approved by FINAD subcommittee and Executive Committee members/Directors.
- 15.5 He/she shall keep records of the staff of the Organization.
- 15.6 He/she shall work with the Directors, receive and compile programmes reports with national Coordinator to be discussed in the Boards meetings
- 15.7 He/she shall ensure the NGO Council working committees and sub-committees meetings are well prepared.
- 15.8 To carry out any other functions as may be assigned by the chairperson and Executive Committee/Directors.
- 15.9. The Programmes Coordinator shall work Coordinate, supervise and compile progress report to be shared in the Board meetings.
- 15.13 **Rapid Response Team:**
Composition;
1. The National Chairperson (Chairperson)
 2. Three (3) Executive Committee /Directors
 3. Two (2) Regulatory Committee member
 4. The Council Secretary.
 5. Coordinator of programmes.

ARTICLE 16.0 – DUTIES AND RIGHTS OF THE EXECUTIVE COMMITTEE/DIRECTORS.

16.1 DUTIES

- The Executive committee members /Directors following the principle of collectively responsibilities shall observe the following duties and rights.
- 16.1.1 To adhere to and uphold the rules and regulations
- 16.1.2 To uphold the following virtues respect, honest, prudence, probity, self-regulation, justice, service and co-operation
- 16.1.3 Work to obediently serve the Organization during their term (s) in office.
- 16.1.4 To give guidance to the NGOs Council.
- 16.1.5 To uphold confidentiality on all NGO Council meetings



- 16.1.6 The organization, which he/she represents, shall not be in arrears of the NGO Council annual subscription rate.
- 16.1.7 To submit reports to the General and special assemblies
- 16.1.8 To be appointed the NGO Co-ordination Board and/or any other public bodies and shall hold office for a maximum term as shall be required by the Board or the public body appointed.
- 16.1.9 To undertake any tasks they may be called upon as and/or directed by the Executive Committee.
- 16.1.10 The Executive committee shall appoint the Council secretary and other Organization's programmes officers
- 16.1.11 The Chairpersons and executive Committee/Directors shall appoint the senior staff of the Secretariat.
- 16.1.12 But for the Regulatory Committee, the number of members of each Committee shall be determined by, (and members to the said committee shall be appointed by), the Executive Committee every year.

16.2 RIGHTS:

- 16.2.1 Right to vote and contest in any vacancies;
- 16.2.2 Attend and participate in the NGOs Council meetings, conferences and forums;
- 16.2.3 To have their names recorded in a register kept by Executive Committee.
- 16.2.4 To access and inspect any records (books of accounts, membership, register kept at the secretariat.
- 16.2.5 Develop and implement fund raising strategies;
- 16.2.6 To carry out any other duties as may be called upon to do.
- 16.2.7 All the committees, except the Regulatory Committee, are responsible to the Executive committee/Directors and shall consider and make recommendations on any matter referred to them by the Executive Committee.

ARTICLE 17.0 - THE NGO CO-ORDINATION BOARD

17.1 The executive Committee/Directors through resolutions shall appoint members to represent the NGO Council at the NGOs Coordination Board.

at the NGO Coordination Board provided that the members shall exclude any official holding any statutory position save the Chairperson.

These are the Vice-Chair, Treasurer and the Council Secretary.

17.2 The Executive committee members, aforesaid in (1) above shall represent the NGO Council at the NGO Coordination Board for a maximum of three (3) years as provided for by the Act.

17.5 Tenure of Office;

Members of the Executive committee shall be in the office for a-3 years and a maximum 2 terms and shall not be eligible for re-election.

17.4 OBLIGATIONS TO NGO COUNCIL OF ITS REPRESENTATIVES ON THE BOARDI

The obligations shall be;

- 1. To further, within the Board, the NGO Councils, policies and strategies in regard to the efficient and effective operation of the activities of NGO's
- 2. To accurately represent and interpret annual reports tendered by members of the NGO Council to the Board
- 3. To support, within the Board, the NGO Council's Code of Conduct
- 4. To cause a member of the Board represented at the Regulatory Committee.
- 5. To ensure at all times that NGO Council reports are furnished to the Board as required by the Non-Governmental Organizations Coordination Act.

17.5 The NGO Council shall recruit technical officers to run programme(s) in each of the thematic area as provided in the rules and regulations.

ARTICLE 18.0 - NGOS COUNCIL REGULATORY COMMITTEE

18.1 This Committee shall consist of 9 Members as follows;

- 1. The National Chairperson of the NGOs Council
- 2. Two (2) re-knowned Kenyan lawyer(s) of high court (**Male and female**).
- 3. Four elected members
- 4. The Council/Board Secretary as **Ex-officio**
- 5. 1 Alumni Member
- 6. One representative of the NGO Co-ordination Board

18.2 Tenure of office

The term of office for the Regulatory committee will be Five (5) years

18.3.1 This Committee shall;

18.3.2 Promote and maintain adherence to the Code of Conduct and ethics and uphold the Rules and Regulations of the council

18.3.3 Work with other Directors and council Members to review the Code of Conduct and rules and regulations of the Organizations.

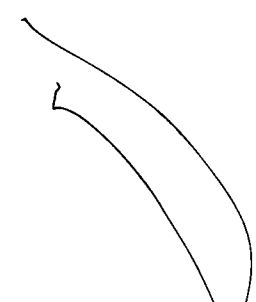
1. 18.3.4 Define and review the criteria for support by the members Of applying for registration under Act

1. 18.3.5 Define and review the criteria Of applications by its members in regard to work permits, duties and tariffs

18.3.6 Compile reports for the General Assembly for the purpose of recommending a cancellation of a member's registration certificate to the Board

18.3.7 Carry out any other functions as may specifically provided for under these Rules and Regulations, or as it may be directed by the General Assembly;

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- 18.3.8 Develop and design its own ground and procedural rules.
- 18.3.9 **To provide Civic Education on the NGO Council governance statutes.**

ARTICLE 18.4.0 – REGULATORY ACTION.

- 18.4.1 All members of the Executive Committee, other Committees referred to here and the Board of Trustees, are subject to regulatory action under this part if any of them infringes any of the provisions of these Rules and Regulations or do not comply with the provisions laid down in the Code of Conduct.
- 18.4.2 The Regulatory Committee may summon him or her to explain his or her conduct.
- 18.4.3 In the event of the Regulatory Committee being satisfied that an official has acted wrongly the Committee may take the following steps
 - i. The official may be warned;
 - ii. The official may be removed from office and barred from holding or being eligible for any office in the NGO Council for a given period.
- 18.4.5 Any person against whom any of the above actions has been taken shall have a right of appeal to the first General Assembly or special Assembly following such action by the Regulatory Committee.
- 18.4.6 Notice of appeal must be forwarded or handed over to the Chief Executive officer in writing within fourteen (14) days of the date on which the decision of the Regulatory committee was communicated to the person concerned.
- 18.4.7 No action shall be taken against any person under Rule 18.4.3 above unless the person has been given an opportunity to state his or her case either orally or in writing at a meeting of the Regulatory committee. He or she must have received notice of this meeting not less than seven (7) days before, in writing. Such notice shall include the details of the allegations with which the official is charged.
- 18.4.8 A person who has stated his or her case before the Regulatory Committee in accordance with these Rules and Regulations but is dissatisfied with the decision of the Regulatory Committee and has lodged an appeal in the manner provided has the right to restate his or her case before the General Assembly for consideration.
- 18.4.9 A person appearing before the Regulatory committee or the General Assembly has the right to call witnesses in support of his or her case.
- 18.4.10 any decision taken by the Regulatory Committee against any person shall, when an appeal has been lodged in the manner provided, be subject to ratification by the General Assembly.
- 18.5 **NGOs Council Members**

- 18.5.1 The General Assembly may, where a member is in breach of the Code of Conduct, take any of the following measures:
 - i. Impose a fine on the member or,
 - ii. Recommend to the Board the de-registration of such a member pursuant to the provisions of the ACE.
- 18.5.2 Such a member has a right to be heard before any of the above measures is taken against it.
- 18.5.5 THE Regulatory committee is directly responsible to the General Assembly.

ARTICLE 19.0 – THE NGOS COUNCIL WORKING SUB-COMMITTEES

The Executive committee/Directors shall establish standing sub –committees which shall be organs for the implementation of its mission and vision. These shall be not limited to;

1.Resource Mobilization
2.Finance and Administration Committee
3.Networking Committee
4. Internal Audit Committee
5.Legal and justice Committee
6.Media and Publicity Committee
7. National Peace building committee
8.Sustainable Development Goals committee
9.Rapid response committee

- 19.01 General Provisions for all the Sub-committees
- 19.02 But for the Regulatory Committee, the number or members of each Committee shall be determined by, (and members to the said Committee shall be appointed by), the Executive Committee every year.
- 19.03 The Chief Executive officer shall be an ex-officio member of all the Committees, but he or she shall have no voting rights.
- 19.04 All the Committees, except the Regulatory Committee, are responsible to the Executive committee and shall consider and make recommendations on any matter referred to them by the Executive Committee.
- 19.05 All sub- Committees are responsible to the Executive Committee/Directors and shall consider and make recommendations on any matter referred to them by the Executive Committee.
- 19.06 The Chairperson of a Committee is responsible for convening meetings as deemed proper, or when a majority of the members of the Committee required such meetings from amongst themselves.
- 19.07 Meetings of such Committees may be held wherever found convenient to the members and a simple majority of the members shall constitute a quorum.
- 19.1 **THE FINANCE AND ADMINISTRATION SUB-COMMITTEE**
- 19.1.1 Composition - This committee shall consist of
 - 1. The Council /Board secretary
 - 2. The Finance officer

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3. National Treasurer
4. Administration Expert
5. One Director/Executive committee member

19.1.2 The functions of the Committee shall be;

- a) Before the commencement of then financial year, prepare estimates of the revenue and expenditure for that year
- b) Set up proper administrative structure for the secretariat; which structure shall be subject to the approval of the Executive Committee
- c) Set up proper administrative systems for the secretariat to include organizational structures, Human Resource, Staff manual and internal governance mechanism.
- d) Carry out any other functions as may be specifically provided for under these Rules and Regulations or as the Executive Committee or the General Assembly may direct it.

19.2 NETWORKING SUB - COMMITTEE:

19.2.1 Composition; the committee shall consist of:

1. The Deputy Chairperson
2. 2 executive committee Members/ Directors
3. Programme Officer(s) in charge of networks/Membership outreach
4. A representative from each of the relevant thematic areas to be determined by the Directors of NGO Council
5. The National Coordinator of programmes
6. The chairperson shall be the an **ex officio of the committee**

19.2.2 NGOs Council thematic areas

There shall be thematic areas around which the NGO Council shall strive to address for improved

1. Youth empowerment
2. Women and children
3. Devolution and national planning
4. Peace building and cohesion
5. SDGs and Agenda 2030
6. Environment and climate change and natural resources
7. Health and Gender
8. Labor rights and social protection
9. Water and irrigation
10. ICT trainings.
11. Energy
12. Culture , National heritage and tourism
13. Lands

14. Gender and Equality
15. Human rights
16. Poverty eradication
17. Governance and leadership
18. Research and documentation
19. PWD and other special interest groups
20. Small scale enterprises
21. Guidance and counseling
22. Population and development
23. Education
24. Diaspora and international relations
25. The senior citizens and the elderly welfare
26. Justice and legal affairs
27. Draught and disaster management.
28. Agriculture

19.2.3 The NGO Council and Networking Committee shall;

- a) Facilitate the exchange of information and experiences amongst such bodies or persons as the Executive Committee may determine;
- b) Create and maintain an information and communication system.
- c) To assist the networks in the design, development and policy formulation of the implementation programme plans.
- d) To assist in the capacity strengthening, outreach, lobbying, advocacy and awareness creation.
- e) To recommend to the Executive committee the creation and admission of a new network
- f) To assist the NGO Council bring together all its members for reflection of the NGO Councils mission and vision.
- g) To sustain an effective linkage between networks and the secretariat
- h) To carry any other function as may be specifically provided for under these rules and or directed by the Executive Committee and by the General Assembly.
- i) To strengthen linkages with the regional network focal points through sharing of information and experiences.

ARTICLE 20.0 - THE SECRETARIAT

- 20.1 The Secretary and the Chairperson shall be responsible for the day to day work of the Council.
- 20.2 The Secretariat shall maintain an information and communication system.

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- 20.3 The Secretariat shall avail relevant documents at the General or Special Assemblies of the NGO Council.
- 20.4 To provide mechanisms for working closely with the executive and Regulatory committees and other organs of the NGOs Council such as the advisory Board, county Networks and other Organs to ensure a smooth exchange and/or flow of information.
- 20.5 To strengthen the relationship between the Secretariats, it's members and the Regional Focal Points.
- 20.6 To sustain partnership between the NGO Council, **Government of Kenya, the Private Sector and other development partners.**

PART IV — ELECTIONS

ARTICLE 22.0 – ELECTIONS FOR THE ORGANS OF THE NGO Federation

The following NGO Council rules and procedures shall apply to the following organs namely;

- a) The Executive Committee/Directors
- b) Regulatory Committee
- c) Thematic area leaders
- d) Advisory Board
- e) County level NGO Networks/Forums

The General Rules governing the elections;

- 22.1 No person shall be qualified for election as a member of the executive or the Regulatory Committee unless they are proposed and seconded by members of the Member of the NGOs Council and their consent to accept such office is signified by them prior to or at the time of election.
- 22.2 Not less than thirty (30) days before the General Assembly the Chief Executive Officer shall, by a notice sent to all members of the NGO Council, announce the number of vacancies and invite the nomination or candidates for election as members or the Executive Committee and the Regulatory Committee.
- 22.3 Such notices shall specify a date (known as the latest date of nomination not less than thirty (30) day before the date of the General Assembly.
- 22.4 Every nomination shall specify the full name and address of the candidate, the name of his or her member NGO, and the name or the member NGO or the person proposing the candidate.
- 22.5 If the number of candidates nominated for any vacancies does not exceed the number of vacancies the persons nominated shall be declared elected at the General Assembly.
- 22.6 If the number of candidates nominated exceeds the number of vacancies an election by secret ballot shall be held.
- 22.7 In the event the numbers of candidates nominated are less than the vacancies,

- 22.8 Nominations from the floor otherwise be allowed only with the consent of a simple majority of the members attending the general or special Assembly.
- 22.9 The ballot paper shall be in the form directed by the Executive Committee.
- 22.10 THQ procedure for dealing with the voting papers is as follows: A delegate elected by the General Assembly by a show of hands shall be the scrutinizer; he or she shall receive and examine the voting papers and certify the result of the poll;
- 22.11 As soon as—the result or the poll has been ascertained, the scrutineer shall read it out to the General Assembly and declare the candidates with the leading votes in regard to each vacancy to be elected.
- 22.12 In the event of a vacancy created by the death, resignation or removal from office of an official, the executive Committee may appoint a person to fill in such a vacancy for the duration of the remaining term.
- 22.13 Only fully paid up member of the NGO Council whose subscription is not in arrears snail be qualified and be eligible to nominate a candidate for any vacancies.
- 22.14 There shall be no nominations of candidates on the floor.
- 22.15 The nominating organizations shall propose, nominate and second one candidate to vie for the vacancies.
- 22.16 The nominated candidate has to be seconded by another nominating organization, provided that a nominating organization cannot propose and second its nominee.
- 22.17 The secretary shall send not less than a 60 days' notice to all members of vacant Executive committee seats.
- 22.18 The same notice referred to shall invite nomination of candidates for election as members of election.
- 22.19 Such notice shall specify a date known as the latest date or nomination not less than thirty (50) days before the date of the General Assembly.
- 22.20 Any official of the NGO Council who shall lose his/her position upon he/she terminating employment or ceases from serving at the Board of Directors or Executive Committee.
- 22.21 In the event of a vacancy created by the death, resignation or removal from office of an official, the Executive committee may appoint a person to fill in such a vacancy for the

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Duration of the remaining term and such a decision shall be reported in the next General/Special Assemblies.

22.22 Every nomination paper shall specify the full name and address of the candidate, the name of his or her member NGO, and the name of the member NGO of the person proposing the candidates.

22.25 All Executive Committee/Directors and other elected leaders must be sworn in within 14 days.

22.26 The Officials of the NGO Council shall be office for a period of Five (5) Years term but eligible to contest for one more term to continue serving the council.

22.27. The NGO Council officials may be removed from office as per the laid down procedures if the official(s) contravene the said rules and regulations and not obeying the code of conduct.

22.24.1 Criteria for the Nominating organizations:

- a) The nominating organization shall have been registered in accordance with the 1990 NGOs Co-ordination Act.
- b) The nominating organization shall not be in arrears of the NGO Council subscription.
- c) At the time of nomination, the nomination organization shall not have had its certificate of incorporation suspended, and or cancelled.
- d) Must nominate a nominee who shall be at Management and/or Policy level.

22.25 CRITERIA FOR THE NOMINEE:

The Nominee must have the following credentials:

- a) He/She must be serving in a Board or Executive committee and/or in employment of a fully paid up member of the NGO Council.
- b) He/She shall not be a member of the Secretariat for the NGO Council.
- c) He/She shall be a person of high integrity; good morals not convicted for any criminal offences and have knowledge on the NGO working principles and systems.

22.26 PROCEDURES FOR ELECTIONS;

The Following general rules shall apply to all the three organs of the NGO Council;

A. THE BALLOT BOXES:

- i. All elections shall be conducted through secret ballot papers;
- ii. There shall be different colored, empty and sealed ballot boxes for each of the three organs.
- iii. Each delegate shall be entitled to only one ballot paper for each vacancies;

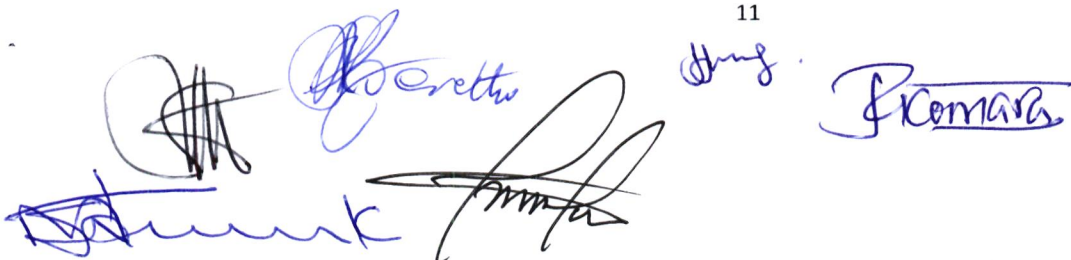
B. THE RETURNING OFFICER:

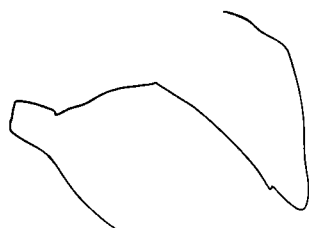
- i. There shall be one Returning Officer to be the overall Overseer / Supervisor of the NGO Council s Election process.
- ii. The Returning Officer shall be from the observer category.
- iii. The Returning Officer shall be appoint at the General Assembly and he/she shall not be from any of the nominating organizations nor be an interested candidate.
- iv. The Returning Officer, Shall scrutinize and verify the ballot papers, examine the ballot boxes, receive, examine, oversee the counting of the ballot papers and certify the result of the poll.
- v. The Returning Officer shall as soon as the results of the poll are ascertained read out loudly to the General Assembly and declare the candidates with the leading votes as the newly elected officials to the vacant seats.
- vi. The case of candidates attaining equal votes the Returning Officer shall immediately conduct a re-election for the affected candidates.
- vii. The NGO Council may invite **IEBC** to conduct its Elections or conduct it using the internal mechanism provided that free, air and credible elections will be conducted.

PART V - THE FINANCIAL MANAGEMENT SYSTEMS AND PROCEDURES

ARTICLE 23.0 - FINANCIAL PROVISIONS

- 23.1 The financial year of the NGO Council is 1st January to 31st December of each year.
- 23.2 The treasurer shall open and maintain bank account 1st in the name of the NGO Council and ensure that all moneys belonging to and received by the NGO Council are paid into the account(s). Provided that the Secretariat Shall be permitted to retain such sums as snail be determined by the Executive committee from time to time pay for minor expenses. These moneys shall be accounted for before another withdrawal is made.
- 23.3 All cheques made by the NGO Council shall be signed all the three (3) of the following officials; the National Chairperson, the Council secretary and the Treasurer
- 25.4 The Annual estimates prepared by the Finance Sub-committee Shall ask provision for all the estimated expenditure of the NGOs Council for the financial year concerned, and in particular;





1. For the approval recurrent and development expenditure;
 2. For the payment of salaries, allowances and other charges;
 3. For the payment of pension, gratitudes and other charges, if any, in receipt of any retirement benefits which may be payable out of the funds of the NGO Council;
 4. Development and maintenance of the properties of the NGO Council, if any;
 5. For the proper maintenance, repair and replacement of the equipment and other movable property or the NGO Council;
 6. For the creation of such reserve funds to meet future and contingent liabilities in respect or retirement benefits or insurance or in respect or such other matters as the NGO Council may deem fit.
- 25.5 Annual estimates or the NGO Council shall be approved by the General Assembly and the Executive Committee.
- 23.6 No expenditure shall be incurred for the purpose of the NGO Council except in accordance with the annual estimates approved by The Executive Committee.
- 25.7 The Treasurer shall ensure that all books of account are duly audited for presentation of reports at the General Assembly.
- 23.8 Every member shall conform to the NGOs Council Code of Conduct.
- 25.9 Each member shall submit its annual returns to NGO Coordination Board and copies to the NGO Council, which shall include the accounting and programme reports.
- 23.10 The breach of the foregoing procedures for the audit and accounting, shall invoke Section 16, sub section A of the NGO Act: *{Section 16 (C): The Board may cancel a certificate issued under this part, if it is satisfied that the Council has submitted a satisfactory recommendation for the cancellation of the certificate}*
- 24.1 On recommendation by the General Assembly, the Executive Committee shall appoint a reputable firm of external auditors to audit the accounts.

ARTICLE 25.0 INVESTMENTS OF FUNDS

- 25.1 Any funds of the NGO Council contributed by members and not required for allocation or application shall on the direction of the Executive Committee be invested in the name of the NGO Council by the trustees in such public stocks, Government securities or any other funds in which trustees may by law invest and as the General Assembly may direct.

- 25.2 The trustees in the name of the NGO Council in an interest earning account shall deposit funds pending for investment at a bank.

ARTICLE 26.0 INSPECTIONS OF BOOKS OF ACCOUNT

- 26.1 All books of account and other official records of the NGO Council are open to inspection at the NGO Council offices during ordinary working hours by any member of the NGO Council. However, members must give at least one week (1) written notice to the Council secretary

PART VI - AMENDMENTS OF THE RULES AND DISSOLUTION OF THE NGOS COUNCIL.

ARTICLE 27.0 - AMENDMENTS TO THE RULES AND REGULATIONS:

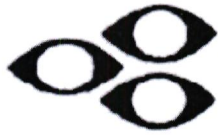
- 27.1 Amendments to all these Rules and Regulations may from time to time be made by resolutions of NGO Council in the General and/or Special Assemblies;
- 27.2 Any proposal for amendment shall be submitted to the Council secretary at least Thirty (30) days notice before the forth - coming General/Special Assemblies.
- 27.3 Any alteration and/or amendment to the Rules and Regulations of the NGO Council must be approved by at least a two – third majority of the delegates at the General Special Assemblies of the NGO Council, any resolutions shall be shared with the cabinet Secretary (CS) responsible for NGO Matters.
- 27.4 Any amendment(s) and/or alteration(s) **MUST** be implemented after the presentation and gazettelement by the Minister.
- 27.5: The NGO Council shall develop its **code of conduct**, share it with relevant authorities and forwarded Kenya printers for Gazzettment for general public information.

ARTICLE 28.0 - DISSOLUTION OF THE NGO COUNCIL

The National NGO Council of Kenya shall not be dissolved the Act unless the act and other laws governing the same are revealed through the relevant parliamentary process.

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The National Council of NGOs

Tel: +254(0)202211761/+254(0)721843924
Email: ngoscouncilofkenya@gmail.com or
www.ngoscouncilofkenya.org

AGHRO HOUSE 2ND FLR &
P.O BOX 58786 NAIROBI – 00200

Working with Government and Stakeholders for effective service delivery in the NGOs/CSOs Sector.

THE NON GOVERNMENTAL ORGANIZATIONS COUNCIL (NGO COUNCIL) NGOs CODE OF CONDUCT AND ETHICS 2018



The Code of Conduct will guide operations of NGOs and promote self-regulation and ethics in the sector in Kenya. The NGO Council shall sensitize its membership to adhere with the Code for smooth operations and relations with Government and other stakeholders.

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The Preamble:

The National Council of NGOs (NGO Council) is a self-regulatory non partisan organization established under section 23 (1) and 24 Non-governmental organizations coordination Act, 1990 (laws of Kenya) with Mandate to promote self regulation of all NGOs/CSOs in Kenya, enhance capacity building, representation of NGOs and intervention on policy issues in the NGO sector.

This code is by the Non- Governmental Organizations Council (NGO Council) as provided by the NGOs coordination Act, to guide operations of NGOs members and other CSOs in Kenya. There has been a dramatic growth of NGOs Sector during the past 25 years.

The NGO Council shall work with Government of Kenya and other stakeholders to ensure all NGOs in Kenya understand and abide by the provisions of the Code.

The work of NGOs constitutes the best option for citizens to rally sustainable development in the Kenyan society.

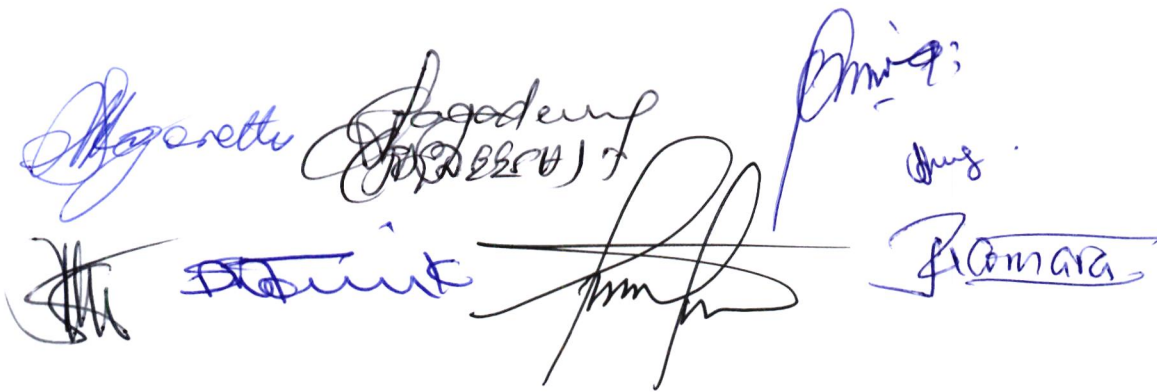
This powerful "third sector in the Kenya "exist" between the realms of Government, business and media is bringing an unprecedented vitality and ability to bear on critical issues related to service and peace.

NGOs' flexibility and connections to grassroots communities aid them in mobilizing resources quickly for affected areas.

NGOs often single-minded commitment and strong motivation affords them a civic power that other institutions may lack.

NGOs and CSOs operating in Kenya can benefit from this code of ethics and conduct that systematically identifies ethical practices and acceptable standards.

The adoption and internal enforcement of the code not only provides an ethical check for an NGO; it also serves as a statement to **beneficiaries, donors, the Government and**



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the public that the NGO/CSOs take seriously the importance of maintaining high standards.

The code can assist Government, Donors and other stakeholders in identifying and avoiding "**pretenders**" and **irresponsible NGOs/CSOs**.

With increased importance of NGOs comes increased responsibility, NGOs have the responsibility to be:

- a) Transparent,
- b) Honest,
- c) Accountable
- d) Ethical,
- e) Give out accurate information,
- f) Not manipulate situations for the personal benefit of their boards and staff.

NGOs have a calling to go beyond the boundaries of **race, religion, ethnicity, culture and politics**.

They have the obligation to respect each person's fundamental human rights. NGOs are expected to have a system of proper governance.

They must be careful to treat all public monies with utmost seriousness as a public trust and not to misuse public money for selfish purpose.

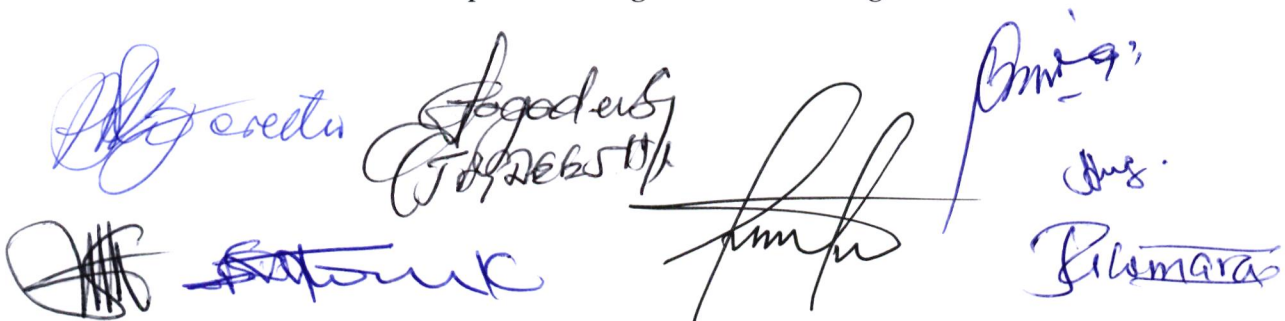
NGOs have an obligation to not align themselves with, or stand in opposition to, any particular government for purely selfish or shortsighted means, nor to become controlled by a governmental body.

NGOs have the responsibility to dedicate themselves for the sake of others and do so according to the highest code of ethical conduct.

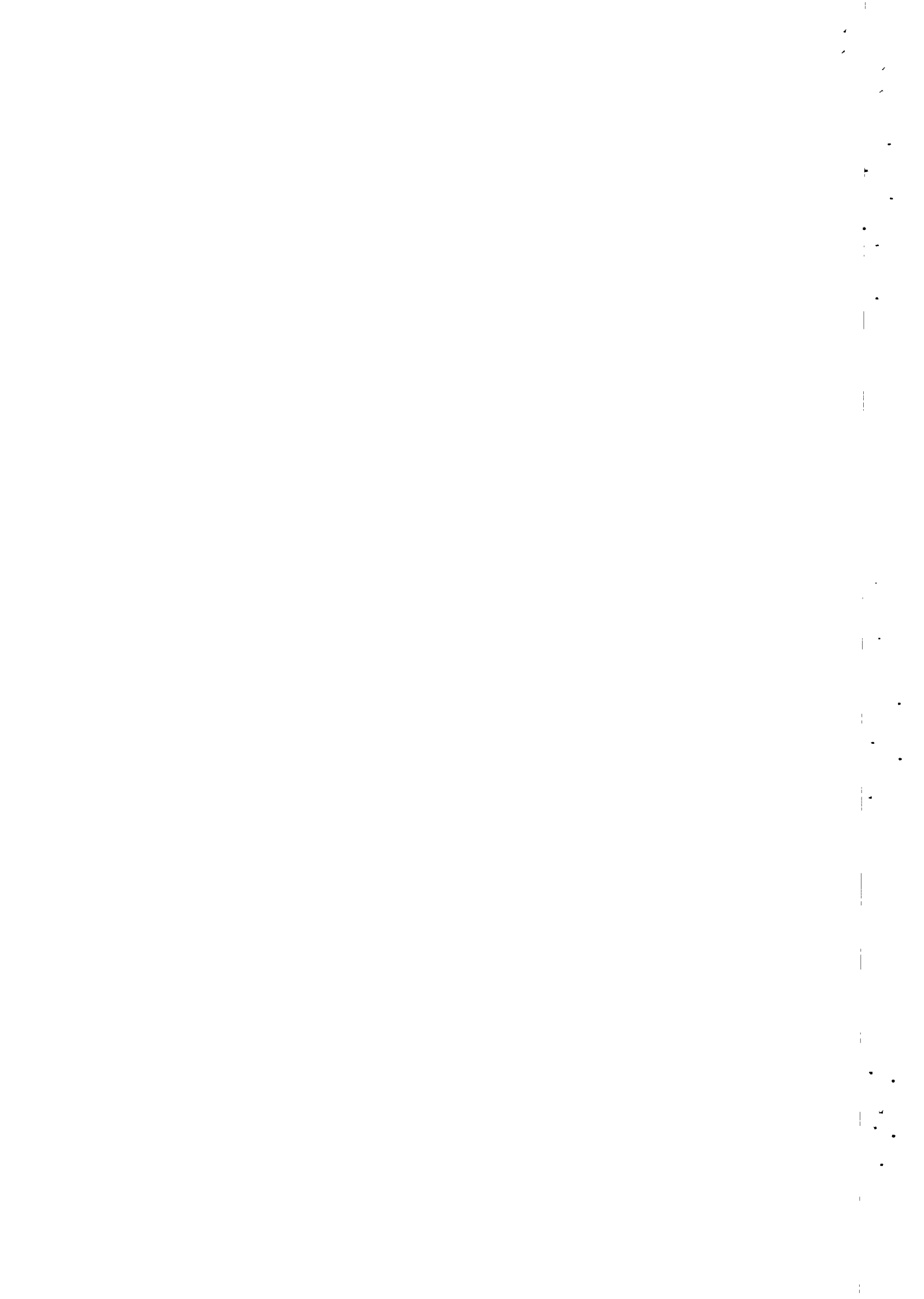
The *Code* is a set of fundamental principles, operational principles, and standards to guide the actions and management of non-governmental organizations.

The umbrella term "NGOs" encompasses a broad grouping of nonprofit organizations, which espouse a variety of agendas, causes, and ideologies, and differ in size, resources, and organizational level.

For the purposes of the *Code of Ethics and Conduct for NGOs*, an NGO is considered in its broadest context: a not-for-profit, non-governmental organization.



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The term non-profit is used in the sense of "not-profit-distributing" in that any profits are invested back into the public mission of the organization, and are not distributed for the benefit of the board, staff or shareholders - thus distinguishing the NGO sector from the business sector. The term non-governmental is used in the sense that the organization is independent of government - it is not controlled by a governmental entity nor is it established by an intergovernmental agreement. Included in the definition are large, international organizations and small, one-person operations, those that are secular as well as those that are faith-based, and both membership and non-membership groups.

This Code's standards are applicable regardless of an NGO's focus, whether it be humanitarian relief, advocacy, conflict prevention, research, education, human rights monitoring, health care, or environmental action and many others.

NGOs can help develop and nurture conscientious concerns in the emerging global culture. Similarly, NGOs also have a duty to maintain the highest ethical standards and stay the course in terms of their own practices and founding vision of service. It is hoped that the *Code of Ethics and Conduct for NGOs* will help inform and guide the work of NGOs in this capacity.

In order to build strong NGOs to truly serve the people within our communities, the following ethical and accountable mechanism needs to be observed.

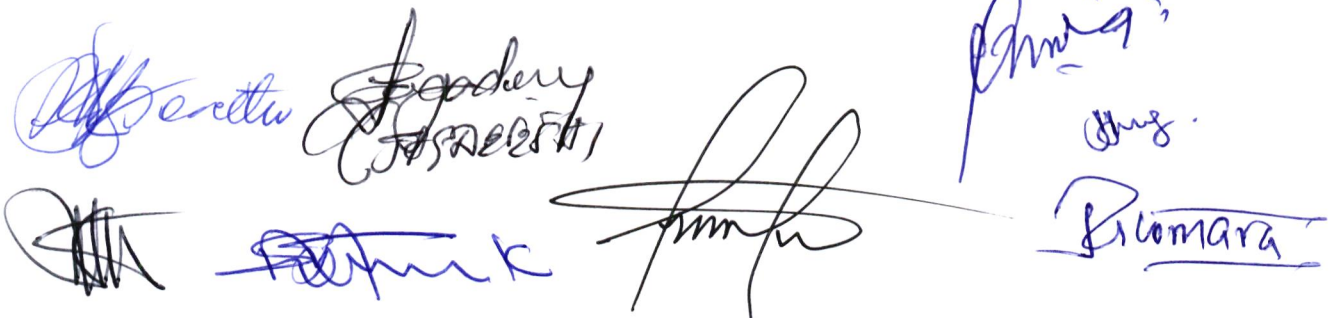
GUIDING PRINCIPLES

A. Responsibility, service, and Public Mindedness

Sustainable progress, peace, and justice require that all organizations contribute to the common good.

Thus, an NGO should integrate self-development and service to others, balancing individual and public concerns, focusing on higher, broader, and more public levels of service.

- i. Responsibly maintaining itself, an NGO should conduct its activities for the sake of others, whether for the public at large or a particular segment of the public.
- ii. Public money must not be misused for selfish purposes and all public assets are to be treated with utmost seriousness, as a public trust.



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- iii. An NGO should recognize that its conduct and activities impact on the public's perception of NGOs and that it shares responsibility for the public's trust of NGOs.
- iv. An NGO should exhibit a responsible and caring attitude toward the environment in all of its activities.

B. Cooperation beyond Boundaries

Significant progress toward world peace and global well-being can be fostered through inter-religious, intercultural, and interracial work, and across artificial barriers of politics and ethnicity that tend to separate people and their institutions. NGOs should maintain ethical, cooperative relationships with other NGOs, and should partner where possible and appropriate for the sake of the greater public good.

- An NGO should be willing to work beyond borders of **politics, religion, culture, race** and **ethnicity**, within the limits of the organizing documents and with organizations and individuals that share common values and objectives.

C. Human Rights and Dignity

- a. An NGO should not violate any person's fundamental human rights, with which each person is endowed.
 - i. An NGO should recognize that all people are born free and equal in dignity.
 - ii. An NGO should be sensitive to the moral values, religion, customs, traditions, and culture of the communities they serve.
 - iii. An NGO should respect the integrity of families and support family-based life.

D. Religious Freedom

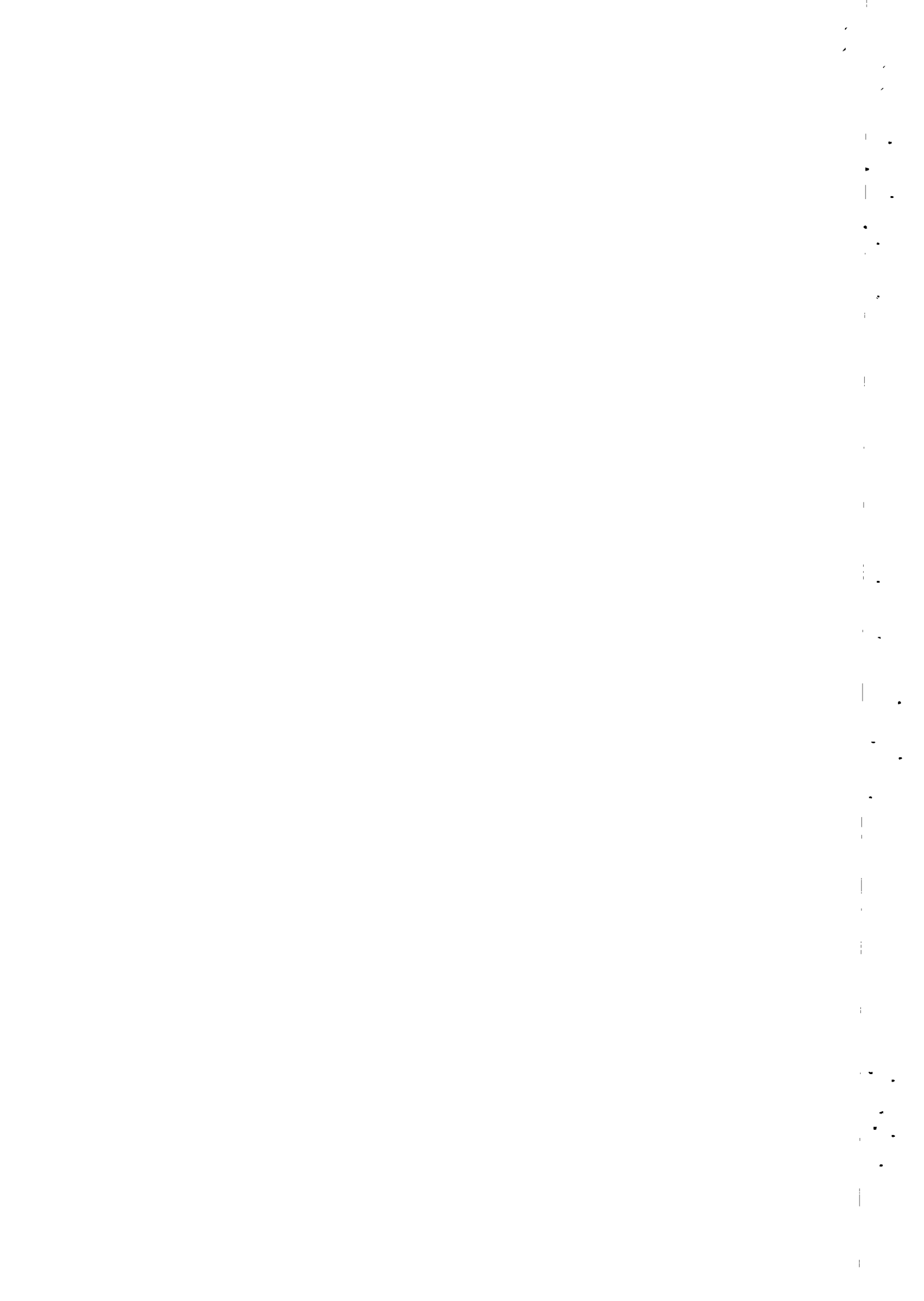
- a. An NGO should respect religious freedom.

E. Transparency and Accountability

NGOs should strive for openness and honesty internally and toward donors and members of the public. Periodic accountings should be made.

- i. An NGO should be transparent in all of its dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personnel matters and proprietary information.

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- ii. An NGO's basic financial information, governance structure, activities, and listing of officers and partnerships shall be open and accessible to public scrutiny and the NGO is to make effort to inform the public about its work and the origin and use of its resources.
- iii. An NGO should be accountable for its actions and decisions, not only to its funding agencies and the government, but also to the people it serves, its staff and members, partner organizations, and the public at large.

F. Truthfulness and Legality

An NGO should be honest and truthful in its dealings with its donors, project beneficiaries, staff, membership, partner organizations, government, and the public in general, and should respect the laws of any jurisdiction in which it is active.

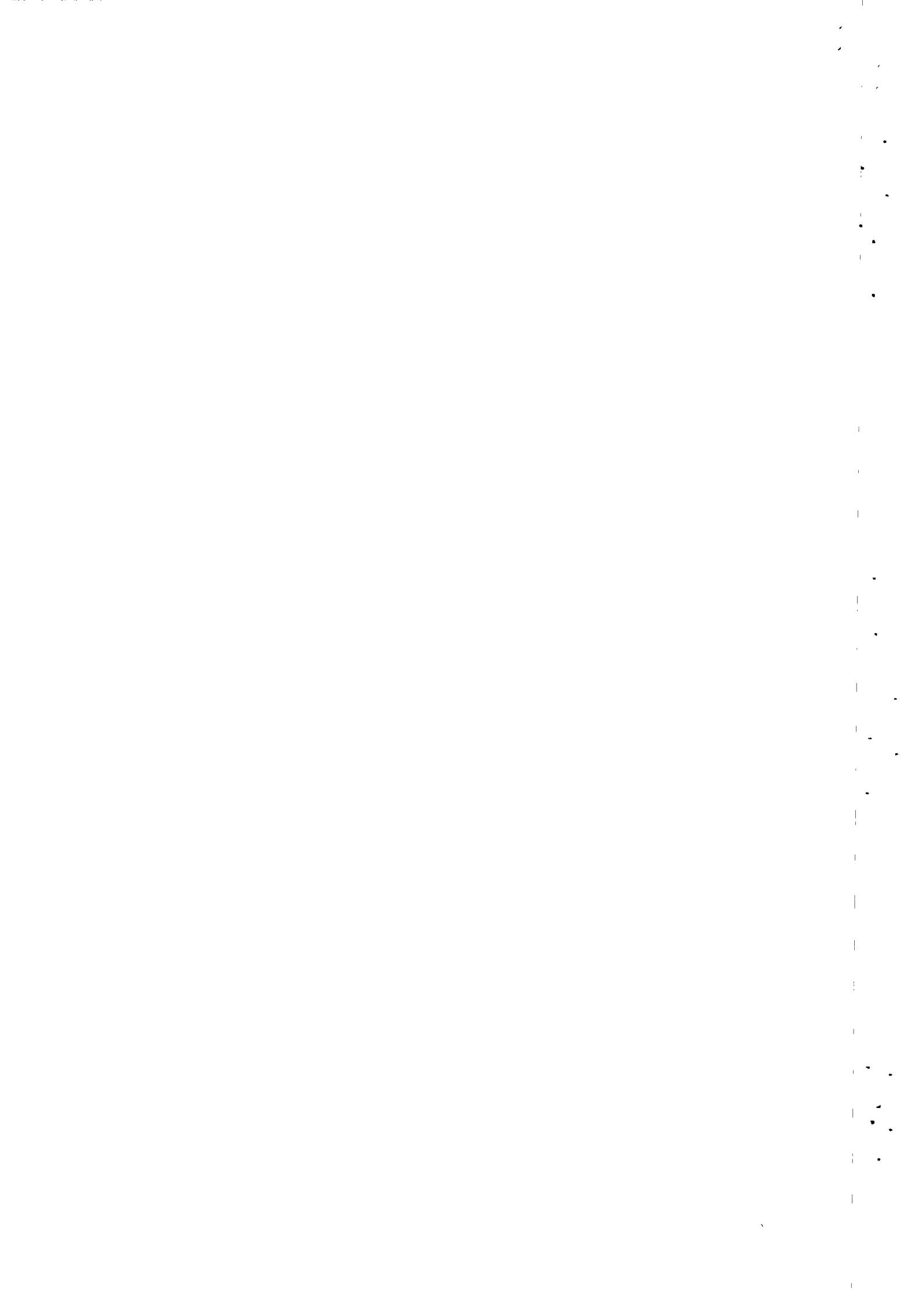
- i. An NGO should give out accurate information, whether regarding itself and its projects, or regarding any individual, organization, project, or legislation it opposes or is discussing.
- ii. An NGO should fulfill its obligations under the laws of the nation in which it is organized or works, and must be strongly opposed to, and not be a willing partner to, corruption, bribery, and other financial improprieties or illegalities.
- iii. An NGO should have a policy for staff and volunteers to confidentially bring evidence to the governing body of misconduct of anyone associated with the organization.
- iv. An NGO should meet all of the legal obligations in Kenya and other areas they operate. Such obligations may include laws of incorporation, fundraising legislation, equitable employment opportunities principles, health and safety standards, privacy rules, trademark and copyright legislation, and so forth.
- v. An NGO should take prompt corrective action whenever wrongdoing is discovered among its staff, governing body, volunteers, contractors, and partners.

NGOs INTEGRITY

Fundamental to the very character of each NGO is that it be not-for profit, nongovernmental, organized, independent, self-governing, and voluntary. While these general criteria may appear self-evident, particularly for those NGOs whose national law codifies and requires such standards, they remain basic for the integrity and conduct of an NGO.

A. Nonprofit

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- i. NOT-FOR-PROFIT -the NGO is to be organized and operated as a not-for-profit organization. Any surplus that is generated through its operations is to be utilized solely to help the organization fulfill its mission and objectives.
- ii. No part of the net earnings of the NGO is to incurred to the benefit of the directors, officers, members or employees of the organization, or to any other private persons, except that the NGO may provide reasonable compensation for services provided to the organization.
- iii. TRADE OR BUSINESS The organization is not to be operated for the primary purpose of carrying on a trade or business, unrelated to its mission and stated objectives.
- iv. GOVERNING INSTRUMENT The NGO's governing instrument shall prevent the organization from distributing profits or assets for the benefit of individuals both during operation and when winding up.

B. INDEPENDENCE

1. INDEPENDENT - The NGO shall maintain independence and not be rigidly aligned or affiliated with any political party.

2. FOREIGN POLICY The organization shall not act as an instrument of government foreign policy, but act independently.

The NGO shall not seek to implement the policy of any government, unless it coincides with the mission of the organization and the organizations own independent policy.

C. Organized

- i. ORGANIZING FEATURES- the NGO shall have an organizational structures, i.e executive board, officers, and regular meetings and activities.
- ii. ORGANIZING DOCUMENTS -The organizing documents (such as bylaws, a written constitution, or memorandum of association) shall clearly define the mission, objectives, governance structure, membership rights and obligations, if any, and rules of procedure.
- iii. LEGAL RECOGNITION- these organizing principles apply to NGO is legally recognized by laws of government.

D. Independent and Self-Governing

1. INDEPENDENT- the organization shall be independent. The NGO policies, vision, and activities shall not be determined by any for-profit corporation, donor, government, government official, political party, or other NGO.

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2. SELF-GOVERNING- the organization shall govern itself autonomously, according to whatever governance structure it selects for itself. It shall be equipped to control its own activities.

E. Voluntary

- i. VOLUNTARY VALUES AND PRINCIPLES- Rather than being required to exist by law, NGOs are formed by private initiative, resulting from the voluntary actions of individuals who have chosen to pursue a shared interest or concern. The retaining of voluntary values and principles shall remain a primary force in the way of working of the NGO.
- ii. CONTRIBUTIONS FROM VOLUNTEERS In order to achieve its mission and objectives, the organization is to have meaningful contributions from volunteers. These may include both the target group and supporters.
- iii. VOLUNTEERISM OF GOVERNING BOARD those who are part of the NGO's governing body (generally the board of directors) are to serve in a voluntary capacity, for no pay.

MISSION & ACTIVITIES

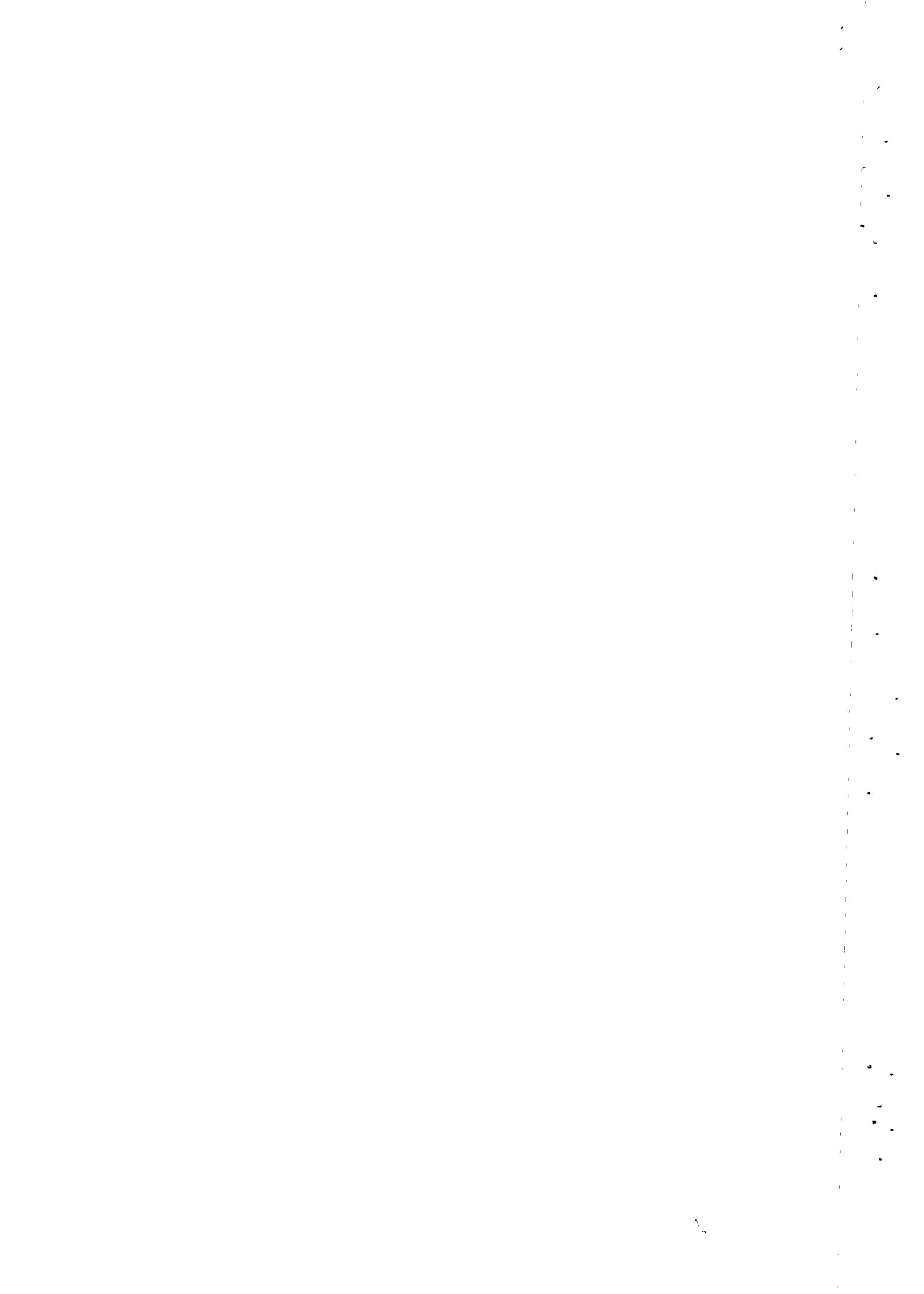
An NGO's mission is its reason or purpose why the NGO exists and what it hopes to accomplish. NGOs have an obligation to clearly identify and articulate their mission.

This well-defined mission should serve as the foundation and frame of reference for all activities and organizational planning of the NGO. An NGO has an obligation to utilize its resources in an effective and efficient manner toward accomplishment of its stated purpose.

A. Mission

- i. FORMAL STATEMENT The organization shall formally and succinctly state its mission in a written statement approved by the governing body of the NGO. This statement shall clearly set forth why the NGO exists and what it hopes to accomplish.
- ii. BOARD OF DIRECTORS Each member of the board of directors shall fully understand and support the mission of the organization.
- iii. PUBLIC AVAILABILITY The mission statement of the NGO shall be made available to all officers, members, staff, partners, donors, program beneficiaries, and the public in general.

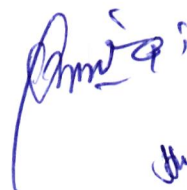
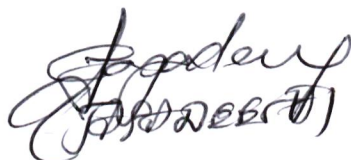
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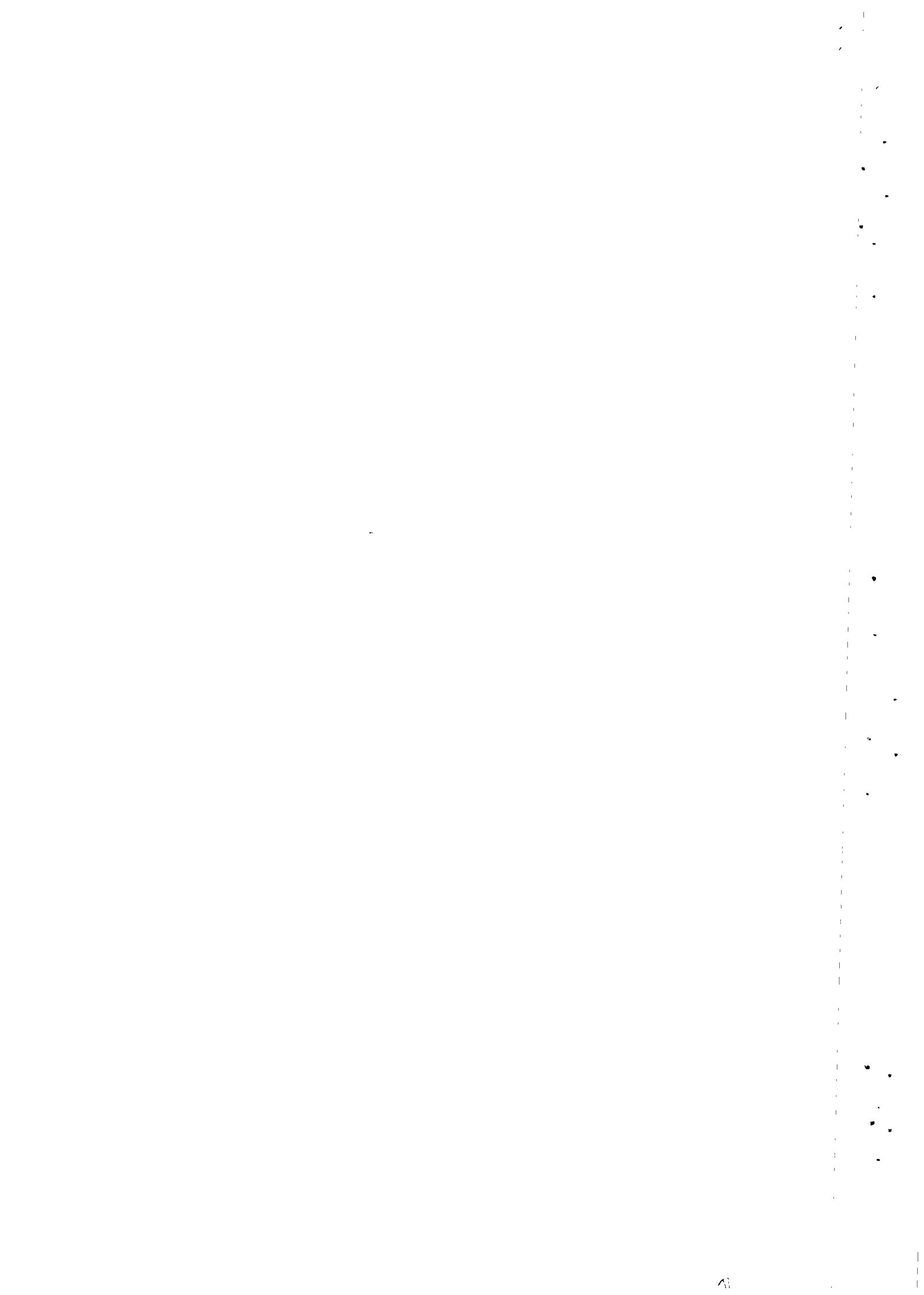


- iv. **EVALUATION** The mission of the NGO shall be reviewed periodically (*every two or three years*) to determine if it is still relevant. Among issues to evaluate: (a) whether the mission has been fulfilled, either by the organization or another entity, and thus whether there is a need for the organization as currently constituted to continue to exist; (b) whether the mission should be revised to reflect societal changes; or (c) whether there is a desire for the organization to address new needs which might require a new mission statement.

B. Activities

- a. **CONSISTENT WITH MISSION** Activities shall be consistent with the organization's mission. The NGO's mission is to serve as the foundation for strategic planning and as the blueprint for the organization's activities. The NGO's focus shall be directed toward making sure that its goals are met.
- b. **EFFECTIVE AND EFFICIENT** the programs of the organization shall effectively and efficiently work toward achieving its stated mission.
- c. **FEEDBACK** The organization shall regularly seek feedback on its activities from project beneficiaries, as well as other stakeholders.
- d. **EVALUATION** The activities of the organization shall be critically examined periodically to determine their relevancy to the mission, their efficiency and effectiveness, the value of continuing the programs or revising them, and the need for new programs. Among issues to evaluate: (1) whether the activities are consistent with the current mission of the organization or whether they need to be revised or discontinued in light of changes in the mission; (2) the efficiency and effectiveness of the programs in achieving the NGO's objectives; (3) the outcomes for the program beneficiaries;
- ii. (4) The cost of the program relative to its outcomes; and (5) whether new services should be offered. Evaluations shall be open and honest and include input from stakeholders.
- a. **PROFESSIONALISM** the organization shall carry out its activities with professionalism and centered on the concept of serving others.
- b. **PERCENTAGE OF EXPENDITURES** The organization shall spend at least 70% of its total expenditures (including fundraising costs) on program activities, and ideally more than 80%. If the organization does not meet this 70% standard, it should provide reasons why its higher overhead and





fundraising expenditures are reasonable. Possible explanations for not meeting this standard could be the higher administrative and fundraising costs of a new organization and exceptions related to donor restrictions or unusual political and social factors.

GOVERNANCE

An effective governance structure and a strong, active, and committed governing body is crucial to the soundness of an organization and its ability to achieve its mission and objectives. The plan of governance of an NGO should reflect the core values, mission, and cultural standards of the organization. Democratic principles should be used where appropriate and applicable. The governing body of an NGO (generally a board of directors or trustees) holds ultimate responsibility for all activities and resources of the organization. This includes establishing the direction of the organization, beginning with its mission statement and assuring that the mission statement is appropriate and relevant as times change. The governing body also determines the organization's activities and monitors their compliance with the mission. The governing body exercises responsibility for obtaining and appropriately employing the human and financial resources to carry out the organization's mission and sustain the organization, and oversee and legal requirements.

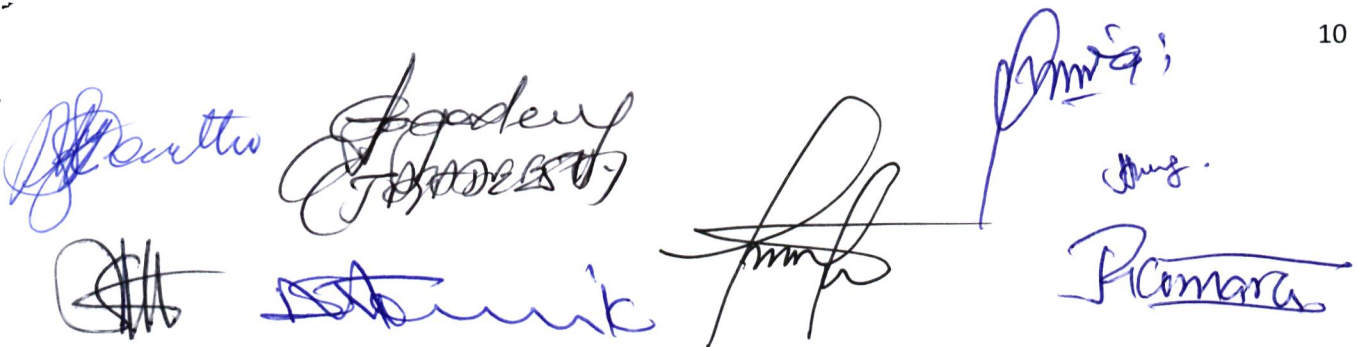
A. Governance Structure

1. PLAN OF GOVERNANCE - The NGO shall establish a plan of governance that best allows it to fulfill its mission, and reflects the core values and cultural standards of the organization. Democratic principles are to be used where appropriate and applicable.

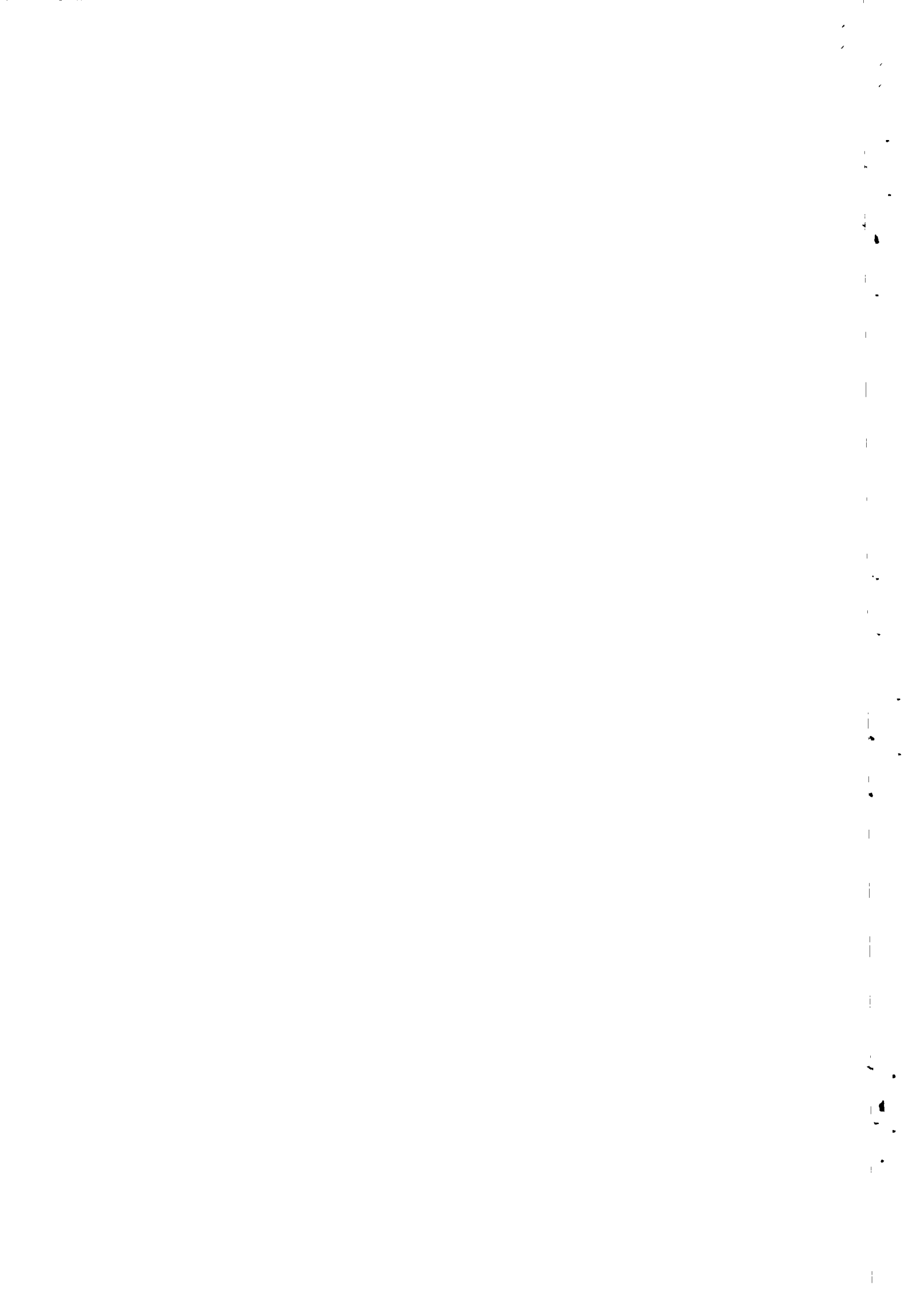
2. ORGANIZING DOCUMENTS- the organization's governance structure - including rules relating to the conducting of business by the governing body and, if applicable, an executive committee that acts between board meetings, and the procedure for electing and appointing officers and their roles - is to be clearly specified in the organizations documents (bylaws, etc.) and available to all interested parties.

B. Structure of the Governing Body

1. DIRECTOR RESOURCES The NGO's governing body shall consist of individuals who are dedicated to the mission of the organization, willing to volunteer their time and energies toward achievement of the mission, and able to offer substantial



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contributions to the organization. Among resources they may bring to the governing body are experience and wisdom; prestige; the ability to raise money for the organization; and professional skills, such as legal, accounting, management, fundraising and marketing.

2. UNRELATED DIRECTORS the governing body is to have at least two members, who are not closely family related, and preferably should have at least five unrelated members. Family relationships are accepted between two members at most, but then the board should have seven or more members.

3. TERM LIMITS Term limits are to be established for membership on the governing body. Consideration should be given to both the maximum number of years that can be served in an individual term and the number of consecutive terms allowed. It is generally preferable to limit board service to a maximum of two or three-year terms, with at least one year required before a member becomes eligible for re-election after completing the maximum number of consecutive terms.

4. NOMINATING COMMITTEE The procedure for nominating members to serve on the governing body shall be known to members and other relevant parties and authorities.

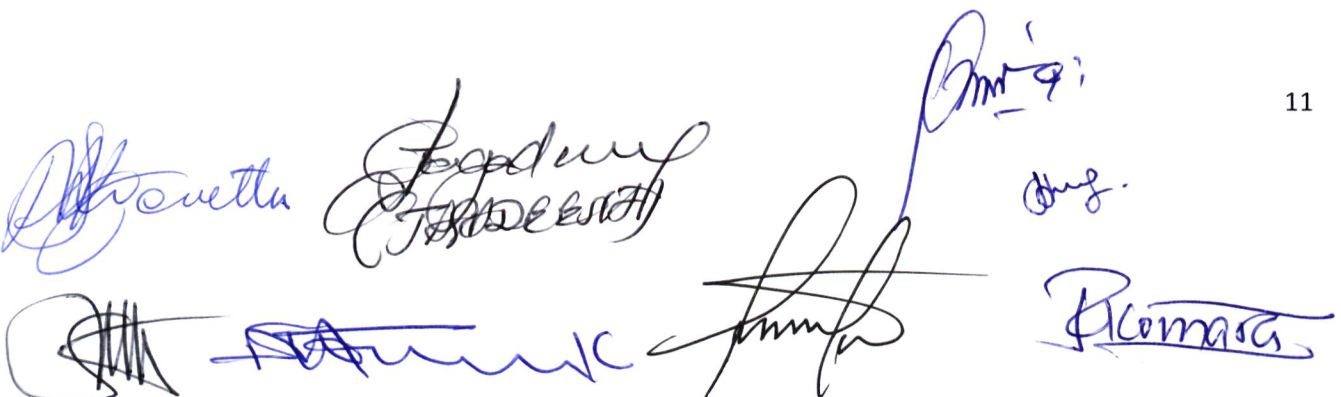
5. DIVERSITY The governing body should have broad representation, reflecting the diversity of the NGO's constituencies. The NGO may enhance participation of members from diverse geographical distances if the organization's bylaws, and the local or national law, allow meetings via such technologies as teleconferencing.

6. BYLAWS each member of the governing body is to be presented with the by laws of the organization and be familiar with these by laws.

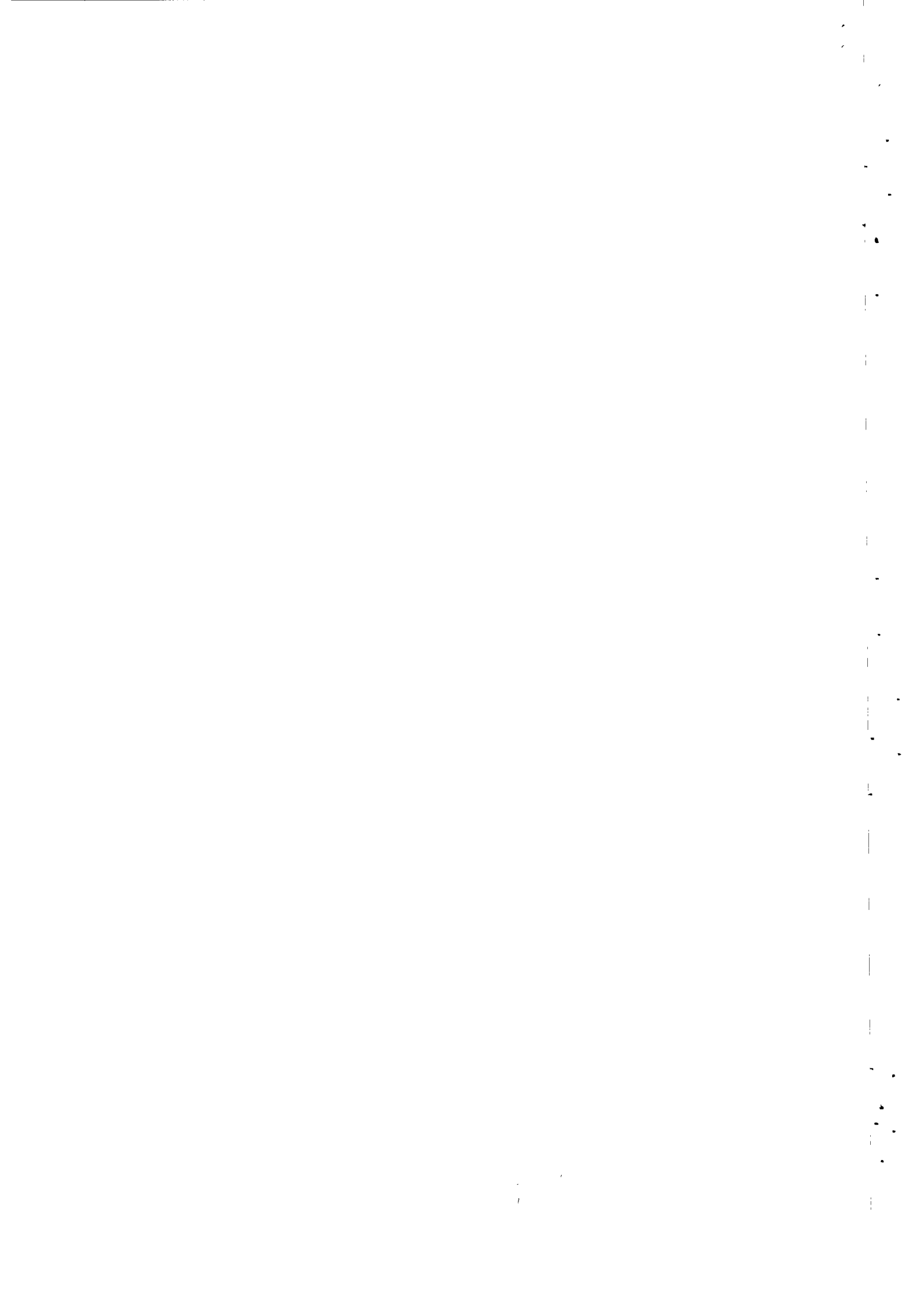
7. COMPENSATION Members of the governing body are not to receive compensation for their board service. They may receive reimbursement for expenses directly related to their

BOARD DUTIES.

C. Responsibilities of the Governing Body



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1. MISSION STATEMENT The governing body shall establish the direction of the NGO, by creating or adopting the mission statement, reviewing it periodically for accuracy and validity, and revising it as necessary or desirable.
2. PROGRAMS AND COMPLIANCE The governing body shall determine the NGO's programs and services, and monitor their compliance with the mission and their effectiveness and efficiency.
3. RESOURCES - The governing body shall ensure the organization has the proper resources to fulfill the mission.
4. ANNUAL BUDGET AND FUNDRAISING The governing board shall approve the annual budget and actively participate in the fundraising process. In approving the annual budget, the governing body is to ascertain the percentage of the resources spent on administration and fundraising, versus program expenses, and strive for a goal of at least 70% of revenue being used for programs, and ideally greater than 80%.
5. RESOURCE MANAGEMENT The governing body shall manage the resources effectively, and provide oversight regarding fiduciary and legal requirements.
6. CHIEF EXECUTIVE OFFICER HIRING AND EVALUATION The governing body shall hire the chief executive officer, undertaking a careful search process to find the most qualified individual. The governing body also shall set the chief executive officer's compensation, ensure that he or she has the moral and professional support needed to advance the goals of the NGO, and periodically evaluate his or her performance.
7. STRATEGIC PLANNING -The governing body shall actively participate with the staff in long-term and short-term strategic planning processes, including defining goals and objectives and the success of the NGO toward achieving its mission.
8. CODE OF ETHICS AND CONDUCT The governing board shall approve a code of ethics and/or conduct for the NGO, and assure that the organization is in compliance with this code and other applicable codes.
9. AMBASSADORS FOR THE NGO -Members of the governing board shall serve as ambassadors for the organization, articulating its mission, accomplishments and goals to the public, and garnering support for the organization.

D. Conduct of the Governing Body

1. MEETINGS OF THE GOVERNING BODY The governing body, and any subset of the governing body (executive committee) which is authorized to conduct the affairs of the organization between meetings of the governing body, are to meet as frequently as is necessary to fully and adequately conduct the business of the organization. At a minimum, there should be a least 4 meetings annually of the governing body, or the governing body and the executive committee combined. If face-to-face meetings are not

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required by local or national law and the organizing documents, then communication technologies can aid in conducting frequent meetings.

2. MINUTES of each meeting of the governing body and executive committee, and reports of each committee when acting in the place of the governing body, are to be produced, distributed to each member of the governing board, and archived for future reference. The minutes also are to be available to an NGO membership, its constituency, officers, staff, and the general public, with the exception of discussions related to personnel evaluation and other such confidential information.

3. RESPONSIBILITY FOR CONDUCT The governing body shall be responsible for its own conduct. The governing body is to establish written expectations for board members (including expectations related to service on committees, attendance at meetings, and participation in fundraising and program activities), and annually evaluate its own performance. If not already established in the organizing document, the governing body is to establish job descriptions for its officers (chair, treasurer, secretary, etc.).

E. Conflict of Interest

1. BEST INTERESTS OF THE NGO-In serving on the governing body, directors shall put organizational goals before personal goals, and put the best interests of the organization ahead of individual desires.

2. MATTERS IMPACTING A DIRECTOR - No director shall participate in deciding a matter directly impacting that individual (such as re-election to the governing body, personal remuneration, etc.)

3. DISCLOSURE Each director shall disclose all potential and actual conflicts of interest; including each institutional affiliation he or she has that might possibly involve a conflict of interest (such as sitting on a board of another NGO with overlapping goals and missions). Such disclosure does not preclude or imply ethical impropriety.

4. WRITTEN CONFLICT OF INTEREST POLICY - The governing body shall develop a written conflict of interest policy, which is applicable to the directors and to any staff and volunteers who have significant decision-making authority regarding the organization's activities or resources, as well as relevant organizational partners.

5. SIGNATURE The governing body shall provide its members with the written conflict of interest statement, which should be signed by the individual at the outset of each term of service.

6. LOANS TO MEMBERS OF THE GOVERNING BODY If an NGO- has provision for making loans to members of the governing body, there shall be a policy describing how

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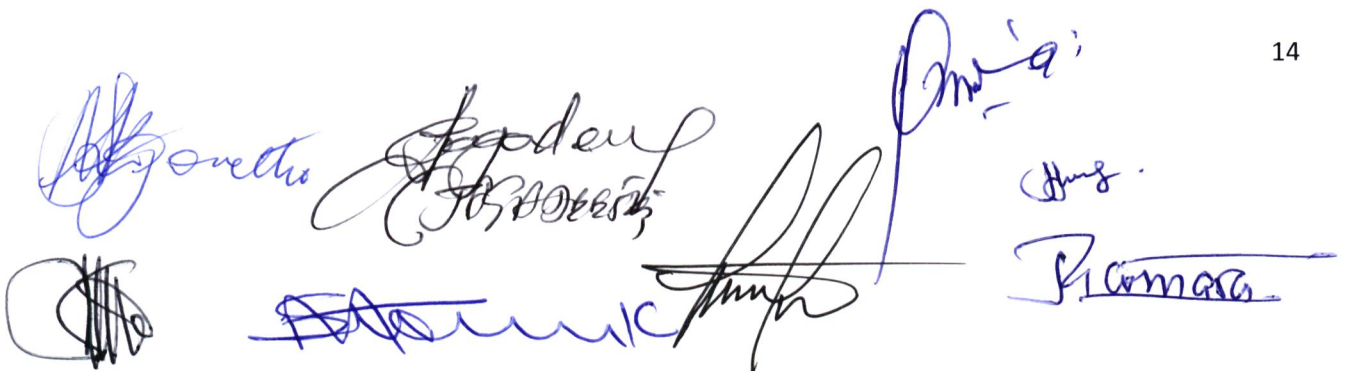
the loans operate. All loans or transactions with members of the governing body are to be included in the NGO's full financial reports and publicly disclosed.

HUMAN RESOURCES

A committed, capable and responsible staff is vital for the success of an NGO. The foundation for this is effective human resource policies. For most NGOs, these should address both paid employees and unpaid volunteers, given the use of volunteers in many roles, including in management and as individuals rendering program and support services. An NGO should seek qualified staff, offer them proper training and supervision, treat them with fairness and equity, and provide them with avenues for individual growth and development. On the other hand, the NGO should expect employees and volunteers to maintain the highest standards of professional and personal conduct, use information and resources responsibly, and avoid conflicts of interest.

A. Responsibilities of the NGO

1. CAPABLE AND RESPONSIBLE STAFF-The organization shall seek capable and responsible employees and volunteers (collectively, "staff") who are committed to the mission of the organization.
2. TRAINING AND WORKING CONDITIONS The organization shall provide proper training and orientation for new staff, and provide them with suitable working conditions.
3. WRITTEN HUMAN RESOURCE POLICIES If the organization has ten or more staff, it is to have written human resource policies (or an employment manual) for its staff, including basic aspects of employment (benefits, vacation days, sick leave, etc.), and other fundamental policies such as confidentiality of information, computer policies (use of computer resources for personal work, ownership of computer resources), drug and alcohol policy, conflict of interest, and grievance procedures. If the organization has fewer than ten staff, it is encouraged to have written human resource policies for its staff.
4. STAFF GROWTH AND DEVELOPMENT- The organization shall provide opportunities for individual growth and staff development, and foster an atmosphere whereby supervisors encourage personal growth of staff.
5. FAIRNESS AND RIGHTS All staff shall be treated with fairness and equity, and as individuals with rights to be honored and defended. Their rights to freedom of association, conscience and expression must be respected and protected.
6. CODE OF ETHICS AND CONDUCT Each staff member shall be provided with the NGO's code of ethics and/or conduct and any written human resource policies.
7. COMMUNICATION OF SERIOUS CONCERNS Key staff shall be enabled to communicate serious concerns to a member of the governing board or officer.



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8. STANDARDS AND RESPONSIBILITY Staff shall be encouraged and guided in maintaining the highest standards of professional and personal conduct, and in taking personal and professional responsibility for their actions and decisions.

9. CONFIDENTIALITY -Guidance shall be provided for staff with access to official documentation or information regarding maintenance of the integrity, confidentiality, and privacy of such information to protect any individual concerned.

B. Conflicts of Interest

1. WRITTEN POLICY -The governing body shall provide staff that has decision-making power a written statement of how they shall handle potential conflicts of interest. Ideally, this statement will be signed by each individual at the time of their beginning service with the NGO and periodically thereafter.

2. DISCLOSURE- Each officer shall disclose each institutional affiliation that he or she has that might possibly involve a conflict of interest.

3. GIFTS the NGO -shall establish a policy regarding gifts to staff members, such as requiring that staff refuse all significant gifts connected with their position, or turn them over to the organization.

4. USING POSITION FOR PERSONAL BENEFIT- Staff members shall refrain from using their official position, either regular or volunteer, to secure special privilege, gain or benefit for themselves.

5. LOANS if the organization has provision for making loans to staff, there is to be a policy describing how the loans operate and all loans shall be disclosed to the governing body.

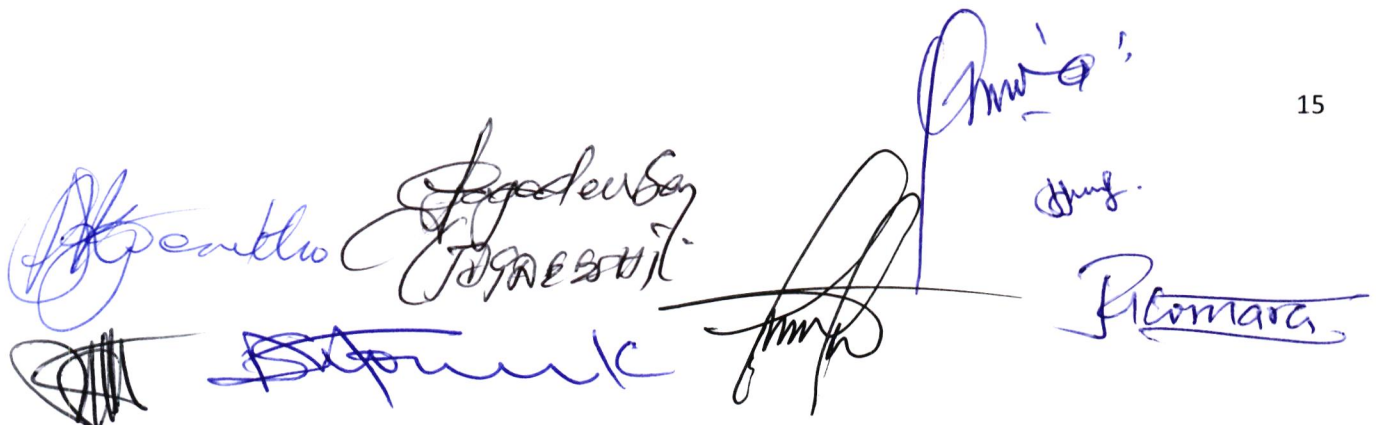
6. BEST INTERESTS OF THE NGO -Employees and staff should put organizational goals before personal goals, putting the best interests of the entire program ahead of individual desires.

PUBLIC TRUST

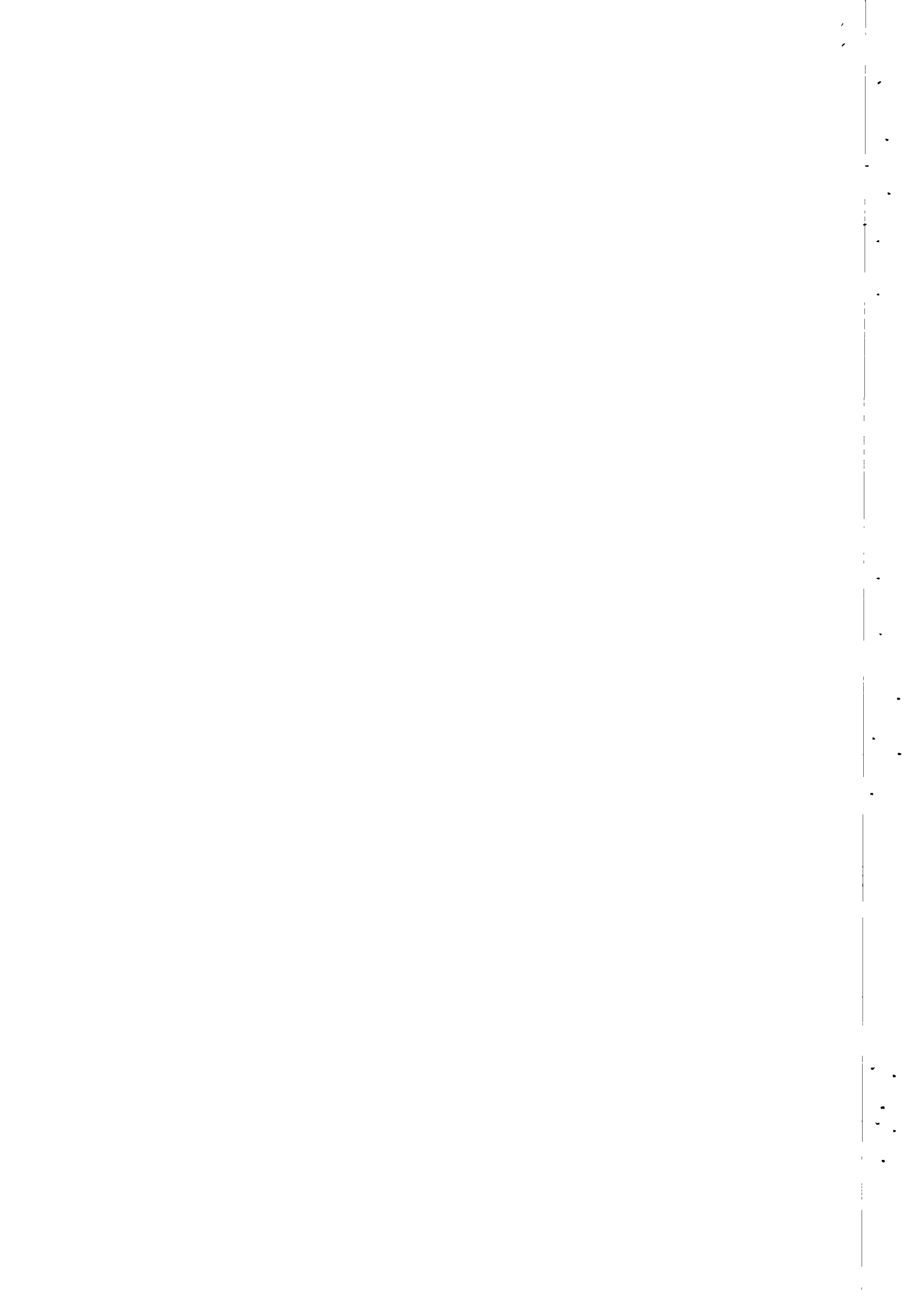
Trust is the lifeblood of an NGO - trust by the public, the media, the government, corporations, donors, other NGOs, communities, beneficiaries, employees and those who volunteer their time. To develop and maintain trust, each NGO should exhibit genuine public accountability and transparency, and should be honest in the information that it makes available to the public.

A. Public information on the NGO

1. ACCURACY AND TIMELINESS Information provided about the organization to donors, members, clients, staff, and the general public shall be accurate and timely.



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2. ANNUAL REPORT At least annually, the organization shall prepare and make available to the public information on its programs and services, and provide public access to appropriate records of those programs and services.

3. FINANCIAL INFORMATION- The NGO annually shall prepare and make available to the public basic financial information on the organization, including the source of its funding; the use of those funds; the percentage of the funds used for service and programs, administration activities, fundraising; any compensation provided to the governing body.

The NGO shall also provide public access to appropriate financial records.

4. LISTING OF GOVERNING BODY AND OFFICERS The organization shall make available the names of its governing body and management staff, publicize any changes in its governing board, and provide access to appropriate minutes of meetings of its governing board.

5. PARTNERSHIPS -the organization shall make available, in a timely and accurate manner, information on any partnerships or other joint ventures into which it has entered.

6. CONFIDENTIALITY The organization shall maintain the confidentiality of personal information on staff, clients and others, unless the individuals waive this right, or disclosure is required by law.

7. COMPARISON The organization shall describe itself in terms of its own merits, not in depreciation of other NGOs. Communications regarding another NGO shall not be made with the purpose of creating a self-benefit at the expense of the other.

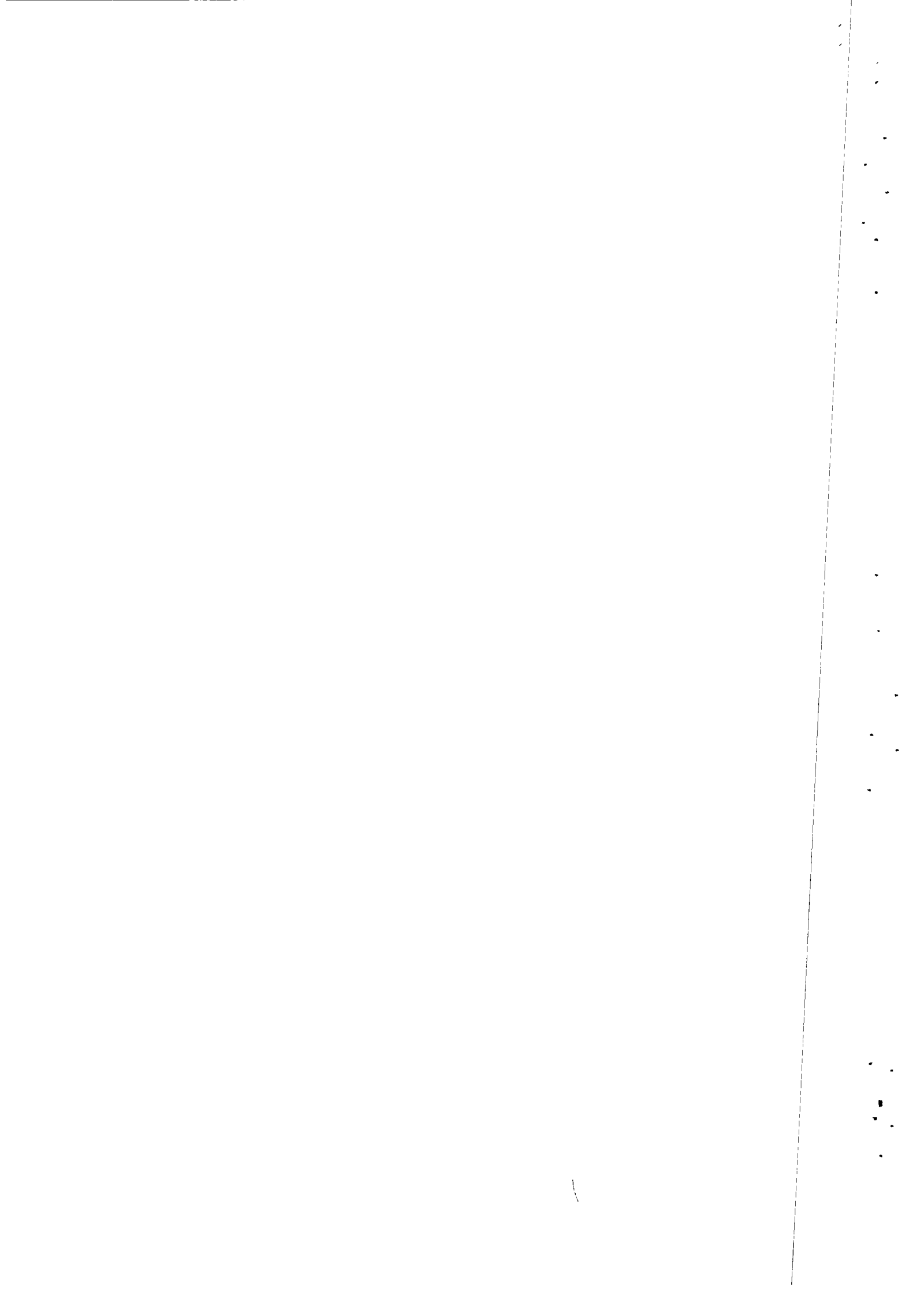
8. COMMUNICATIONS CHANNEL The organization shall provide a communication channel for the public should they wish to make inquiries regarding the NGO and its activities.

9. DISCLOSURE -The NGO shall assign at least one person to assure that the organization is complying with national and local laws regarding disclosure of information to the public.

B. Public advocacy

1. ACCURACY AND IN CONTEXT Information that the organization chooses to disseminate to the media, policy makers or the public must be accurate and presented with proper context. This includes information presented by the NGO with respect to any legislation, policy, individual, organization, or project it opposes, supports, or is discussing. Forward-looking projections are to be presented clearly as such, and not as fact.

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2. VERBAL AND WRITTEN STATEMENTS -The organization shall have clear guidelines and approval processes for the issuing of verbal and written statements.
3. DISCLOSURE OF BIAS The organization shall present information in a fair and unbiased manner. Where a possible bias is unavoidable or inherent, it is to be disclosed.
4. AUTHORITY FOR STATEMENTS - An NGO's statements must reflect its actual authority. A membership NGO may be able to represent its membership, if such a role is provided in its organizing document and the views of the membership are determined by proper means. A public benefit NGO shall not improperly assume the authority of the community it serves.

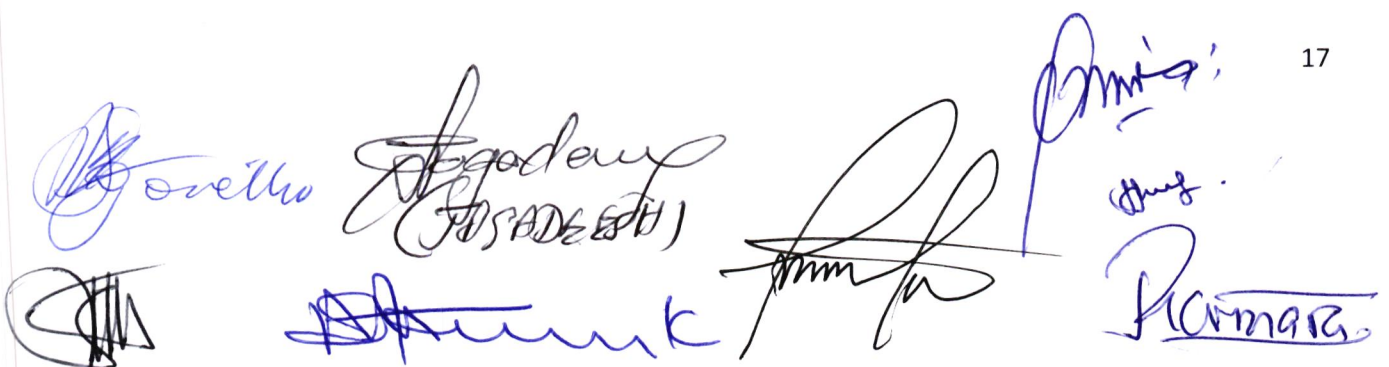
FINANCIAL & LEGAL

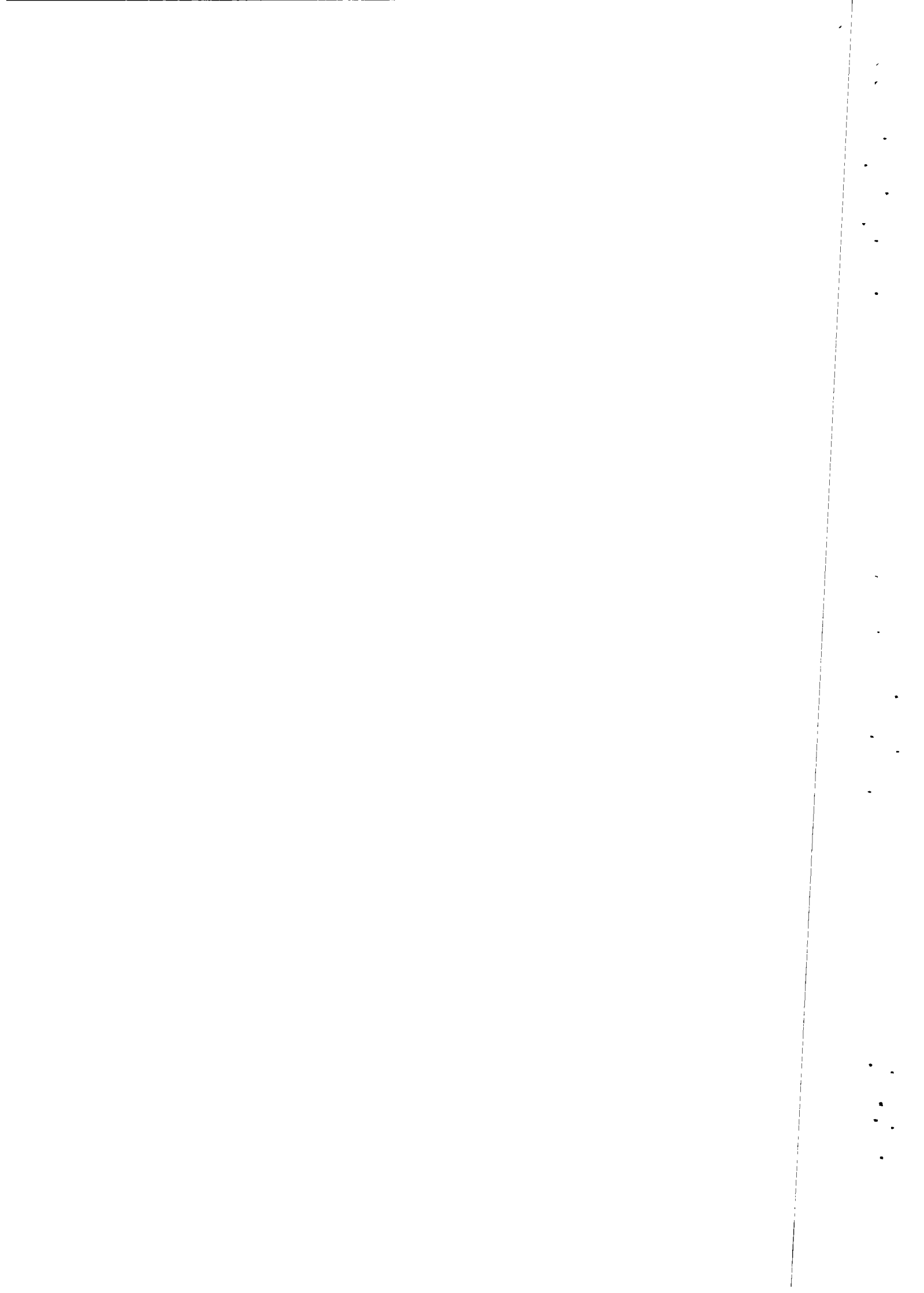
NGOs should have proper financial and legal procedures and safeguards in place, not only to stay within the law, but also as a measure of the organization's health and to assure donors, members, and the general public that investments in the organization are safe and being correctly used.

NGOs should employ sound internal financial procedures, maintain financial records carefully, and make financial statements available to the public. They should also have their financial records reviewed periodically by a qualified examiner who can certify that the organization is operating legally and according to generally accepted accounting practices. NGOs must be diligent that they are complying with applicable national and county laws.

A. Financial Transparency and Accountability

1. FISCAL RESPONSIBILITY Members of the governing body hold ultimate fiscal responsibility for their organization and are to understand the organization's financial statements and reporting requirements.
2. ANNUAL BUDGET The organization's annual budget is to be approved by the governing body, and is to outline projected expenses for program activities, fundraising, and administration. The NGO is to operate in accordance with that budget.
3. INTERNAL FINANCIAL STATEMENTS Internal financial statements shall be prepared regularly and provided to the governing body. Any and all significant variations between budgeted expenses and actual expenditures, and between budgeted revenues and actual revenues, are to be identified and explained to the governing body.
4. FINANCIAL POLICIES The NGO shall have established financial policies, suitable for the size of the organization, regarding the receiving and disbursement of financial





resources, investment of assets, purchasing practices, internal control procedures (such as policies for signing cheques), and so forth.

5. INTERNAL CONTROL PROCEDURES The organization's internal control procedures shall have a safeguard against a person having the power to issue a cheque to him or herself, such as requiring an additional signature.

The organization's internal control procedures shall have a safeguard against one person being able to issue a check over a certain amount and shall have restrictions on checks made out to cash.

6. AUDIT - If the organization has substantial annual revenue, the accuracy of the financial reports shall be subject to audit by an independent, qualified accountant. NGOs with small gross incomes are to have a review by a qualified accountant. For NGOs with very small revenues, an internally produced, complete financial statement may suffice.

7. PROFESSIONAL STANDARDS -The organization shall adhere to professional standards of accountancy and audit procedures as stipulated by the law in its nation, and fulfill all financial and reporting requirements.

B. Legal Compliance

1. LAWS AND REGULATIONS The organization's activities, governance, and other matters shall conform to the laws and regulations of Kenya and other local locality.

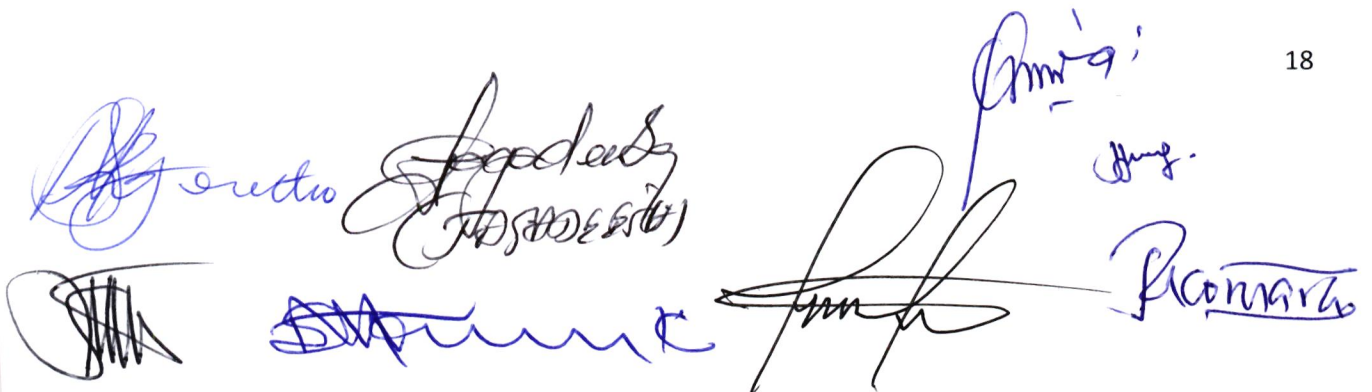
2. ATTORNEY REVIEW The organization shall obtain legal review of the organizing documents of the NGO to make sure that they are in compliance with existing laws and regulations, and shall make recourse to legal services as appropriate to ensure continued legal compliance.

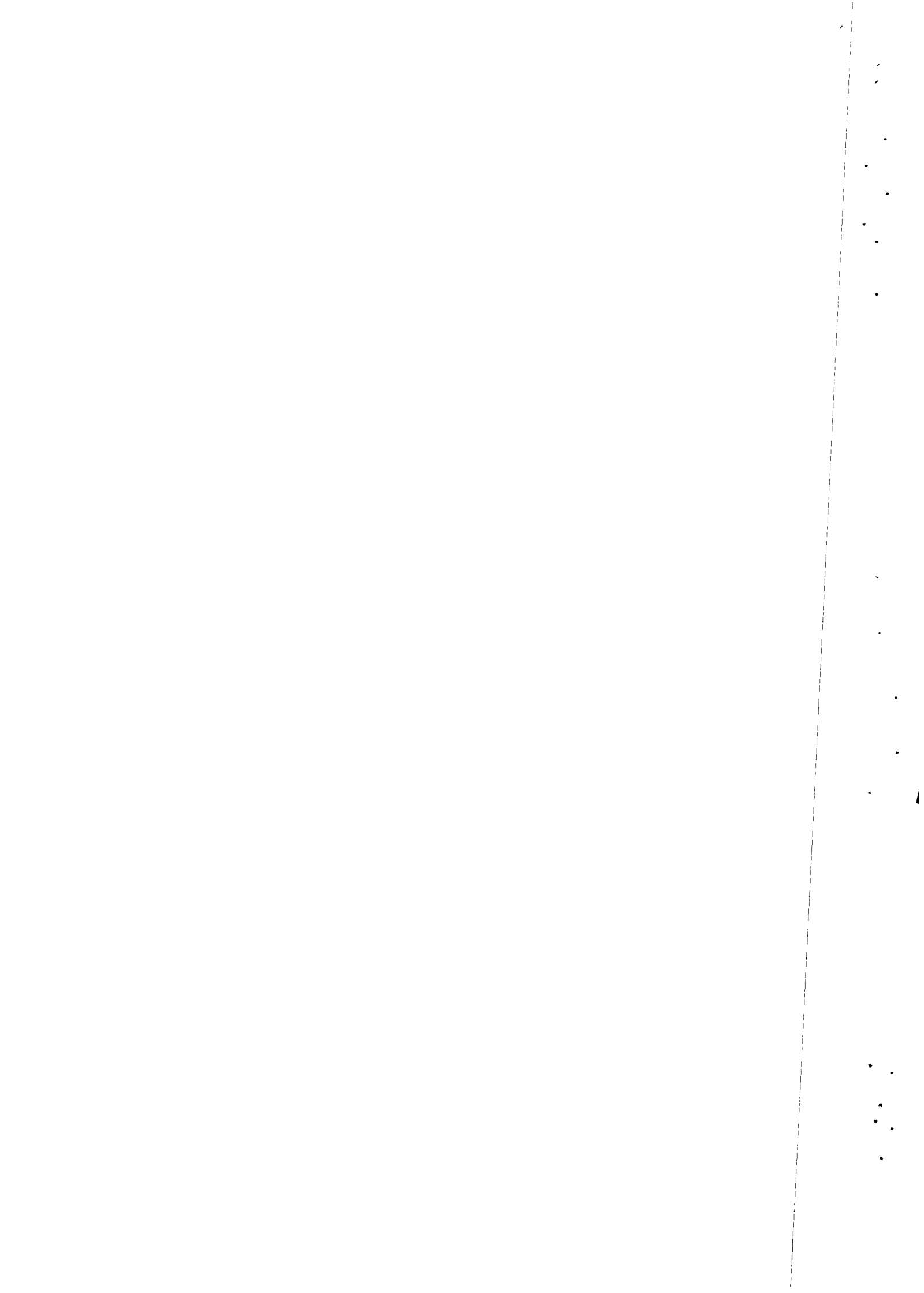
3. LIABILITY INSURANCE The organization should consider having liability insurance, if available and applicable.

4. INTERNAL REVIEW The organization periodically shall conduct an internal review regarding compliance of the organization with current laws and regulations and summaries of this review should be presented to members of the governing body.

FUNDRAISING

In order to fund their operational and program costs and reach their objectives, most NGOs raise funds from outside their organization, via seeking voluntary financial support from foundations, corporations, individual donors, and government agencies. However, such financial support is not simply the movement of money from these sources to the NGO. It is a two-way street, involving value for and obligations to the donor. As a recipient of such funds, it is important that the NGO be open and transparent, be accountable to the donor, use the funds responsibly and according to the intent of the donor, and allow the funding individuals

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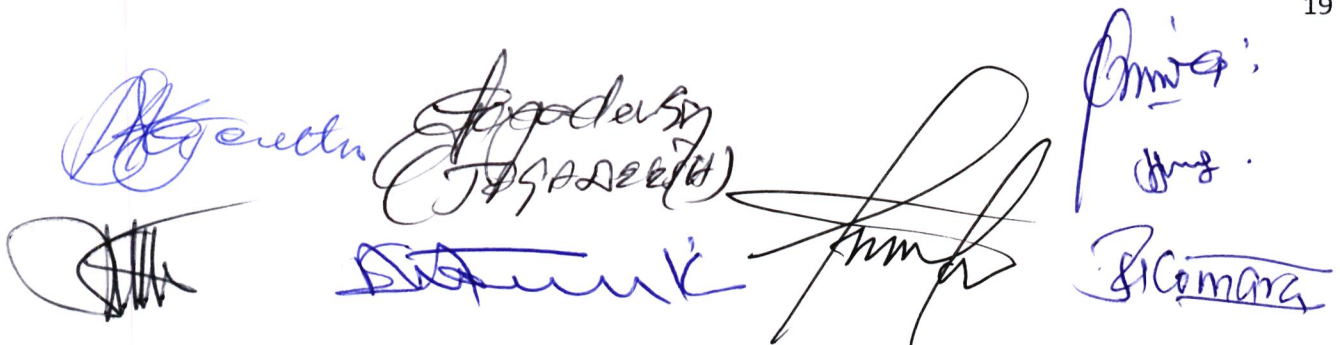
and organizations to be able to have insight into the project at all times. It is important that the fundraising activity also be consistent with the mission of the NGO.

A. General Fundraising Principles

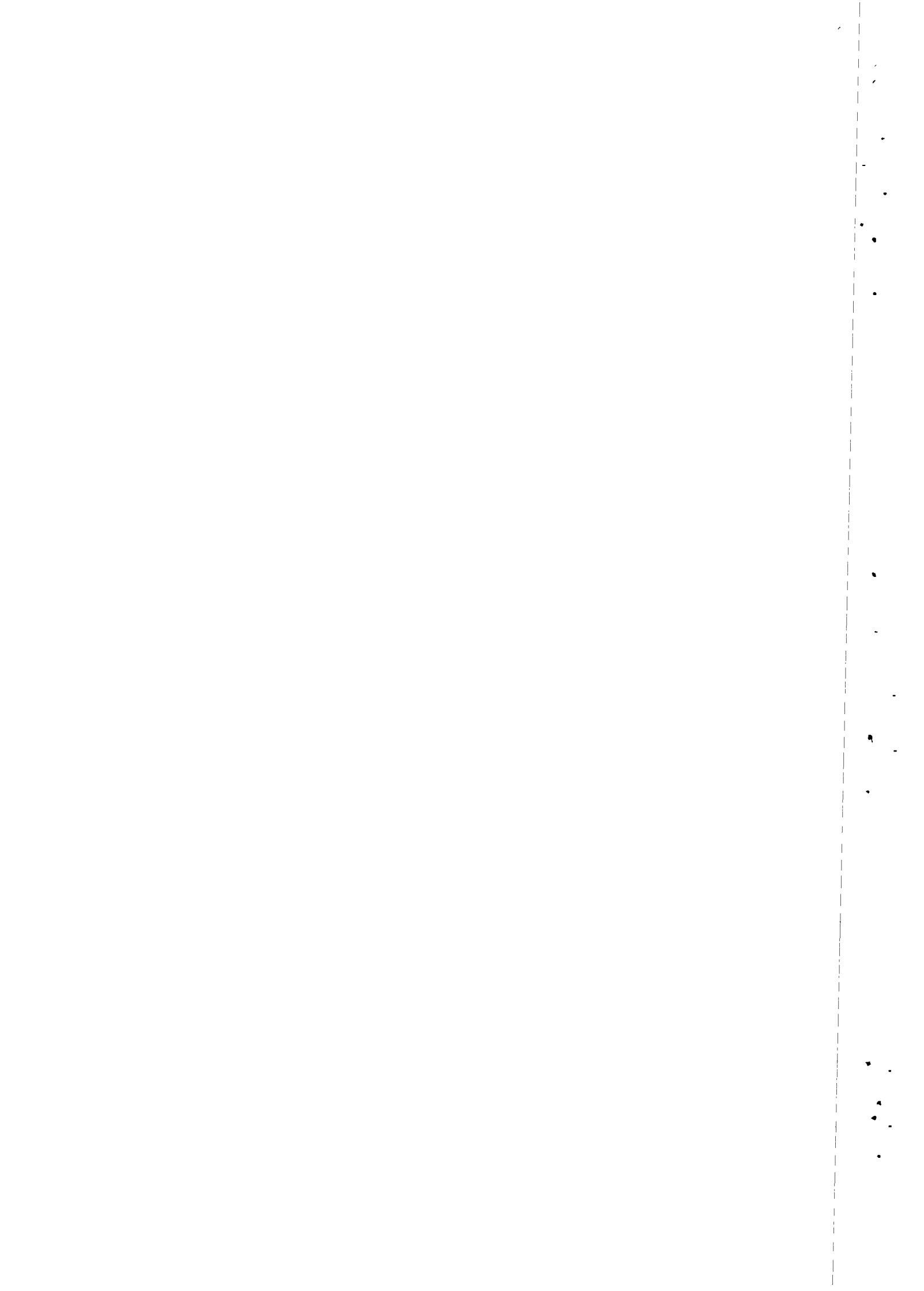
1. GOVERNING BODY The governing body should be very active in the fundraising effort, including being active in solicitations and in making individual contributions.
2. CONSISTENCY WITH MISSION The organization shall only accept funding that is consistent with its mission, does not compromise its core principles, and does not restrict its ability to address relevant issues freely, thoroughly, and objectively.
3. TRUTHFUL -the organization must be truthful in all matters relating to the raising of funds and their use.
4. MISSION PRIORITY Programs shall be designed to meet the mission of the NGO, the country's vision and priorities and never designed simply to meet the needs of a funding source.
5. UNETHICAL ACTIONS The organization must not tolerate any unethical activities such as double funding for one project, diversion of dedicated funds to uses other than the project for which funds were approved, or overstatement of achievements.

B. Solicitations

1. SOLICITATION MATERIALS -the organization shall be careful to ensure that all solicitation and promotional materials are accurate, and that they clearly and truthfully present the NGO, its mission, and its programs. All solicitations are to correctly reflect the NGO's planned use of the solicited funds, and fundraising solicitations shall only make claims that the organization can fulfill. There shall not be any exaggerations of fact or material omissions, nor any communication or images that would create a false or misleading impression.
2. TAX BENEFITS The organization shall ensure that donors receive informed, accurate, and ethical information regarding the tax implications of potential gifts.
3. FUNDRAISING PRINCIPLES Fundraising shall be for the purpose of the NGO's mission, and free of coercion, improper motive, inappropriate conduct, unreasonable reward, or personal
4. EXCESS FUNDS When funding for a particular purpose is invited from the public, there shall be a plan for handling any excess funds, and, where appropriate, the appeal should include information on how any excess funds will be used.
5. COMPENSATION TO FUNDRAISERS The organization shall not provide compensation to fundraisers that is based on a percentage of charitable contributions raised or expected to be raised, nor should it provide a finder's fee. Percentage-based compensation can be an impediment to keeping the donor's and NGO's best interests primary, and may foster unethical behavior or inappropriate conduct on the part of the



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fundraiser. It likewise can be a hindrance toward maintaining a volunteer spirit and keeping the mission of the NGO at the forefront, and may offer reward without merit in the case of a large donation that may be the product of many individuals. The organization may provide compensation based on skill, effort and time expended, and performance-based compensation, such as bonuses, provided such bonuses are in accordance with prevailing practices of the NGO and not based on a percentage of charitable contributions raised.

6. SALES PROMOTIONS Fundraising promotions involving the sale of products or services shall indicate the duration of the campaign, and the actual or anticipated portion of the purchase price that will benefit the NGO or program.

7. PERCENTAGE OF FUNDRAISING COSTS - The costs involved in fundraising shall be reasonable relative to the revenue generated. Over the course of a number of years, the NGO's average expenditure on fundraising activities should be one-third or less of the amount of revenue generated from these activities, and ideally fundraising costs should be less than 25% of fundraising income. An organization that does not meet this ceiling of 33 1/3% (fundraising costs/fundraising revenue) over a five-year period should demonstrate that it is progressing toward this goal or explain why its fundraising costs are reasonable (such as the higher fundraising costs of a newly-created organization, or unique donor, social or political factors).

8. INFORMATION ON SOLICITORS -The NGO shall have policies in place to protect the donor's right to be informed whether the solicitors are paid staff, volunteers, or agents of the NGO.

C. Use of Funds

1. USE OF CONTRIBUTIONS the organization shall ensure that contributions are used as promised or implied in fundraising appeals or for the purposes intended by the donors.

2. GRANT COMMITMENT When the organization accepts a grant, it is entering into a contract to carry out the program activities in an agreed-upon manner, and has an ethical and legal responsibility to honor that commitment.

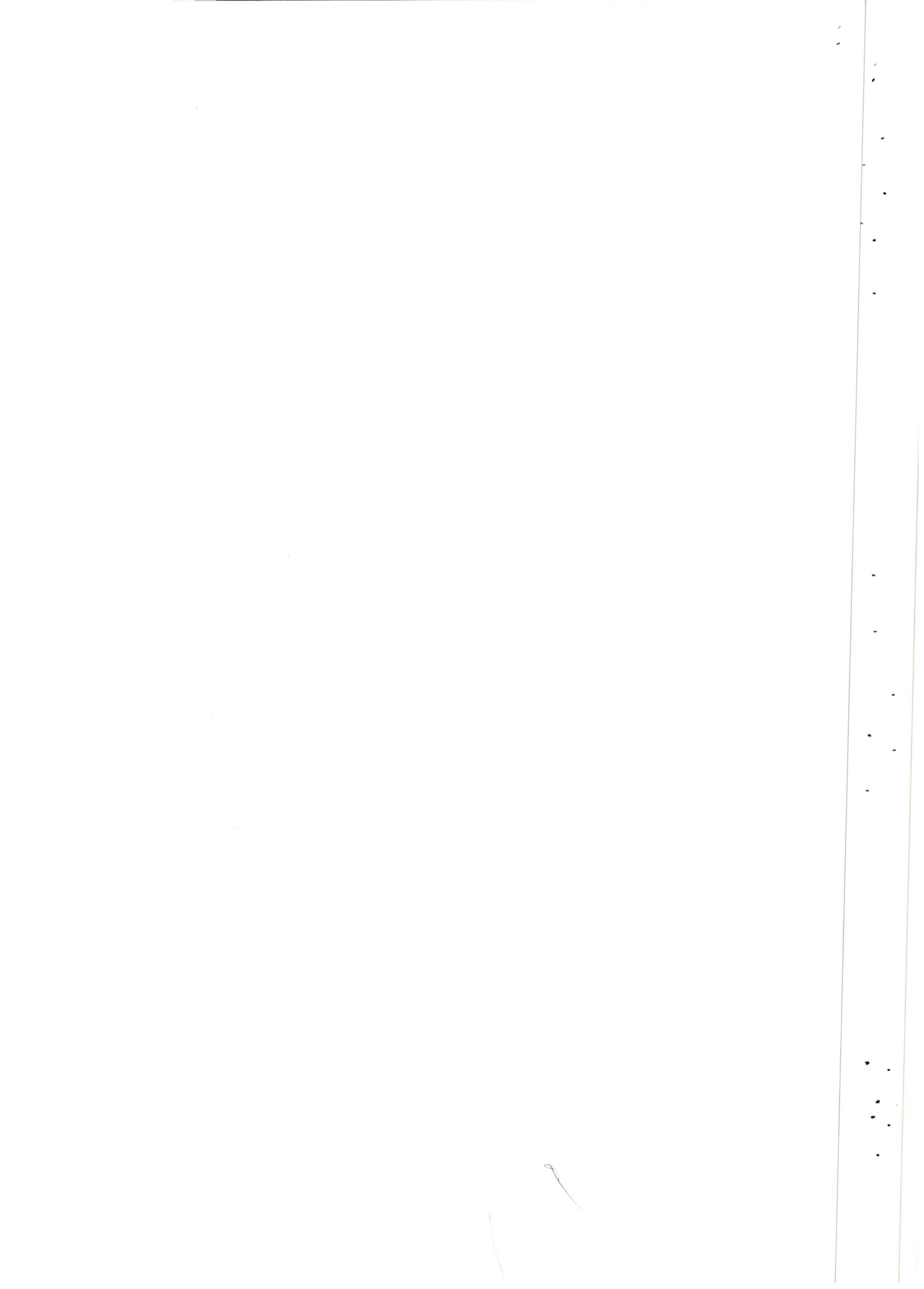
3. DONOR CONSENT FOR CHANGES The organization may alter the conditions of a gift or grant only by obtaining explicit consent by the donor.

4. EFFICIENT AND EFFECTIVE USE The organization shall ensure efficient and effective use of grants and charitable contributions.

D. Accountability

1. TRACKING EXPENDITURES The organization shall set up an organized system to track grant expenditures.

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2. **TIMELY REPORTS** The organization shall produce timely reports on the use and management of funds.

3. **FINANCIAL STATEMENTS** Financial statements regarding donations shall be available upon request by the donor and interested parties.

E. Relationship with Donor

1. **DONOR RELATIONSHIP** The directors, management, staff and volunteers of the organization shall not exploit any relationship with a donor or prospective donor for personal benefit or the benefit of any relative, friend, associate, colleague, and so forth.

2. **CONFIDENTIALITY** Privileged or confidential information regarding the donor or donation must not be disclosed to unauthorized parties.

3. **DONOR PRIVACY** A donor's privacy shall be respected and an NGO must safeguard any confidential information regarding the donor or the gift. Donors are to have the opportunity to remain anonymous, and to not have their names added to any lists that are sold, rented or given to others, unless the donor has had an opportunity to approve such lists or have their names removed.

4. **PRIVACY POLICY** The organization shall have a clear and easily accessible privacy policy that informs the public what information is being collected on individuals and donors and how that information will be used, how to contact the organization to review personal information collected and to request corrections, how to inform the NGO that the individual does not wish his or her personal information to be shared outside the NGO, and what security measures are in place to protect personal information.

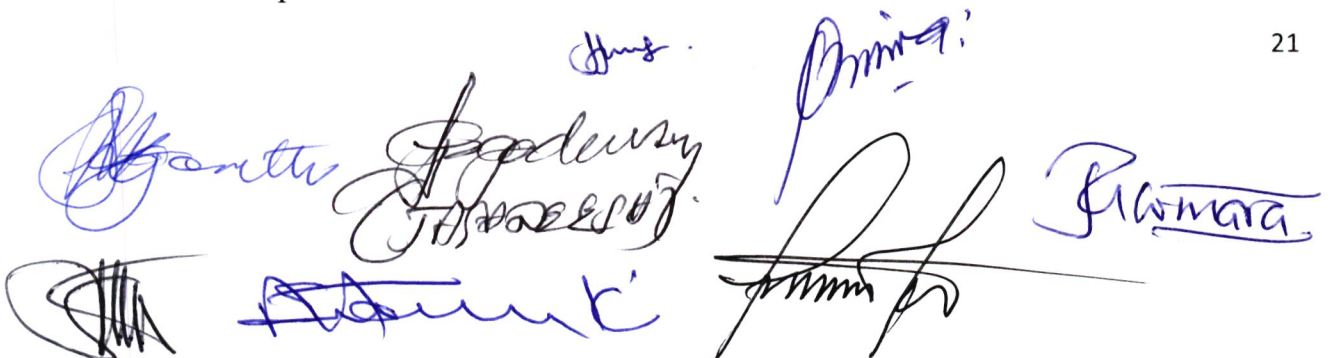
5. **UNETHICAL SOLICITATIONS-** The NGO or its agents must not use excessive pressure, coercion, undue influence or other unethical means in their solicitations.

PARTNERSHIPS, COLLABORATION & NETWORKING

*When appropriate, NGOs may find that cooperation with other **civil society organizations, government and intergovernmental agencies, and for-profit corporations** may be beneficial in advancing their mission related objectives. Such collaboration for common good may reduce duplication of services and eliminate using resources for competitive purposes rather than serving constituencies. Collaboration may allow pairing diverse strengths and resources and promote effectiveness in tackling priorities. However, an NGO may enter into such a relationship only if it is consistent with its mission.*

A. General Principles of Partnerships and Collaboration

1. **MISSION CONSISTENCY** The organization shall collaborate with other entities only if the relationship is consistent with the mission of the NGO.

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2. **SHARED VALUES** The organization shall collaborate on the basis of shared values, common ground, and for the good of society.
3. **MUTUAL BENEFIT** the NGO shall collaborate on the basis of equitable and genuine mutual benefit to each organization.
4. **TRANSPARENCY** NGO collaboration shall allow financial transparency and a two-way flow of information, ideas, and experiences.
5. **ADAPTIVE TO CHANGE** Collaborations are to be adaptive to change. Changes in the relationship are to be developed through cooperation, and not forced by one or the other organization.

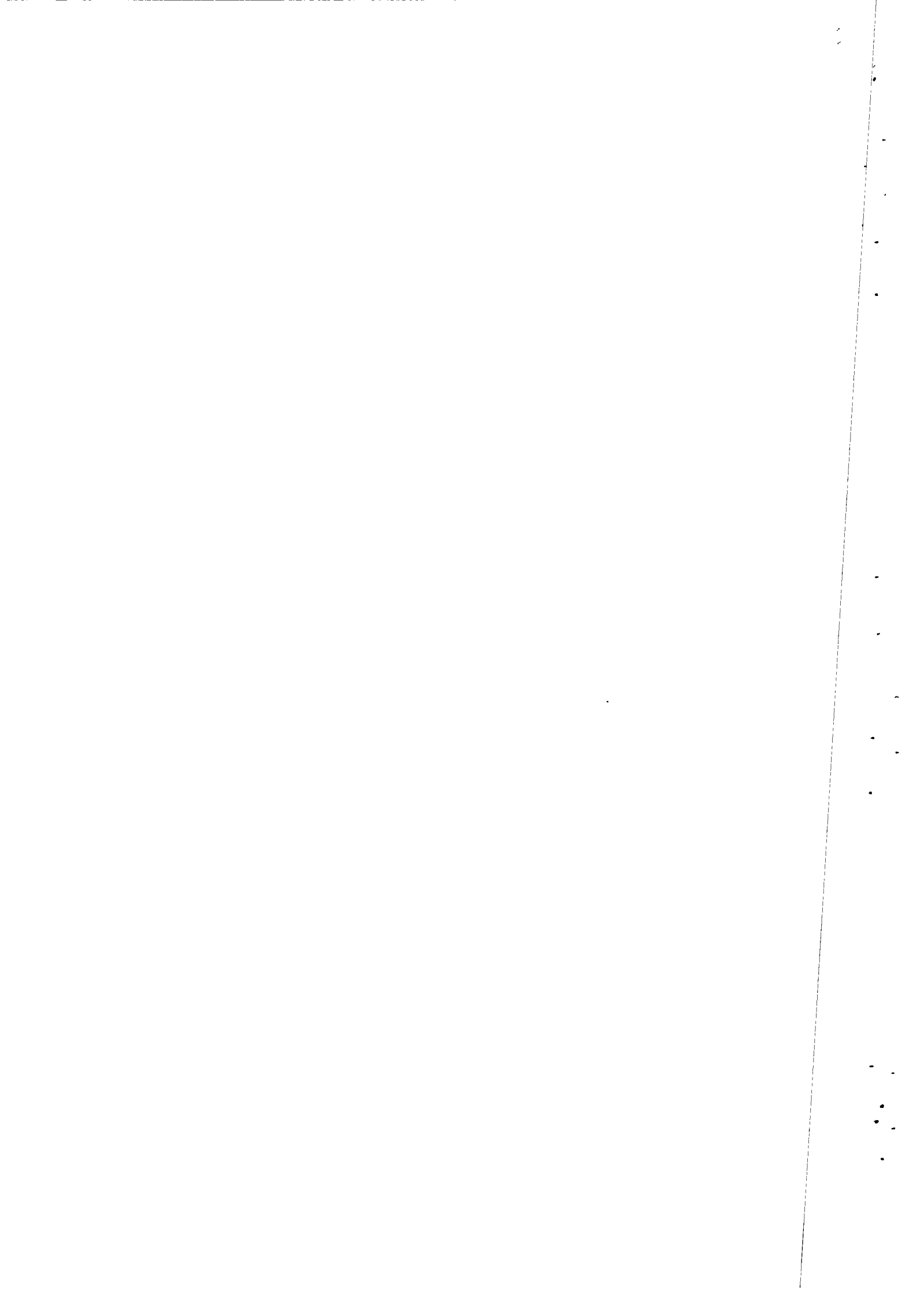
B. RELATIONS WITH OTHER NGOS AND CIVIL SOCIETY ORGANIZATIONS

1. **COMMON OBJECTIVES** -When appropriate, NGOs with overlapping missions, values, and target groups should partner with each other and civil society organizations, when it would be beneficial for the common target groups and for the achievement of common objectives.
2. **COMPETITION AND SERVICE DUPLICATION** NGOs- with overlapping missions, values, and target groups should refrain from competing with each other and with other civil society organizations, and should refrain from unnecessary duplication of services and disruption of each other's projects.
3. **INFORMATION SHARING** NGOs with overlapping missions, values and target groups should share relevant project information with other NGOs and civil society organizations, and mutually support each other.
4. **SUPPORT FOR OTHER NGOS-** The NGO shall express solidarity with campaigns and actions of other NGOs, and promote the effectiveness and success of other NGOs, when it **does not compromise the integrity or values of the NGO.**
5. **NETWORKING** the organization shall network with other ethical NGOs as a means for promoting the growth, effectiveness and efficiency of the NGO sector and the ability to advance the public good.

C. Relations with Government Agencies and Intergovernmental Bodies

1. **NGO OBJECTIVES AND INDEPENDENCE** - The organization shall enter into a partnership agreement with a government or intergovernmental body for public good and to achieve the NGO's objectives
2. **APPROPRIATE AND MUTUALLY BENEFICIAL** The organization shall seek to dialogue and cooperate with government and intergovernmental agencies when such cooperation would be both appropriate and mutually beneficial and could increase the NGO's effectiveness in dealing with issues and priorities in its agenda.

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3. MISSION-LED - The organization shall not enter into a partnership with a governmental or intergovernmental body solely to promote the sustainability or competitive advantage of the NGO independent of achieving its mission objectives.

4. **POLITICAL FAVOR** The organization **shall not** change its policies or non-partisan nature in order to curry political favor.

D. Relations with For-Profit Corporations

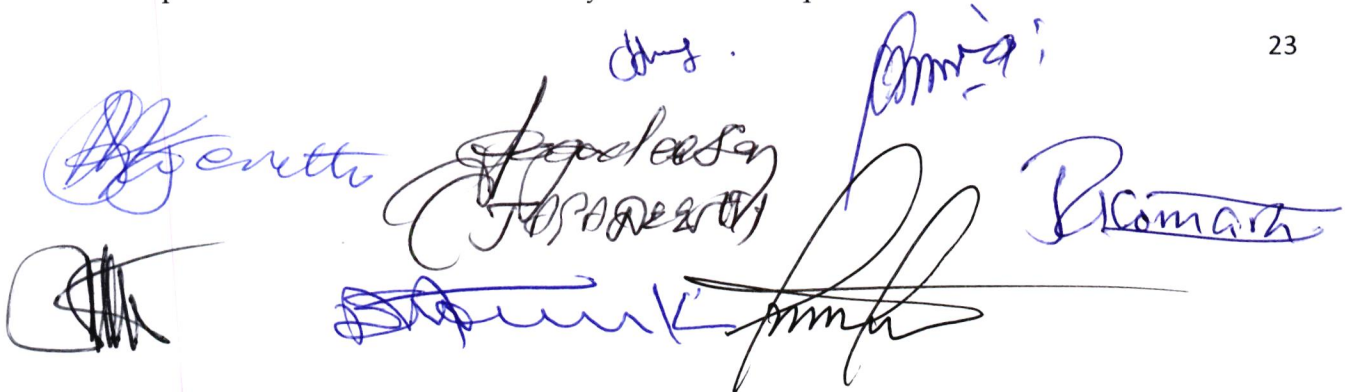
1. NGO OBJECTIVES AND INDEPENDENCE The organization shall enter into collaboration with a for-profit corporation only when it is beneficial to achievement of the NGO's objectives and does not compromise the independence or self-control of the organization.

2. MISSION-LED the organization shall not enter into collaboration with a for-profit corporation if motivated by financial reasons that are independent of achieving its mission objectives.

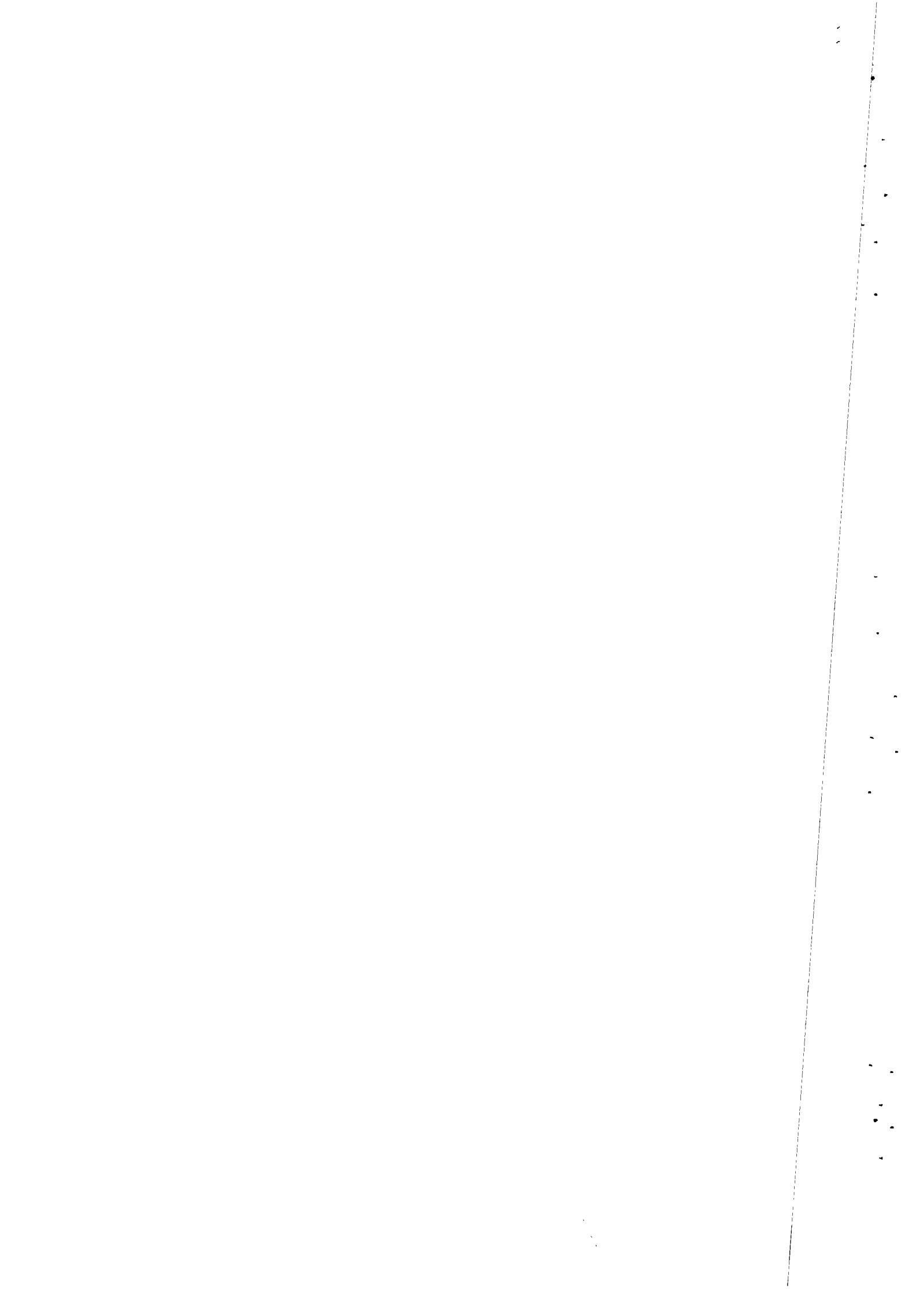
3. MARKET ADVANTAGE The organization shall not enter into collaboration with a for-profit corporation if the main motivation of the corporation is to gain a market advantage over Competitors.

E. EACH NGO IS EXPECTED TO:

1. Have physical location/Office
2. Established Organizational structure.
3. Have some definable constituency or membership
4. Have open democratic working systems, gender parity, consultative problem-solving, non-discriminatory practices
5. Have clear conflict of interest guidelines
6. Have a Code of ethics for staff
7. File an annual report and audited financial statements to the NGO Coordination Board and other relevant organization such as KRA, NSSF, NHIF and other statutory bodies.
8. Be non-profit, non- political
9. Foster justice and equity, alleviate poverty and preserve cultural integrity
10. Endeavor to enhance the thematic areas in areas of response.
11. Have a fair wage structure, with a credible scale between highest and lowest paid worker
12. Be truly with people and not impose their agendas on them
13. Base all their work on the resources available to the people, their expertise, existing institutions, culture and religions; be self-sufficient while remaining open to the assistance offered by their various partners



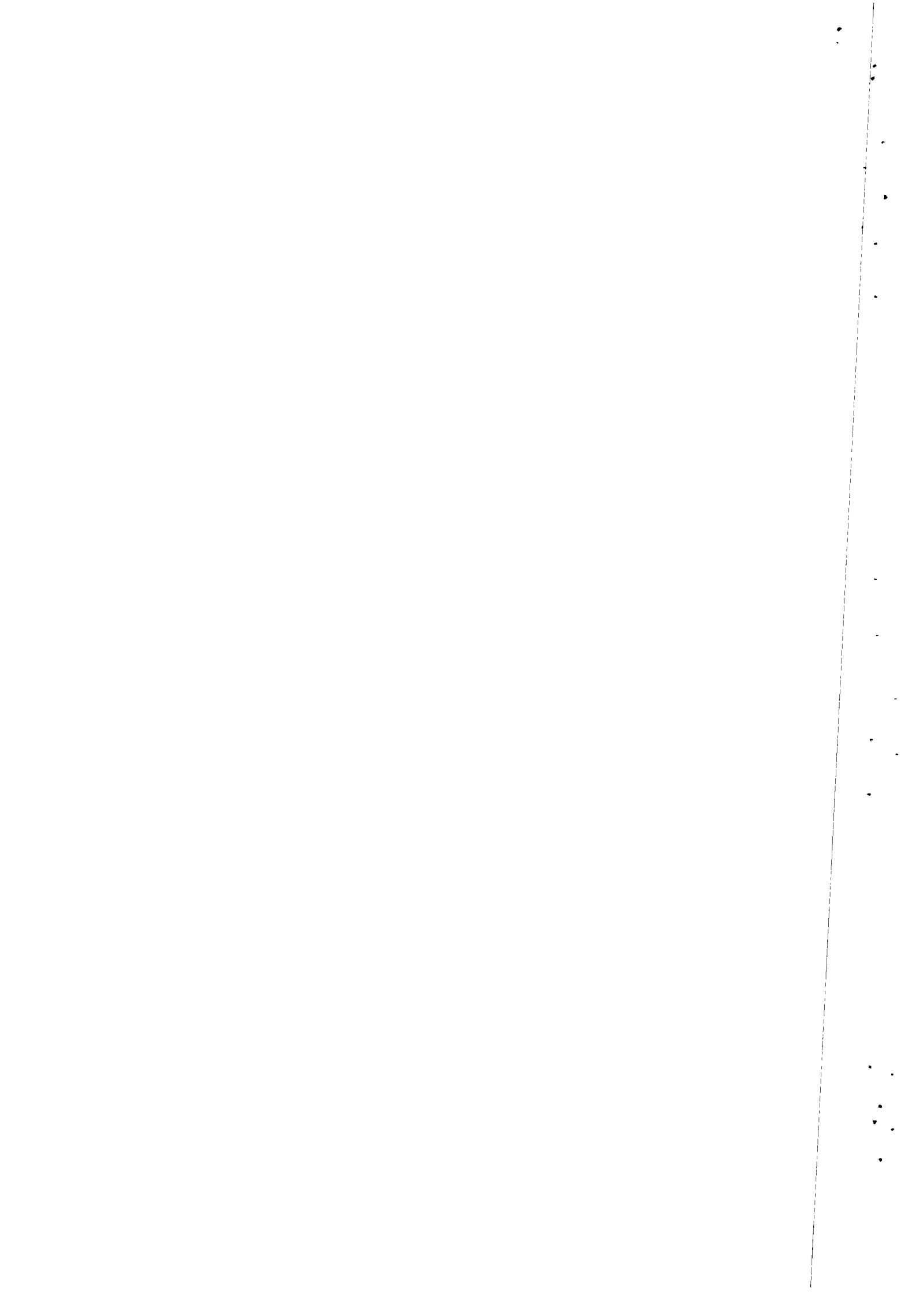
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14. Avoid being corrupted both materially and spiritually
15. facilitate people's efforts
16. Share information with all members; set up necessary mechanisms to gather and exchange experiences, and get actively involved in activities that they are registered to undertake.
17. Articulate a broad working framework and code of ethics to guide their internal operations and their work with communities.
18. Ensure the highest levels of accountability and transparency, starting with their thematic areas.
19. Before making public expression of solidarity with other NGOs and individuals a proper consultation process should be undertaken to ensure the fairness on the affected parties.
20. NGOs should collaborate with other partners on the basis of:
 - a. equitable and genuine partnership
 - b. two-way flow of all information, ideas and experiences
 - c. Financial transparency.
21. Local NGOs have the major responsibility key within their areas of operation.
22. NGOs should develop effective policy for their operations.
23. Adhere to their constitution and international arrangements.
24. International NGOs should build capacity of the local and work closely with through partnerships by:
 - a) Building a relationship that is based on mutual respect and collaboration as partners, and that fosters self-determination and self-reliance
 - b) Use their comparative advantage of easy access to information and pass it on to their partners.
 - c) Promote positive morals and values.
25. Work for Peace and sustainable development in the society.
26. Work in Harmony with both county, national government, other NGOs and relevant authorities and agencies and address issues without fear or intimidation.
27. Be rooted in the communities they operate in.

NB: This Code was produced by the National Council of NGOs for NGOs/CSOs in Kenya @2018.

The bottom of the page features five distinct handwritten signatures in blue ink. From left to right, they are: a stylized signature, a signature that appears to read 'James', a signature that appears to read 'Amos', a signature that appears to read 'James', and a signature that appears to read 'P. Comara'.





The National Council of NGOs

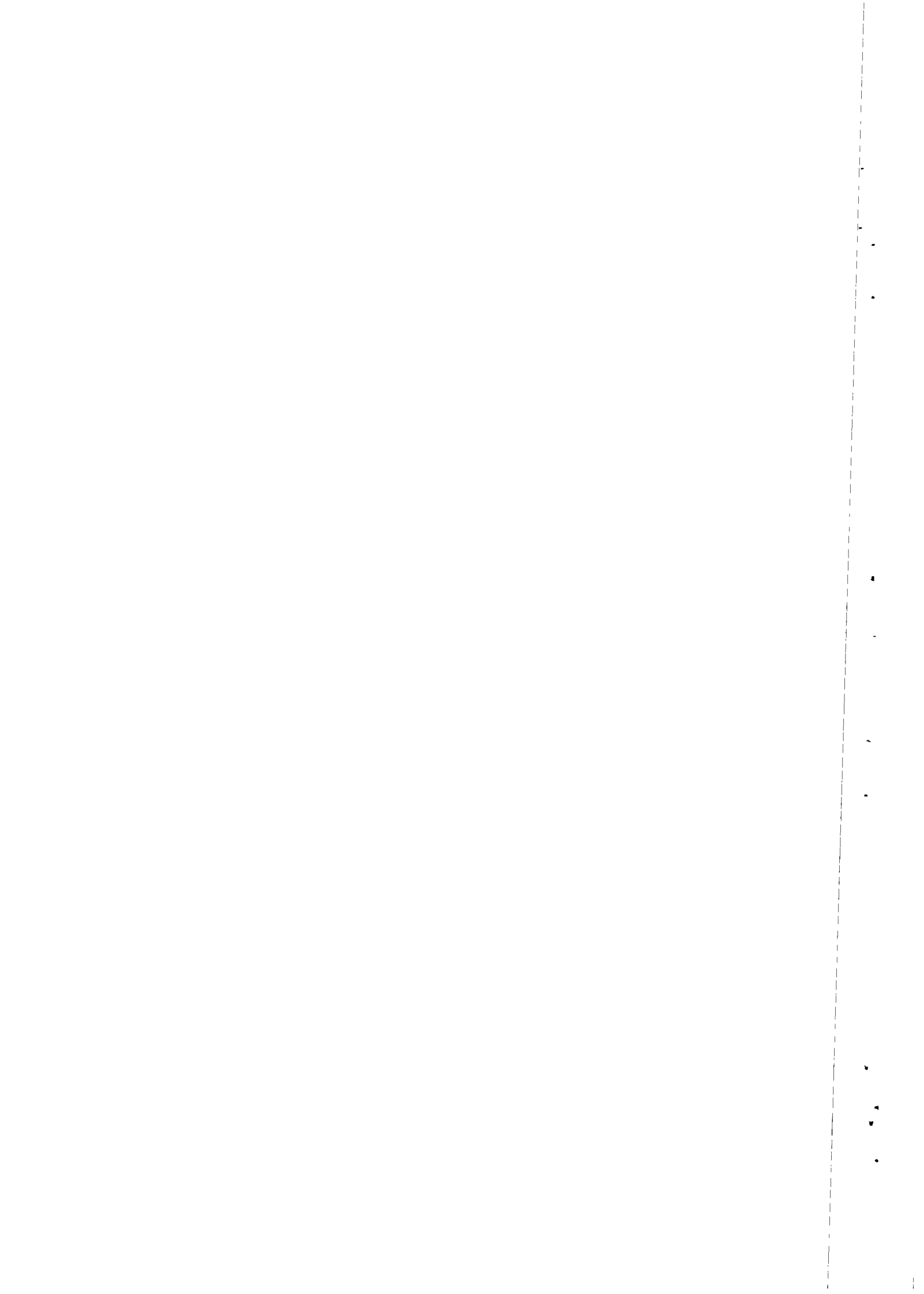
Tel: 02022761 / 0722450798 / 0721 843 924 E-mail: ngosouncilofkenya@gmail.com or ngosnewsinkenya@gmail.com

NATIONAL COMMITTEE PEACE TEAM AND STAKEHOLDERS MEETING: FRIDAY 21ST DECEMBER 2018.

NO.	FULL NAMES	I.D NUMBER	TELEPHONE NUMBER	SIGNATURE
1	BERTARDATTE ANIMA AMBIEA	23269201	0720 144 808	
2	Stephen Chebot		0721843924	
3	James H. Kaga	12794144	0715018778	
4	LILIA K. KASTYM	0602744	07 22341692	
5	G. JAGADEESAN (JAGADESI)	0721-572658 23428710	0921-572658	
6	MICHAEL LORISO	1105155	0714 98 8869	
7	SAMUEL OMOEKORE	4099485	0745624970	
8	JAPHET RUTTO	25337054	0721849844	
9	KARAR LOLOINTANG	7697112	0719589969	
10	LORENZO LEDITARIO	11530670		
11	Saminic P. Siangede	875690	0706873144	
12	WILFRED ATINA	0379105	0726771310	

OUR MOTTO: Leave No One behind, working with in partnership with for Peace and sustainable development in Kenya.





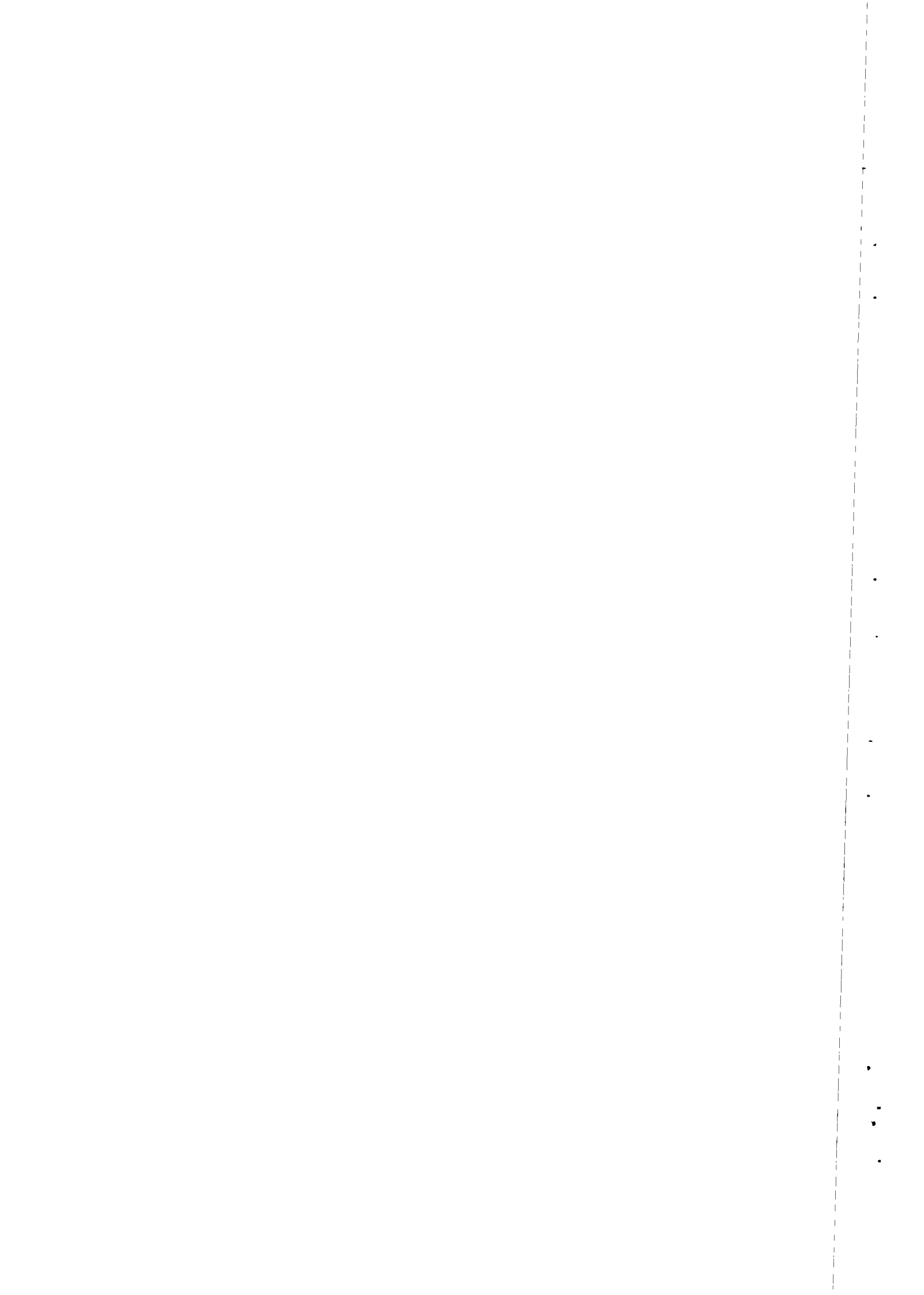


The National Council of NGOs

Tel: 02022761 / 0722450798/0721 843 924 E-mail: ngoscouncilofkenya@gmail.com or ngosnewsinkemva@gmail.com
NATIONAL COMMITTEE PEACE TEAM AND STAKEHOLDERS MEETING: FRIDAY 21ST DECEMBER 2018.

NO.	FULL NAMES	I.D NUMBER	TELEPHONE NUMBER	SIGNATURE
13	LOMENGA PATOR	7684336		
14	KALELI CHEMERENG	405505	0715 316 437	
15	CHEPOCHERARIRIKI LONGWEMA	8758214		
16	GRACE TOMUNTO	9150195		
17	SAMSON PITOS AKASILE	0276009	0718 70 2287	
18	AHMED TOROTGO	8759009	0706 6534478	JANAM
19	JOTHIM ANNETIKA AGOROKO	0588847		
20	PVILOR KATHIKI AKACHOLIA	7103473	0713 847611	
21	KADUATAGOLE TIRIORWAKIAG	7705370	0700 740650	
22	ROBERTS CHERUKWO	7691190	0712 95 8415	
23	JOSEPH FREEYARAN	8756449	0728275514/0735735471	
24	Solomon Muke nina	0589909	0722647890	

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The National Council of NGOs

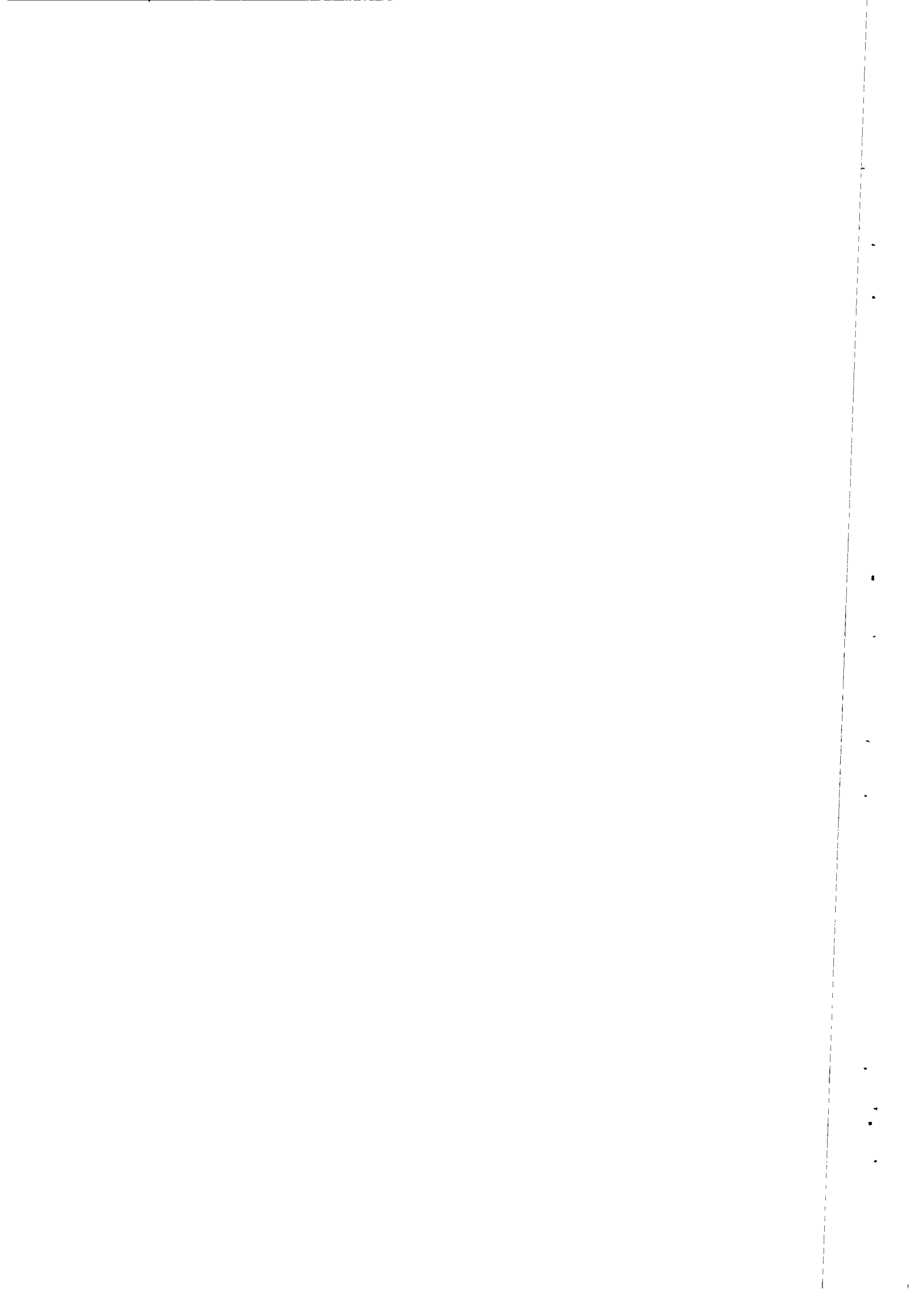
Tel: 02022761 / 0722450798 / 0721 843 924 E-mail: ngoscouncilofkenya@gmail.com or ngosnewsinkenya@gmail.com

NATIONAL COMMITTEE PEACE TEAM AND STAKEHOLDERS MEETING: FRIDAY 21ST DECEMBER 2018.

i♥+

NO.	FULL NAMES	I.D NUMBER	TELEPHONE NUMBER	SIGNATURE
25	Josiah K. Chepseroga	0334961	0720655041	
26	Violah Mokeru	24725352	0787892984	
27	Jackson Isahig	28165773	0704264869	
28	Cyprian Mwangi	36952040	0715747425	
29	David Ataka	7572745	0710614151	
30	Prisca Kipligat	11378185	0729650659	
31	Stella Sitoni	16066782	0722759741	
32	FAITH NJAGI	9302109	0721225455	
33	David Ndete	29754628	072077718	
34	STEFAN CHORO	2889353	0721843924	
35	Amb. Esther Wanga	118254	0711818170	
36	Grace Mwendu	33007815	0702589025	

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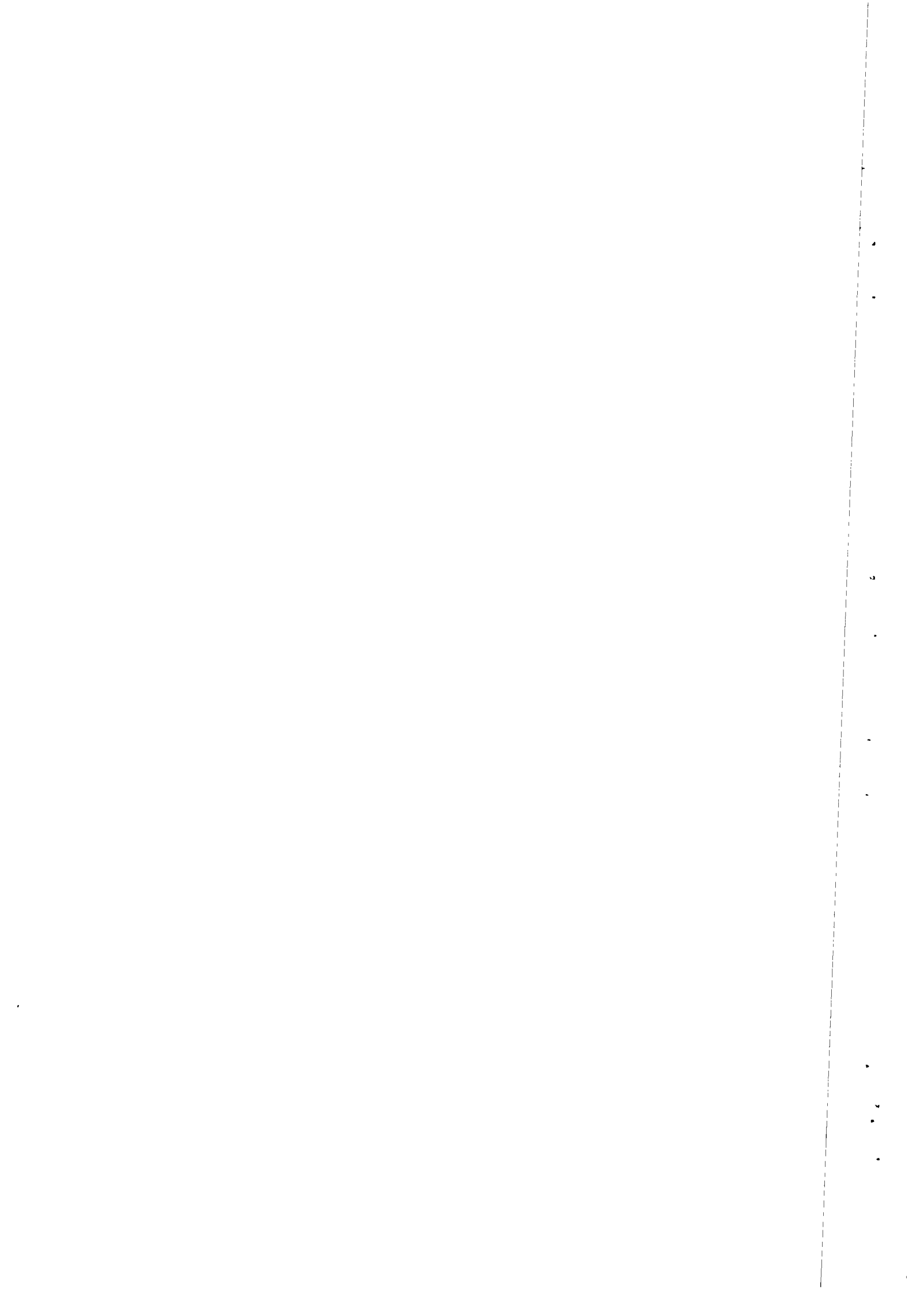


The National Council of NGOs

Tel: 02022761 0722450798/0721 843 924 E-mail: ngoscouncilofkenya@gmail.com or ngosnewsinkemba@gmail.com
NATIONAL COMMITTEE PEACE TEAM AND STAKEHOLDERS MEETING: FRIDAY 21ST DECEMBER 2018.

NO.	FULL NAMES	I.D NUMBER	TELEPHONE NUMBER	SIGNATURE
37	FRANCIS NYAGAKA	6953977	0720654329	
38	PAUL MWANGI	8812533	0720748523	
39	CHRISTINE ONKWARE	9642967	0722 979 544	
40	CHRISTINE MUMETI	8712905	0700032223	
41	Bishop David Lengola	3041887	0705726276	
42	KEKELI FODIYICH	0476250	0704503578	
43	MONICA CHEPKELIR	21596812	0724952711	
44	Cecilia Nyokebi Gathitu	8344638	0717330021	
45	David Mwangi	0300308	0722328859	
46				
47				
48				

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The National Council of NGOs



Tel: 02022761 /0722450798/0721 843 924 E-mail: ngoscouncilofkenya@gmail.com or ngosnewsinkenya@gmail.com

NATIONAL EXECUTIVE COMMITTEE MEMBERS/DIRECTORS MEETING DATE: TUESDAY 18TH DECEMBER 2018 AT AGHRO HOUSE

WORKING IN PARTNERSHIP WITH OTHER STAKEHOLDERS FOR PEACE AND SUSTAINABLE DEVELOPMENT IN KENYA.

ATTENDANCE LIST:

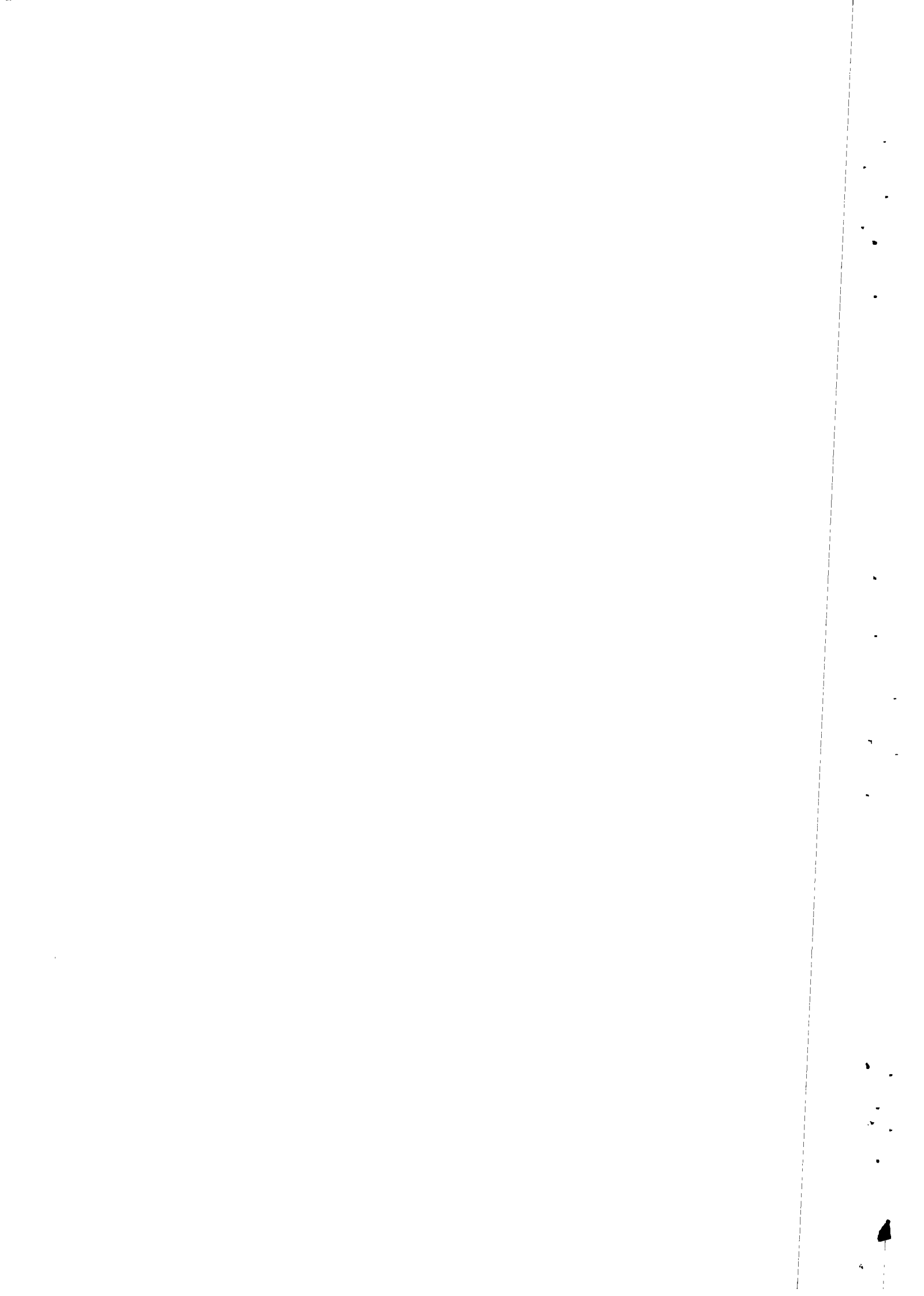
NO.	FULL NAMES	I.D NO	E-MAIL ADDRESS/TELEPHONE	SIGNATURE
1.	STEPHEN K. CHEBOI	20819353	0721843 924	
2.	JACOB H. ARASA	12794144	0715018778 Arasa.jacob@fape.com	
3.	DAVID MACHARIA KIBE	0354328	0724306557 macharia david306@gmail.com	
4.	SAMUEL MATHU	0864529	hovegivers94@gmail.com 0724953682	
5.	ROBERT E ANDERE	10006063	0723128866	
6.	STELLA SIRONIK	16066782	0722759741	
7.	MONICAH CHEPURUR	21596212	monicheps28@gmail.com 0724952711	
8.	CARINEWE MOIMEI	8712905	emoimeit@aghro.com 0700032223	
9.	RACE CHEPTANU	23537851	bettraecy@ghro.com 0711439866	
10.	JOSHUA K. CHEPURUR	0334961	0720655041 cheptanuk@ghro.com	
11.	Irene Kapchebui Mbiti	9240608	0722855333	
12.				

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General Secretary:

Chairman:

Secretary:





The National Council of NGOs



Tel: 02022761 /0722450798/0721 843 924 E-mail: ngoscouncilofkenya@gmail.com or ngosnewsinkenya@gmail.com
NATIONAL EXECUTIVE COMMITTEE MEMBERS/DIRECTORS MEETING DATE: TUESDAY 18TH DECEMBER 2018.

WORKING IN PARTNERSHIP WITH OTHER STAKEHOLDERS FOR PEACE AND SUSTAINABLE DEVELOPMENT IN KENYA.

ATTENDANCE LIST:

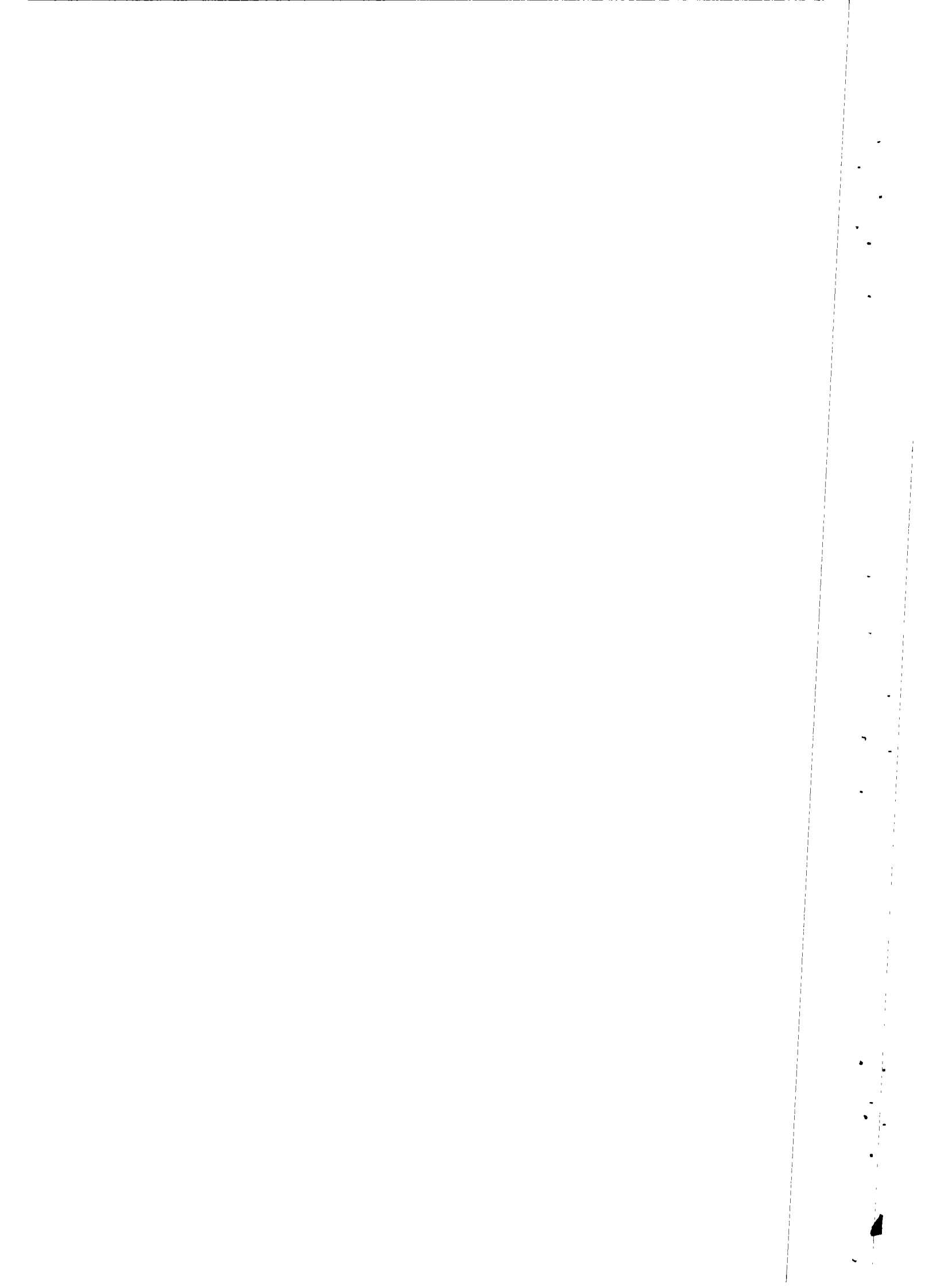
NO.	FULL NAMES	I.D NO	E-MAIL ADDRESS/TELEPHONE	SIGNATURE
13.	MICHAEL MASIRABA	12670501	rehever626@yahoo.com	
14.	Solomon MUKENIA	0589909	mukenia@yahoo.co.uk	
15.	JACSON BADA	28165773	odangjuck@gmail.com	
16.	GANAPATHY JAYASEKARAN	0731-57268	datamanndee1@yahoo.com	
17.	David Ateka	7572745	magetoateka@gmail.com	
18.	Joan Tubei	29278092	tubei.joan@yahoo.com, 0726044258	
19.	David Mongare	0300308	pavidomwanga1@gmail.com	
20.	Francis Nyagaka	6953977	fkanyaga@gmail.com	
21.	Salina Jerkorik	10032003	0725476588 salinajerkorik@yahoo.com	
22.	Rose M. KIMUSU	10890623	0723 888057 mumnyjvackistinyue@gmail.com	
23.	John WAKILU	1855209	Johnwaku1@yahoo.co.uk	

07223288
59

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General Jayasekaran

Amira Ficomera





The National Council of NGOs



Tel: 02022761 /0722450798/0721 843 924 E-mail: ngoscouncilofkenya@gmail.com or ngosnewsinkenya@gmail.com
NATIONAL EXECUTIVE COMMITTEE MEMBERS/DIRECTORS MEETING DATE: TUESDAY 18TH DECEMBER 2018.

WORKING IN PARTNERSHIP WITH OTHER STAKEHOLDERS FOR PEACE AND SUSTAINABLE DEVELOPMENT IN KENYA.

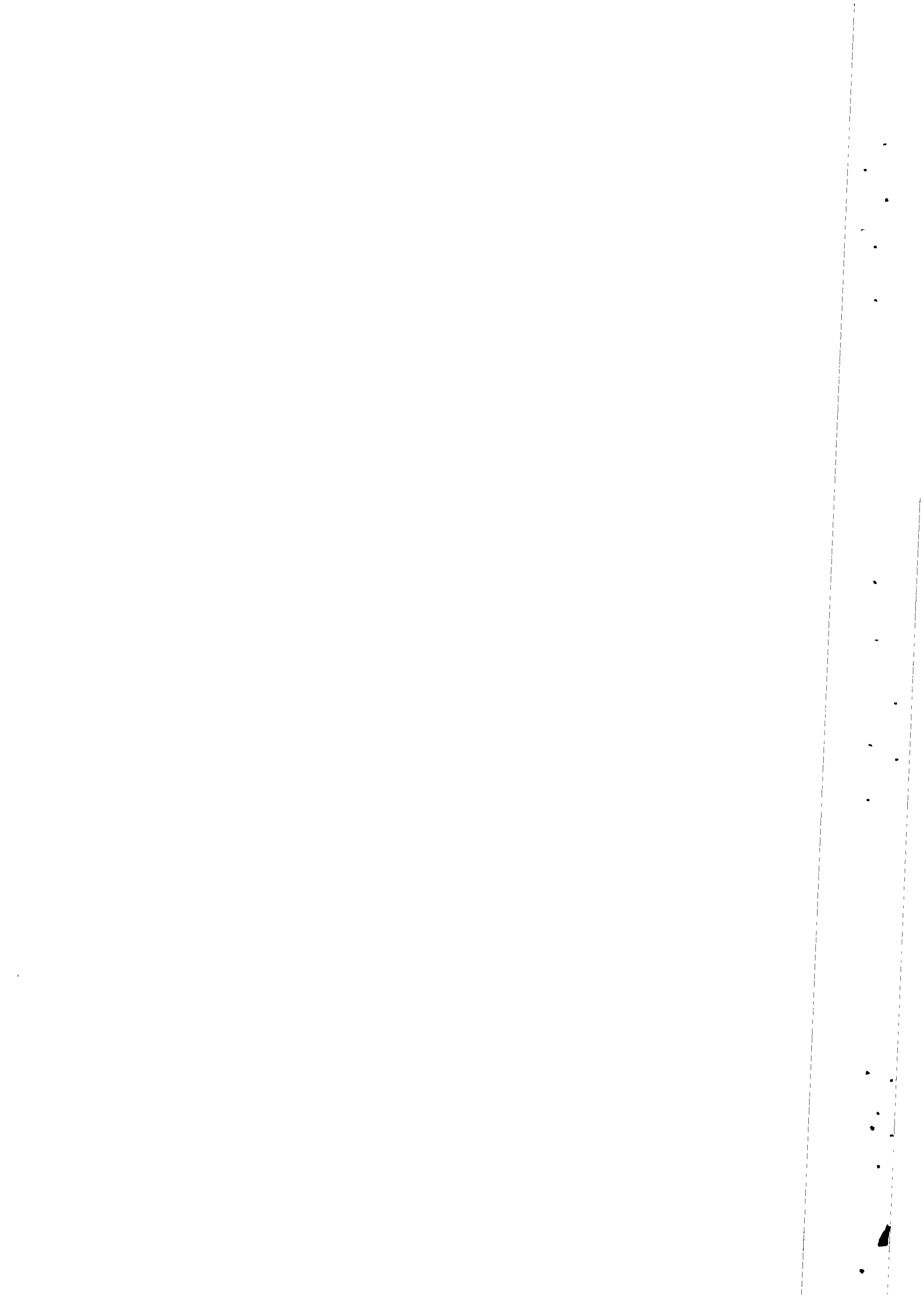
ATTENDANCE LIST:

NO.	FULL NAMES	I.D NO	E-MAIL ADDRESS/TELEPHONE	SIGNATURE
23	PRISCA PLAGAT	11378189	priscaplagat@gmail.com	
24	STELLA SITORIK	16066782	0722759741 stellatorik@gmail.com	
25	RUTH KAWIRA KIRIGIA	13175042	Kawireruth.3@gmail.com	
26	SHADRACK ASUMU	8894423	sasumam2015@gmail.com	
27	Gerfrude Mung'oma	13644546	yenkenya@yahoo.com	

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Gerfrude Mung'oma

Prisca Plagat





The National Council of NGOs

Tel: 02022761 /0722450798/0721 843 924 E-mail: ngosouncilofkenya@gmail.com or ngosnewsinkeny@gmail.com

BOARD OF DIRECTORS MEETING DATE: WEDNESDAY 21st NOVEMBER 2018.

WORKING IN PARTNERSHIP WITH OTHER STAKEHOLDERS FOR PEACE AND SUSTAINABLE DEVELOPMENT IN KENYA.

ATTENDANCE LIST:

NO.	FULL NAMES	I.D NO	E-MAIL ADDRESS/TELEPHONE NUMBER	SIGNATURE
①	Stephen K. Cheloi	20819353	cheloi. Stephen@gmail.com	
②	Frances Onandi Aloyo	7881551	fomandi2003@gmail.com	
③	G. JAGADEESHAN.	23428770	ataman2012@yahoo.com	
4	heva Karlum	6622741	luuka-karlum@gmail.com	
5	Franco Ilayo	6187831	francoilay@gmail.com	
6.	MUSEMBI MATTHEW	7929868	PEOPLE'S GRASSROOT	
7	Stella SILWAK	16066282	stellasilwak@gmail.com	
8	David Oteka	07572745	magetoateka@gmail.com	
9	WILFRED ATINA	0726771310	wilfredatina@gmail.com	
10.	JACKSON BADIO	28165773	adaanjackson@gmail.com	
11	Amb. Esther Waringa	11182521	estherwaringa@yahoo.co.uk	

OUR MOTTO: working with partnership with other stakeholders for Peace and Sustainable development in Kenya.

Francis Ombia
SICOMBA

—



The National Council of NGOs

Tel: 02022761 /0722450798/0721 843 924 E-mail: ngosouncil@kenya@gmail.com or ngosnews@kenya@gmail.com
BOARD OF DIRECTORS MEETING DATE: WEDNESDAY 21st NOVEMBER 2018.

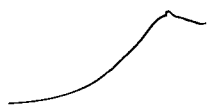
WORKING IN PARTNERSHIP WITH OTHER STAKEHOLDERS FOR PEACE AND SUSTAINABLE DEVELOPMENT IN KENYA

ATTENDANCE LIST:

NO.	FULL NAMES	I.D NO	E-MAIL ADDRESS/TELEPHONE NUMBER	SIGNATURE
12	Faith Nyagi	9302109	nyagifaith04@gmail.com	
13	Solomon Tukenson	6589709	makenson@yahoo.co.uk	
14	Francis Nyagaka	6953977	frnyaga@gmail.com	
15	Prisca Kiplagat	11378189	priscaobama@gmail.com	
16	Jacob Aracq	12794144	arasa.jacob@yahoo.com	
17	PATRIUK MUTEMI	12773340	pmutemi476@gmail.com	
18	Cecilia Nyokabi Gathitu	8344638	Cecilia.nyokabi@yahoo.com	

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Prisca Tukenson





The National Council of NGOs

Devan Plaza, 7th Floor, Wing B,
P.O. BOX 38650 – 00100 Nairobi
Waiyaki Way, Westlands
Tel: 020 2357739 / 020 2025579

THE NON-GOVERNMENTAL ORGANIZATION COORDINATION ACT NO. 19 OF 1996

THE NATIONAL COUNCIL OF NON-GOVERNMENTAL ORGANISATION

OATH OF OFFICE

I, STEPHEN CHEBOI OF I.D. NO. 25219353 HAVING BEEN ELECTED AS EXECUTIVE COMMITTEE MEMBER (EXCOM) OF THE NON-GOVERNMENTAL ORGANIZATION BY A SPECIAL GENERAL ASSEMBLY UNDER ARTICLE 22 OF THE RULES AND REGULATIONS DO SWEAR/AFFIRM THAT I WILL COMMIT MYSELF TO THE VALUE OF PROBITY, TRANSPARENCY, ACCOUNTABILITY, INTEGRITY, JUSTICE AND GOOD GOVERNANCE AND TO THE BEST OF MY ABILITY, UPHOLD AND PROTECT RULES AND REGULATIONS OF THE NGO COUNCIL THE KENYA CONSTITUTION AND OTHER LAWS OF KENYA IN DISCHARGE OF THE TRUST AND PERFORMANCES, OF THE DUTIES, DEVOLVING UPON ME BY VIRTUE OF THAT ELECTION

SO HELP ME GOD.

Signature

STEPHEN K. CHEBOI

Name

SWORN BEFORE ME THIS DATE

11th

OF DECEMBER 2015

JUDGE CHIEF MAGISTRATE
NAIROBI COMMERCIAL COURT
NAIROBI



NAIROBI CITY COUNTY



Telephone: +254 20 2224281
Email: info@nairobi.go.ke
Website: www.nairobi.go.ke

City Hall,
P. O. Box 30075-00100,
Nairobi, Kenya.

OFFICE OF THE GOVERNOR COUNTY SECRETARY AND HEAD OF COUNTY PUBLIC SERVICE

NCC/CS/LOM/1109/2017

23rd October, 2017

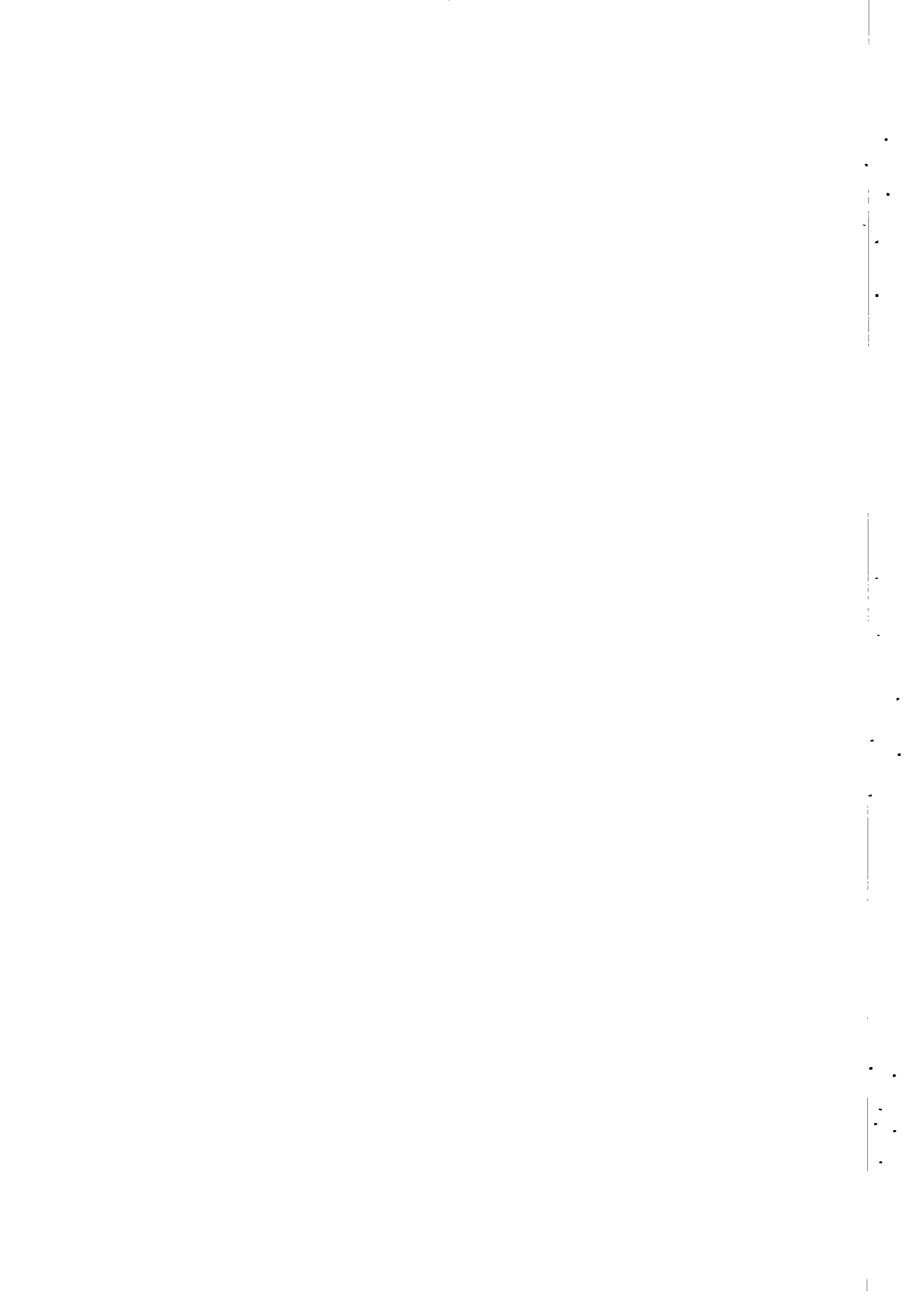
Stephen K. Cheboi
National Chairman
The National Council of NGO's
NAIROBI

RE: CLOSE WORKING RELATIONSHIP WITH NGO COUNCIL

This is to acknowledge receipt of your letter Ref. No. NCN/17/10 dated 16th October, 2017 concerning the above subject.

Your request to have an appointment with His Excellency the Governor, Nairobi County will be considered after the ongoing transitional process,

LEBOO OLE MORINTAT, OGW
AG. COUNTY SECRETARY





REPUBLIC OF KENYA

OFFICE OF THE ATTORNEY-GENERAL
&
DEPARTMENT OF JUSTICE

8th June, 2017

667/2/1

Chief Executive Officer,

Non-Governmental Organizations Council,

AGHRO House, 2nd Floor,

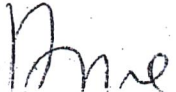
NAIROBI.

RE: GAZETTEMENT OF MEMBERS OF THE NON-GOVERNMENTAL ORGANIZATIONS COUNCIL

The above matter and your letter dated 24th May, 2017, please refer.

Enclosed herewith please find attached one original plus three copies of the Gazette Notices for the Chairman's signature, if he approves.

Take note, we shall require the signed original plus two copies of the Gazette Notices for each, for publication.


PAUL WEKESA,
Parliamentary Counsel.

For: Attorney General.

SHERIA HOUSE, HARAMBEE AVENUE

P.O. Box 40112-00100, NAIROBI, KENYA. TEL: +254 20 2227461/2251355/07119445555/0732529995

E-MAIL: info_statelawoffice@kenya.go.ke WEBSITE: www.attorney-general.go.ke

DEPARTMENT OF JUSTICE

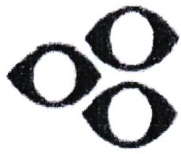
CO-OPERATIVE BANK HOUSE, HAILLE SELLASIE AVENUE P.O. Box 56057-00200, Nairobi-Kenya TEL: Nairobi 2224029/ 2240337

E-MAIL: legal@justice.go.ke WEBSITE: www.justice.go.ke

ISO 9001:2008 Certified



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The National Council of NGOs

Agrho House 2nd Floor Nairobi, Tel: +254(0) 202211761
e-mail: ngoscouncilofkenya@gmail.com

THE NON-GOVERNMENTAL ORGANISATION COORDINATION ACT

NO .19 OF 1990

THE NATIONAL COUNCIL OF NON - GOVERNMENTAL ORGANISATIONS

OATH OF OFFICE

I **STEPHEN K CHEBOI** OF ID **20819353** HAVING BEEN ELECTED NATIONAL CHAIRMAN OF THE NATIONAL COUNCIL OF NON-GOVERNMENTAL ORGANISATIONS IN KENYA EFFECTIVE **15TH MARCH 2017** TO **14TH MARCH 2020** BY THE MEMBERS GENERAL ASSEMBLY UNDER THE COUNCIL RULES AND REGULATIONS DO SWEAR/AFFIRM THAT I WILL COMMIT MYSELF TO THE VALUE OF **PROBITY, TRANSPARENCY AND ACCOUNTABILITY, INTERGRITY, JUSTICE AND GOOD GOVERNANCE, AND TO THE BEST OF MY ABILITY, UPHOLD AND PROTECT THE CONSTITUTION AND OTHER LAWS OF KENYA IN THE DISCHARGE OF TRUST AND PERFORMANCE OF THE DUTIES DEVOLVING UPON ME BY VIRTUE OF THAT ELECTION.**

SO HELP ME GOD

SWORN BEFORE ME THIS DATE

..... OF May 2017

Gichimu Githinji
Advocate
Commissioner for Oaths
P. O. Box 28875-00200,
Nairobi.

COMMISSIONER FOR OATHS



REPUBLIC OF KENYA
MINISTRY OF WATER AND SANITATION
OFFICE OF THE CABINET SECRETARY

MAJI HOUSE
NGONG ROAD
P.O. BOX 49720-00100
NAIROBI
Website: www.water.go.ke

Telegrams: "MAJI" Nairobi
Telephone: +254204900303
G.L +254 20 2716103
Fax: +254 20 2728703
E-mail: cs@water.go.ke

Ref: WD/3/3/1314 (84)

17th September 2018

Mr. Stephen Cheboi
National Chairman
The National Council of NGOs
P. O. Box 58786-00200
NAIROBI

Dear *Cheboi*

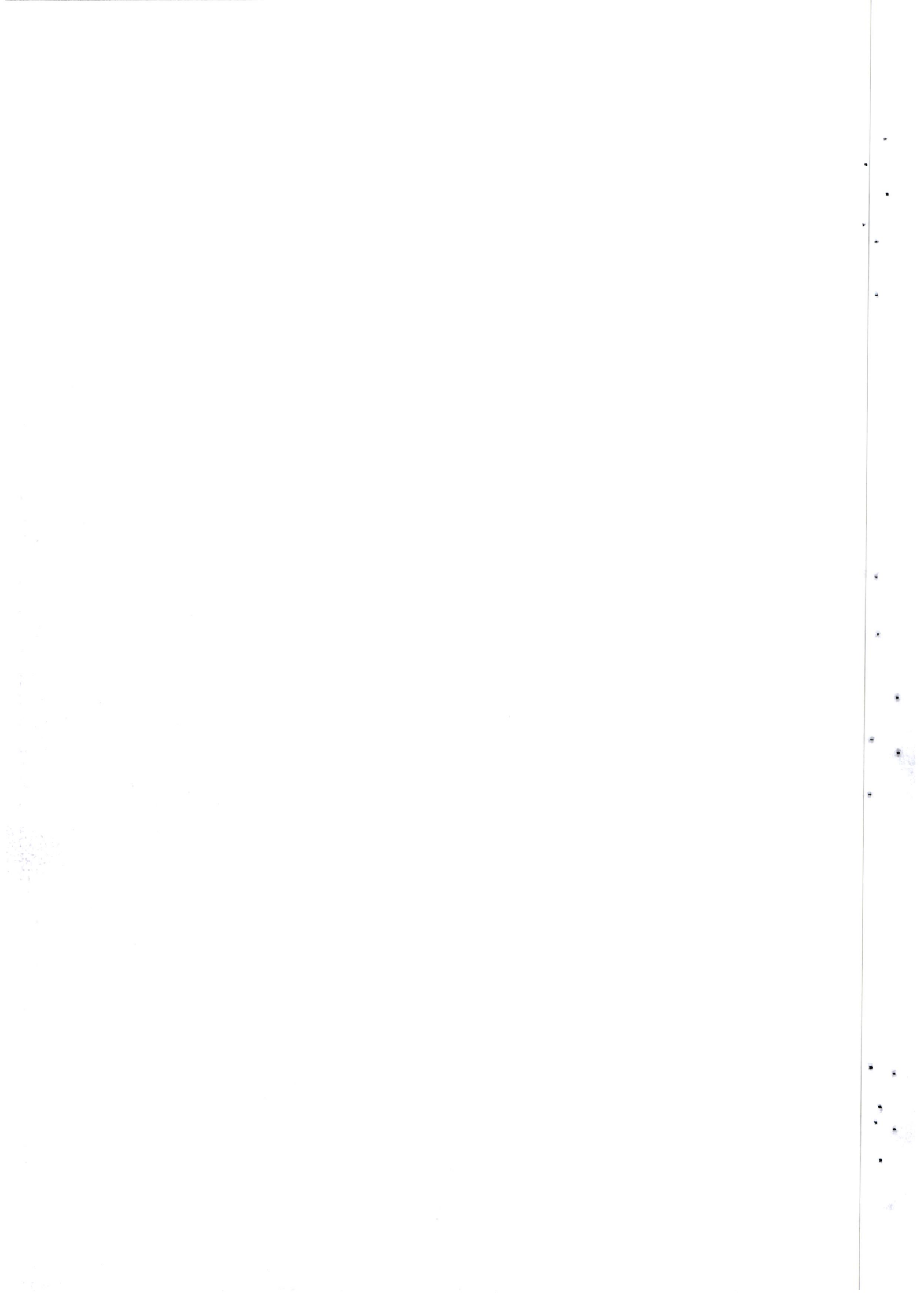
RE: NOMINATION OF MEMBERS OF KEWI GOVERNING COUNCIL

The KEWI Act 2001 stipulates on section 5 (1) (g) (ii) that the National Organizations of Non-Governmental Organizations shall nominate one member for appointment into KEWI Governing Council.

The purpose of this letter is to ask you to nominate three persons from NGO involved in Water activities for one of them to be appointed as a member of KEWI Governing Council. The three persons should be nominated in consideration of experience, skills, regional and gender balance. The names of the nominated persons including their email addresses, postal addresses, telephone numbers and detailed Curriculum Vitae should reach this office not later than 30th September 2018.

Yours

SIMON K. CHELUGUI
CABINET SECRETARY





**MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL
GOVERNMENT**
Office of the Cabinet Secretary

Telephone: +254-20-2227411
Fax: +254-20-341938
When replying, please quote

HARAMBEE HOUSE
P.O. Box 30510-00100
NAIROBI, KENYA

Ref. No **MNG/1/38 Vol. 8**

Date: **26th July, 2018**

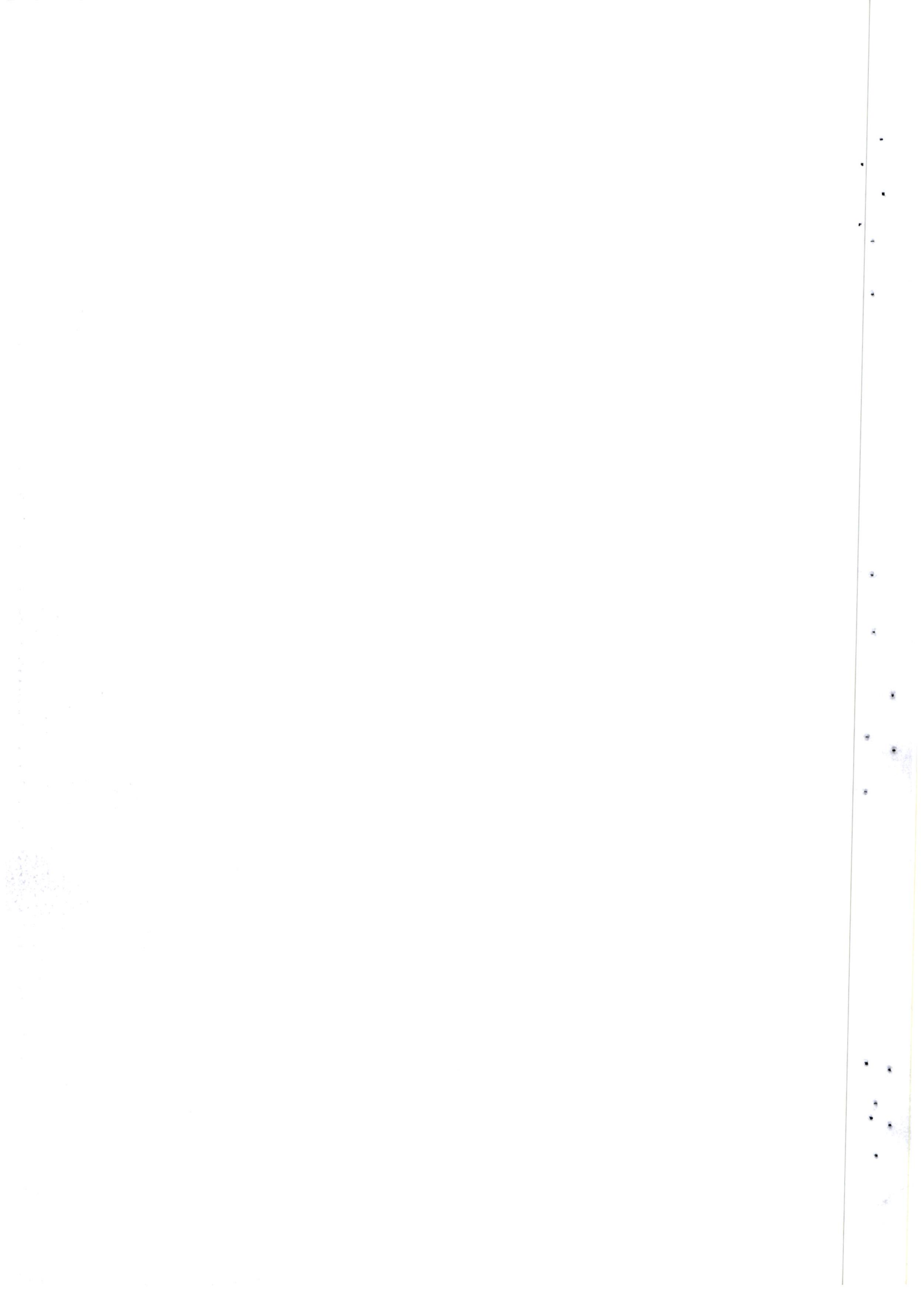
Mr. Stephen K. Cheboi
National Chairman
The National Council of NGOs
P.O. Box 58786-00200
NAIROBI

**RE: INVITATION TO OFFICIATE AN OPENING SESSION OF NGOs,
CAPACITY BUILDING AND PARTNERSHIP MEETING ON
THURSDAY 2ND AUGUST 2018 AT NAIROBI CLUB 7.30 A.M.**

Reference is made to your letter ref. NCN/18/07 dated 20th July 2018, inviting the Cabinet Secretary, Ministry of Interior and Coordination of National Government to officiate an opening session of NGOs Capacity Building and Partnership meeting on Thursday 2nd August 2018 at Nairobi Club from 7.30 a.m.

He conveys his gratitude for the invitation but regrets he is unable to attend due to exigencies of duty.


SIMON KARANJA
PERSONAL ASSISTANT
FOR: CABINET SECRETARY





**MINISTRY OF ENVIRONMENT AND NATURAL RESOURCES
STATE DEPARTMENT OF ENVIRONMENT**

Telegrams : "NATURE", Nairobi
Telephone : +254-20-2730808/9
Fax : +254-20- 2734722
Email : psoffice@environment.go.ke
Website : www.environment.go.ke

N.H.I.F. BUILDING
RAGATI ROAD
P.O. BOX 30126
NAIROBI

Ref: DENR/EMC/9

Date: 20th November, 2017

Chairman

National Council for NGOs

NAIROBI

Attn': Stephen K. Cheboi

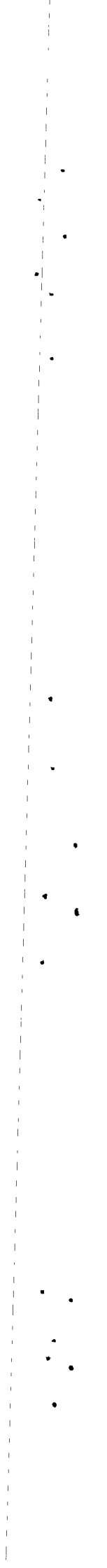
**RE: REQUEST FOR SUPPORT TO FACILITATE DELEGATES THE 3RD SESSION
OF THE UNITED NATIONS ENVIRONMENT ASSEMBLY (UNEA 3)**

Reference is made to your letter dated 10th November, 2017 on the above subject matter.

We appreciate your interest and contribution in environmental conservation. However, we wish to inform you that the Government does not offer accreditation for non-governmental organizations. In this regard, we advise that you seek accreditation through the United Nations Environment Programme (UNEP).

Also note that the Government is not in a position to provide financial resources to facilitate members of your delegation to participate at the Assembly.

Parkinson Ndonge
For: PRINCIPAL SECRETARY





OFFICE OF THE PRESIDENT

Cabinet Secretary

Ministry of Interior and Co-ordination of National Government

Telephone: +254-20-2227411

Fax: +254-20-341938

When replying please quote

CONF/MOICNG/CS/VOL I

Ref. No.
and date

HARAMBEE HOUSE

P.O. Box 30510-00100

NAIROBI, KENYA

22nd August, 2017

....., 20.....

Mr. Stephen K. Cheboi

Chairman

National Council of NGOs

AGHRO House, 2nd Floor

P.O. Box 5798 - 00200

NAIROBI

Dear

Mr. Cheboi,

RE: APPRECIATION

Your letter Reference No. NCN/17/003 dated 15th August, 2017 on the above subject matter refers.

I wish to take this opportunity to very sincerely thank you for your very kind words of encouragement to those in the security sector following the successful conduction of the 2017 General Elections. As a sector, we are committed to ensuring the safety of Kenyans and their property at all times. As a council, your organization is key in ensuring peace and safety of Kenyans through prudent management of the NGO Sector.

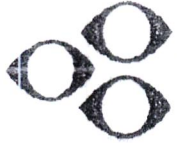
Following your request for appointment with me, I shall seek an appropriate date and time soonest possible and communicate the same to you in due course.

Thank you for your continued support and collaboration.

Yours *Sincerely*

Fred Matiang'i

**Fred Matiang'i, PhD, EGH
AG. CABINET SECRETARY**



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e-mail: ngoscouncilofkenya@gmail.com

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THE NON-GOVERNMENTAL ORGANISATION COORDINATION ACT

NO .19 OF 1990

THE NATIONAL COUNCIL OF NON - GOVERNMENTAL ORGANISATIONS

OATH OF OFFICE

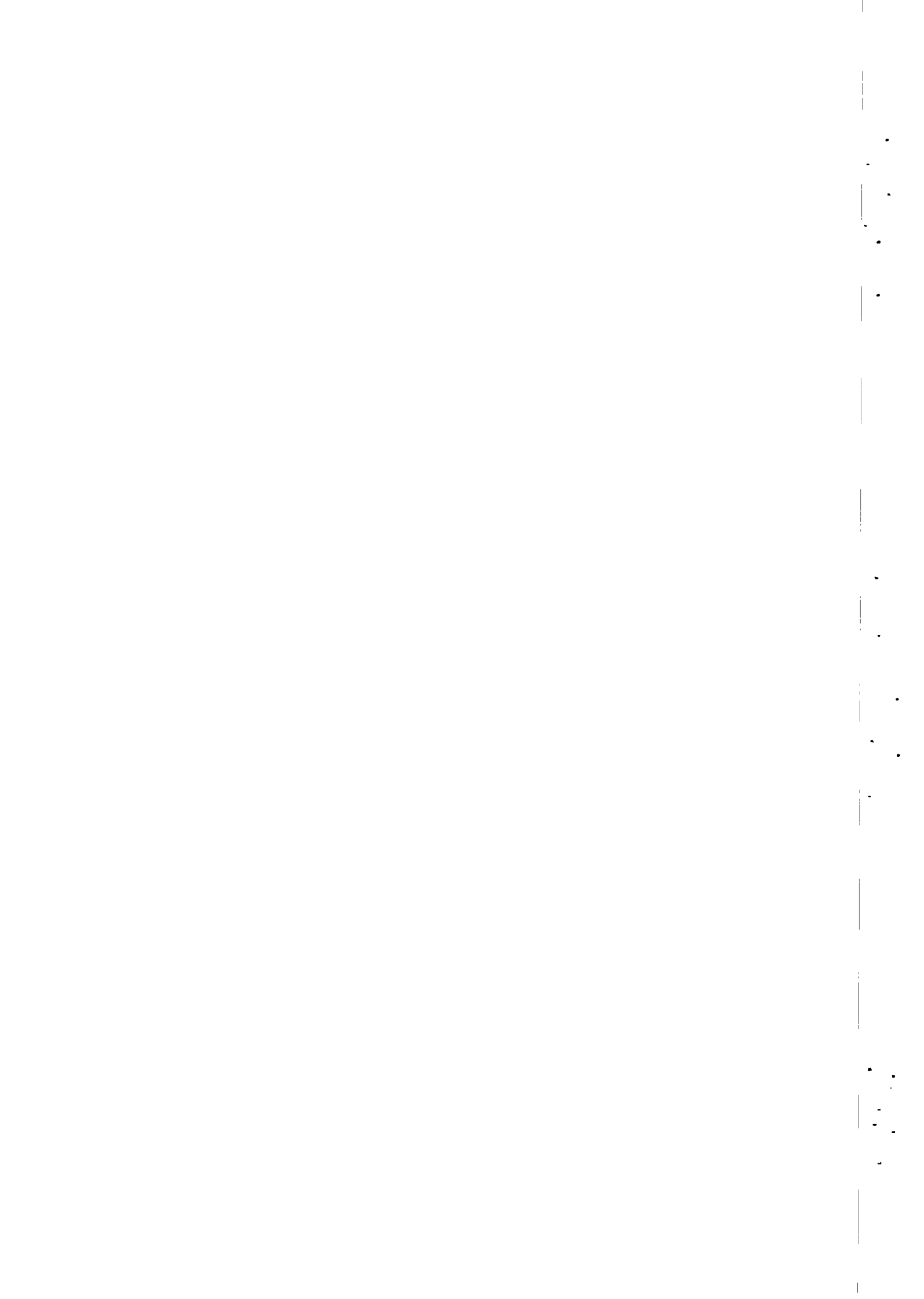
I ROBERT EREHWA ANZEZE OF ID 10006063
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL
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VIRTUE OF THAT ELECTION.

SO HELP ME GOD

SWORN BEFORE ME THIS DATE

FEBRUARY 23rd OF 2018

COMMISSIONER FOR OATHS





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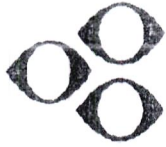


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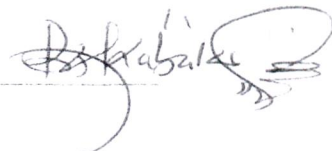
I STELLA M.C. SITHONK OF ID 16060782
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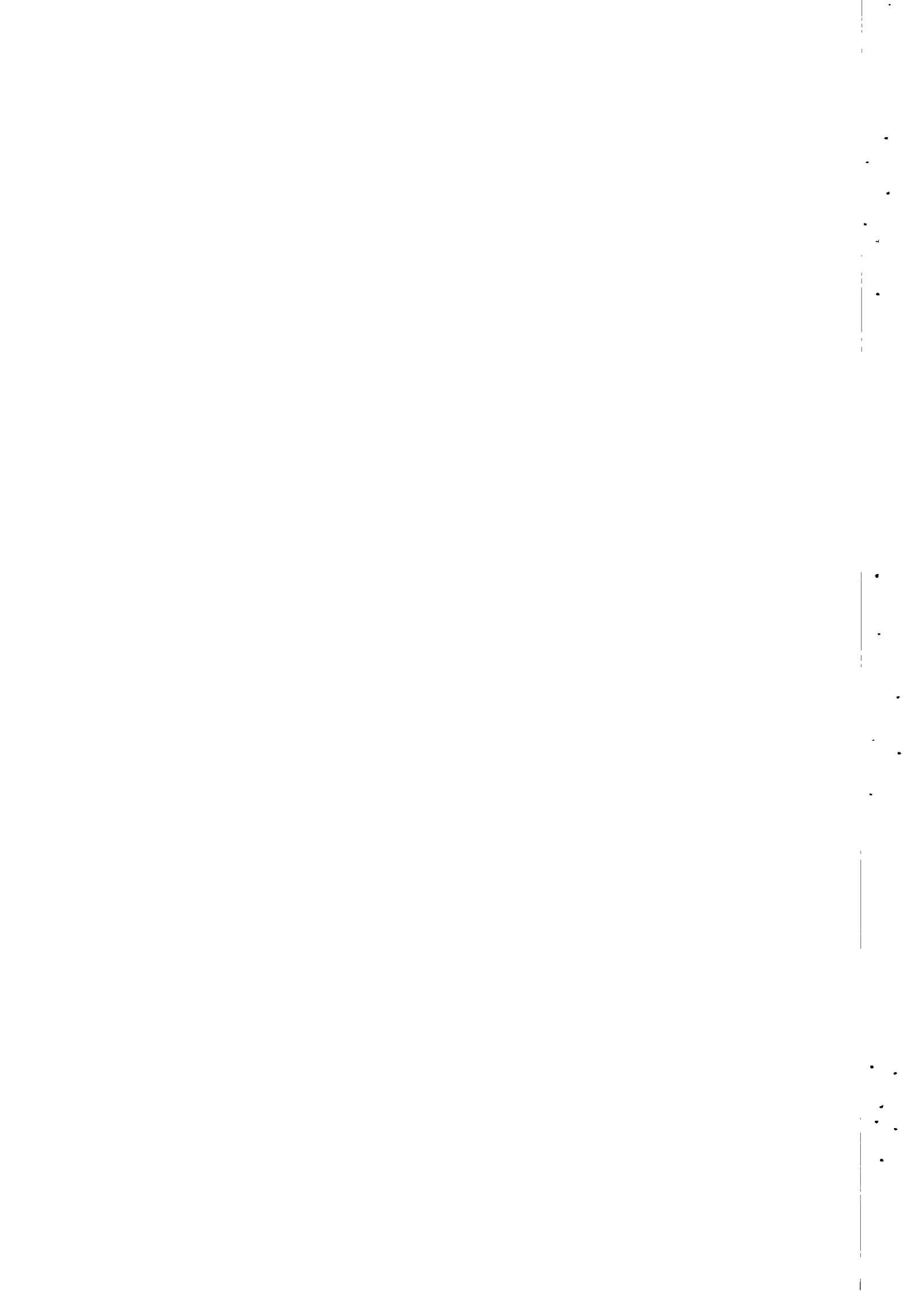


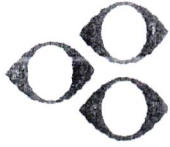
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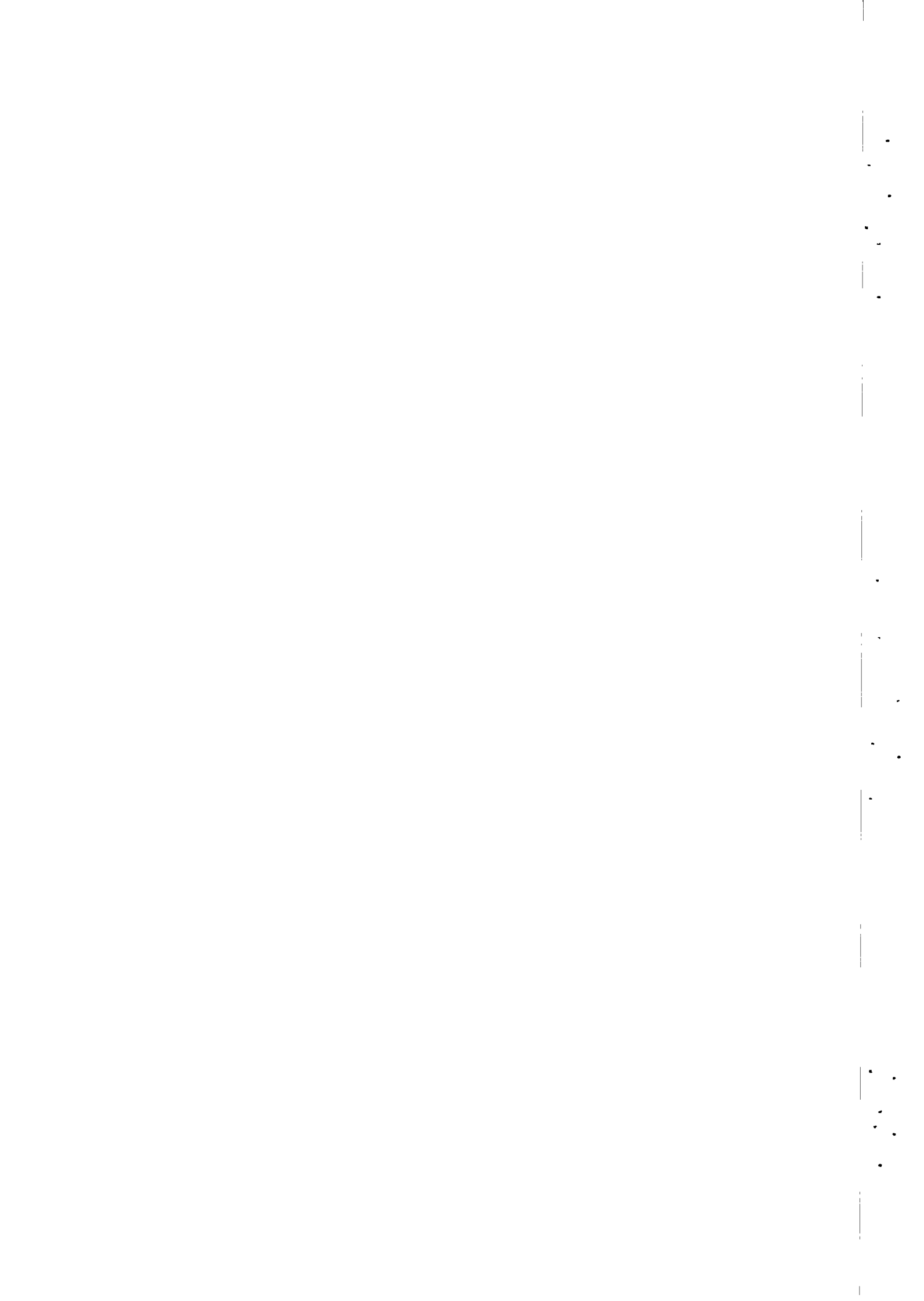
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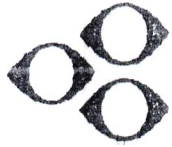
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[Signature]
Kubaki



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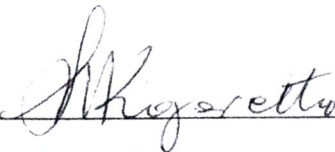
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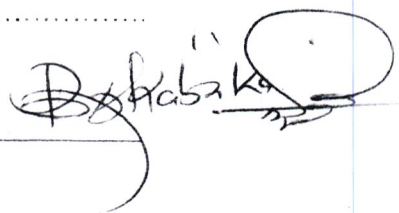
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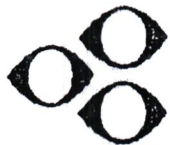
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REPUBLIC OF KENYA
ATTORNEY GENERAL
OFFICE OF THE ATTORNEY GENERAL
Nairobi



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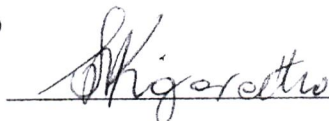
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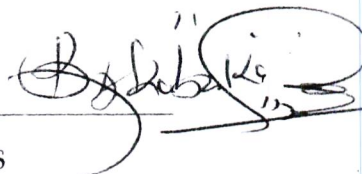
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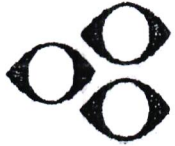
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COMMISSIONER FOR OATHS

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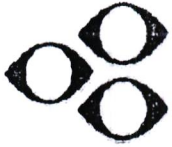
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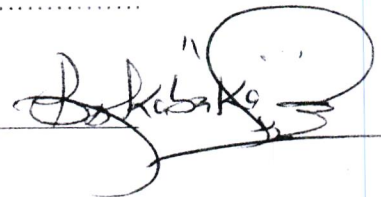


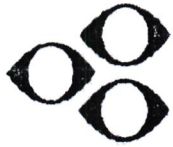
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I ROSE M. KIMUYU OF ID 10890623
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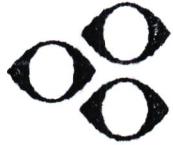
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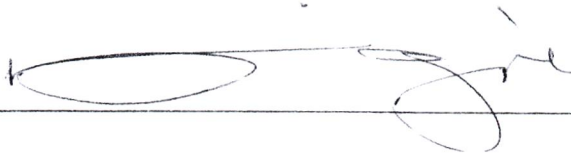
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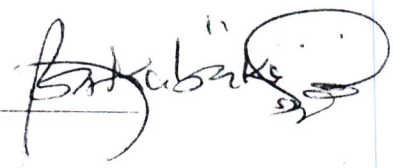
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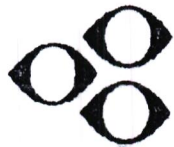


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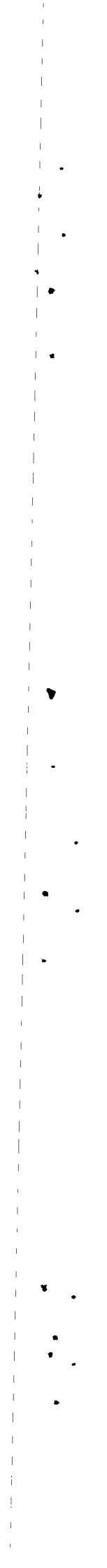
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I MICHAEL BOGONKO DIACHI OF ID 5951316

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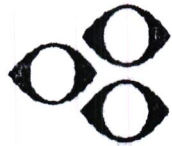
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I MICHAEL BOGUNKO OIACHI OF ID 5951316
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL ORGANISATIONS COUNCIL IN KENYA EFFECTIVE 17th DECEMBER 2018 TO 17th DECEMBER 2022 BY THE GENERAL ASSEMBLY UNDER ARTICLE 22 OF THE NGOs COUNCIL RULES AND REGULATIONS DO SWEAR/AFFIRM THAT I WILL COMMIT MYSELF TO THE VALUE OF PROBITY, TRANSPARENCY AND ACCOUNTABILITY, INTERGRITY, JUSTICE AND GOOD GOVERNANCE, AND TO THE BEST OF MY ABILITY, UPHOLD AND PROTECT THE CONSTITUTION AND OTHER LAWS OF KENYA IN THE DISCHARGE OF TRUST AND PERFORMANCE OF THE DUTIES DEVOLVING UPON ME BY VIRTUE OF THAT ELECTION.

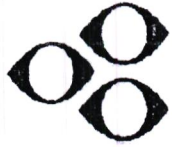
SO HELP ME GOD

SWORN BEFORE ME THIS DATE

23rd Feb OF 2018

COMMISSIONER FOR OATHS





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THE NON-GOVERNMENTAL ORGANISATION COORDINATION ACT

NO .19 OF 1990

THE NATIONAL COUNCIL OF NON - GOVERNMENTAL ORGANISATIONS

OATH OF OFFICE

I JAMES KALUMÉ OF ID 0686744
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL ORGANISATIONS COUNCIL IN KENYA EFFECTIVE 17th DECEMBER 2018 TO 17th DECEMBER 2022 BY THE GENERAL ASSEMBLY UNDER ARTICLE 22 OF THE NGOs COUNCIL RULES AND REGULATIONS DO SWEAR/AFFIRM THAT I WILL COMMIT MYSELF TO THE VALUE OF PROBITY, TRANSPARENCY AND ACCOUNTABILITY, INTERGRITY, JUSTICE AND GOOD GOVERNANCE, AND TO THE BEST OF MY ABILITY, UPHOLD AND PROTECT THE CONSTITUTION AND OTHER LAWS OF KENYA IN THE DISCHARGE OF TRUST AND PERFORMANCE OF THE DUTIES DEVOLVING UPON ME BY VIRTUE OF THAT ELECTION.

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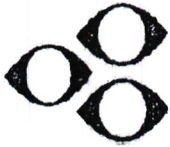
James Kalume

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FEBRUARY 23 / 2018

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I JAMES KALUME OF ID 0686744
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL ORGANISATIONS COUNCIL IN KENYA EFFECTIVE 17th DECEMBER 2018~~7~~ TO 17th DECEMBER 2022 BY THE GENERAL ASSEMBLY UNDER ARTICLE 22 OF THE NGOs COUNCIL RULES AND REGULATIONS DO SWEAR/AFFIRM THAT I WILL COMMIT MYSELF TO THE VALUE OF PROBITY, TRANSPARENCY AND ACCOUNTABILITY, INTERGRITY, JUSTICE AND GOOD GOVERNANCE, AND TO THE BEST OF MY ABILITY, UPHOLD AND PROTECT THE CONSTITUTION AND OTHER LAWS OF KENYA IN THE DISCHARGE OF TRUST AND PERFORMANCE OF THE DUTIES DEVOLVING UPON ME BY VIRTUE OF THAT ELECTION.
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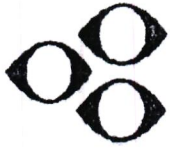
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.....OF.....

[Signature]

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OATH OF OFFICE

I ROSE M. KIMONYI OF ID 10890823
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL ORGANISATIONS COUNCIL IN KENYA EFFECTIVE 17th DECEMBER 2018 TO 17th DECEMBER 2022 BY THE GENERAL ASSEMBLY UNDER ARTICLE 22 OF THE NGOs COUNCIL RULES AND REGULATIONS DO SWEAR/AFFIRM THAT I WILL COMMIT MYSELF TO THE VALUE OF PROBITY, TRANSPARENCY AND ACCOUNTABILITY, INTERGRITY, JUSTICE AND GOOD GOVERNANCE, AND TO THE BEST OF MY ABILITY, UPHOLD AND PROTECT THE CONSTITUTION AND OTHER LAWS OF KENYA IN THE DISCHARGE OF TRUST AND PERFORMANCE OF THE DUTIES DEVOLVING UPON ME BY VIRTUE OF THAT ELECTION.

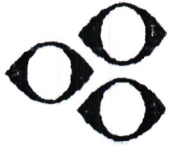
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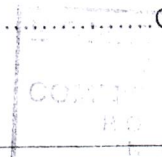
I FRANCIS MUMBI OF ID 1415104
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL ORGANISATIONS COUNCIL IN KENYA EFFECTIVE 17th DECEMBER 2018 TO 17th DECEMBER 2022 BY THE GENERAL ASSEMBLY UNDER ARTICLE 22 OF THE NGOs COUNCIL RULES AND REGULATIONS DO SWEAR/AFFIRM THAT I WILL COMMIT MYSELF TO THE VALUE OF PROBITY, TRANSPARENCY AND ACCOUNTABILITY, INTERGRITY, JUSTICE AND GOOD GOVERNANCE, AND TO THE BEST OF MY ABILITY, UPHOLD AND PROTECT THE CONSTITUTION AND OTHER LAWS OF KENYA IN THE DISCHARGE OF TRUST AND PERFORMANCE OF THE DUTIES DEVOLVING UPON ME BY VIRTUE OF THAT ELECTION.

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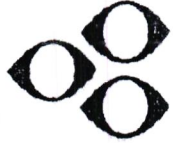
[Signature] 22/02/2018

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OATH OF OFFICE

I Gertrude Mungoma OF ID 13644546
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL
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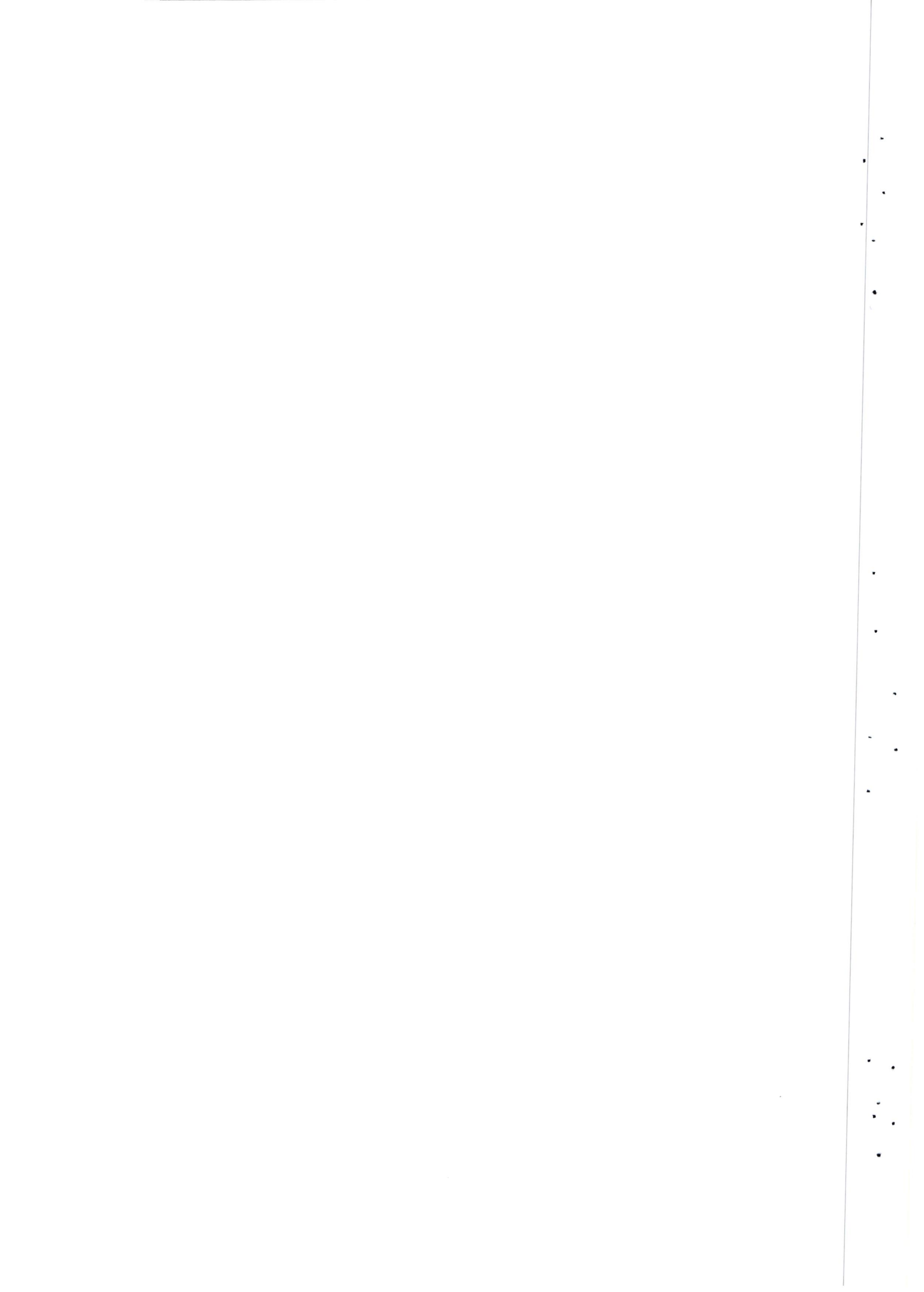
Gertrude Mungoma

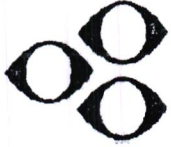
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OATH OF OFFICE

I JACOB MAKORI ARASA OF ID 12794144

HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL ORGANISATIONS COUNCIL IN KENYA EFFECTIVE 17th DECEMBER 2018 TO 17th DECEMBER 2022 BY THE GENERAL ASSEMBLY UNDER ARTICLE 22 OF THE NGOs COUNCIL RULES AND REGULATIONS DO SWEAR/AFFIRM THAT I WILL COMMIT MYSELF TO THE VALUE OF PROBITY, TRANSPARENCY AND ACCOUNTABILITY, INTERGRITY, JUSTICE AND GOOD GOVERNANCE, AND TO THE BEST OF MY ABILITY, UPHOLD AND PROTECT THE CONSTITUTION AND OTHER LAWS OF KENYA IN THE DISCHARGE OF TRUST AND PERFORMANCE OF THE DUTIES DEVOLVING UPON ME BY VIRTUE OF THAT ELECTION.

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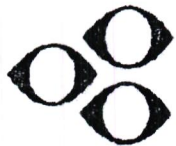
Promissory

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Bakobwa
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Gertrude Mung'oma

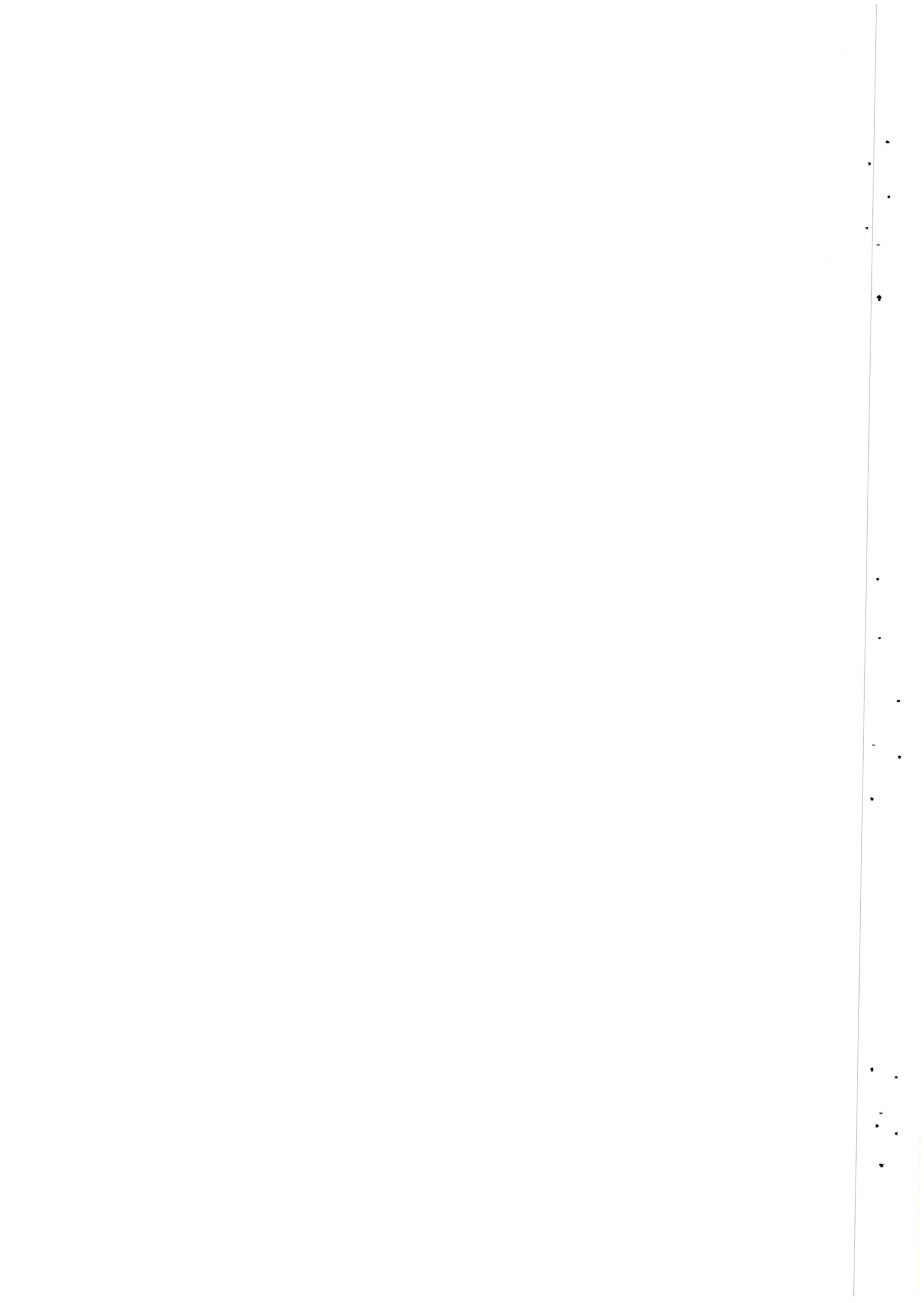
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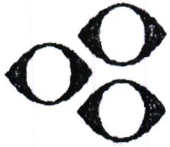
23rd

OF Mar February 2018

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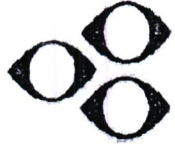
J. Makori

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J. Makori
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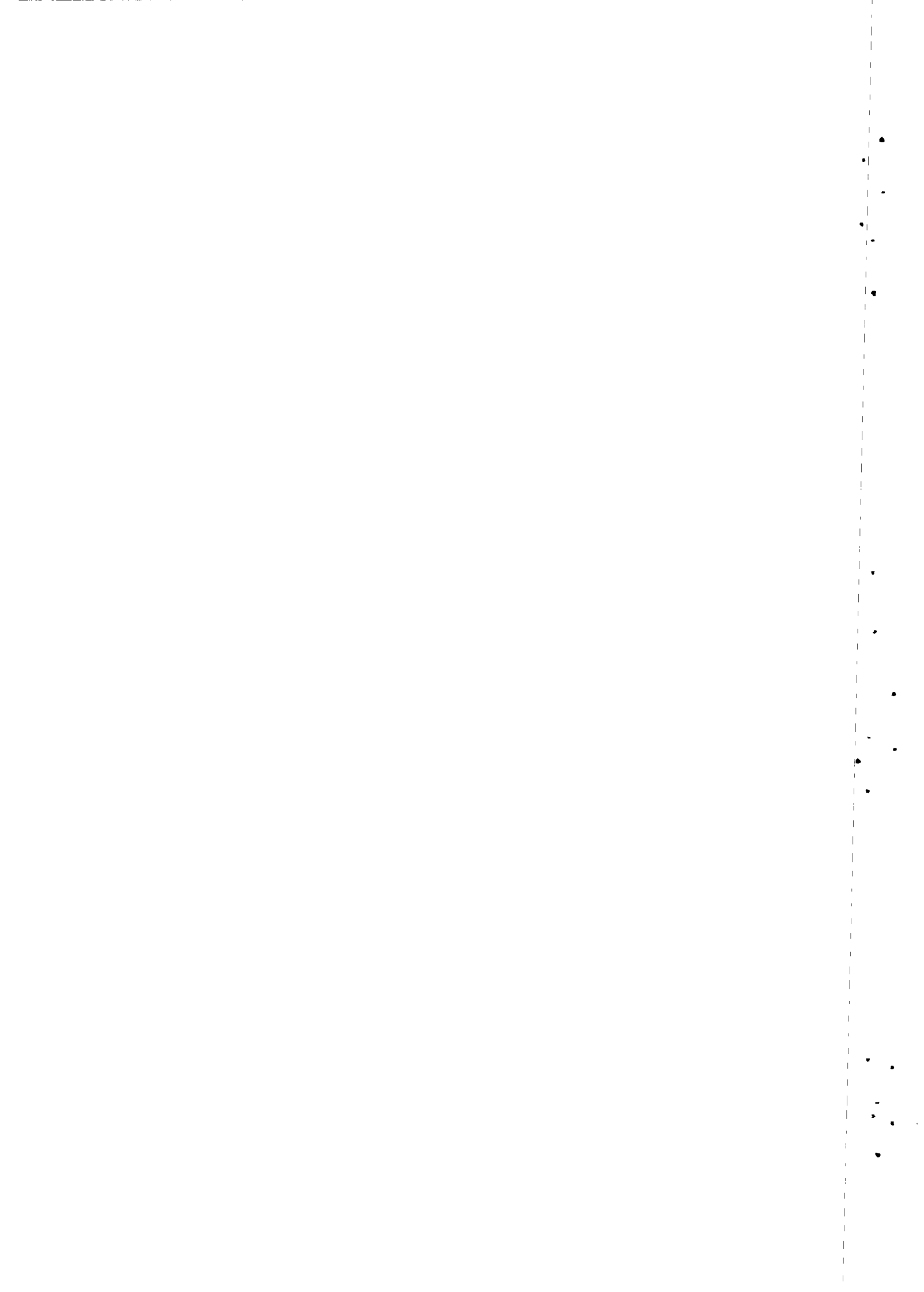
I JASON WARECI PARANTAI OF ID 0790852
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL
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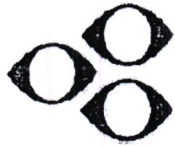
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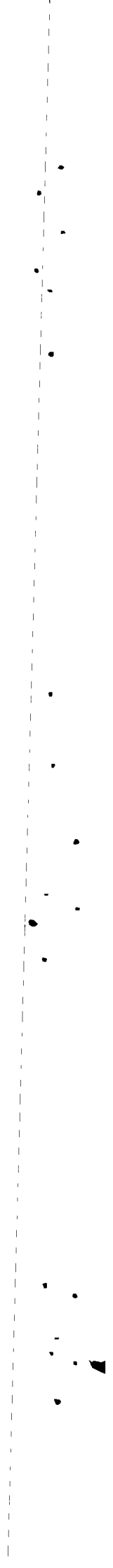
I STEPHEN K. CHENGOI OF ID 20819363
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL
ORGANISATIONS COUNCIL IN KENYA EFFECTIVE 17th DECEMBER 2018 TO 17th
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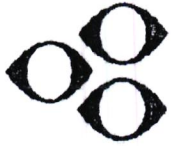
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I KENEHY. ANDREW. MAGDO OF ID 8772591

HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL ORGANISATIONS COUNCIL IN KENYA EFFECTIVE 17th DECEMBER 2018 TO 17th DECEMBER 2022 BY THE GENERAL ASSEMBLY UNDER ARTICLE 22 OF THE NGOs COUNCIL RULES AND REGULATIONS DO SWEAR/AFFIRM THAT I WILL COMMIT MYSELF TO THE VALUE OF PROBITY, TRANSPARENCY AND ACCOUNTABILITY, INTERGRITY, JUSTICE AND GOOD GOVERNANCE, AND TO THE BEST OF MY ABILITY, UPHOLD AND PROTECT THE CONSTITUTION AND OTHER LAWS OF KENYA IN THE DISCHARGE OF TRUST AND PERFORMANCE OF THE DUTIES DEVOLVING UPON ME BY VIRTUE OF THAT ELECTION.

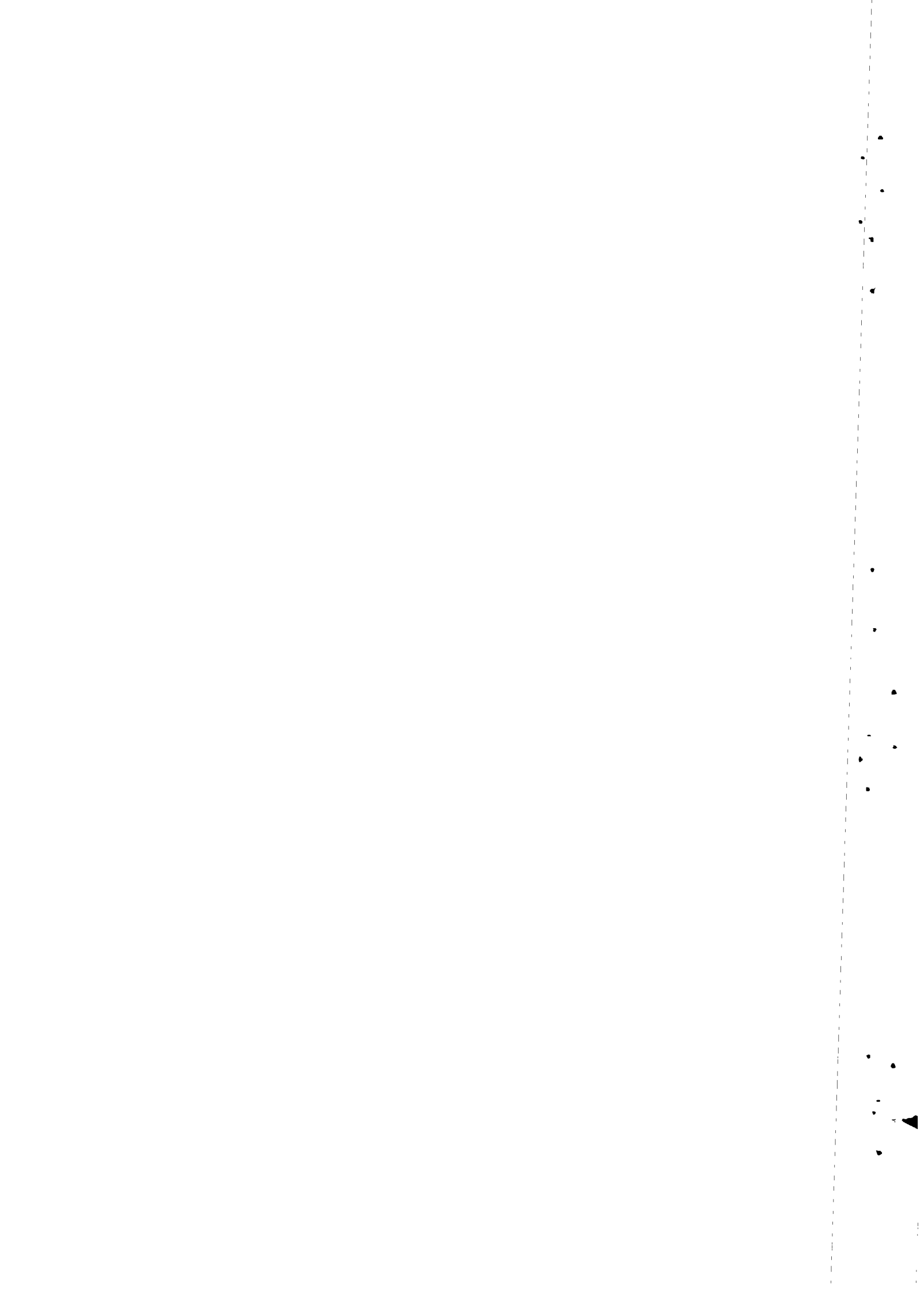
SO HELP ME GOD

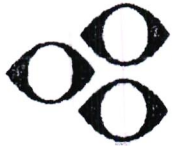
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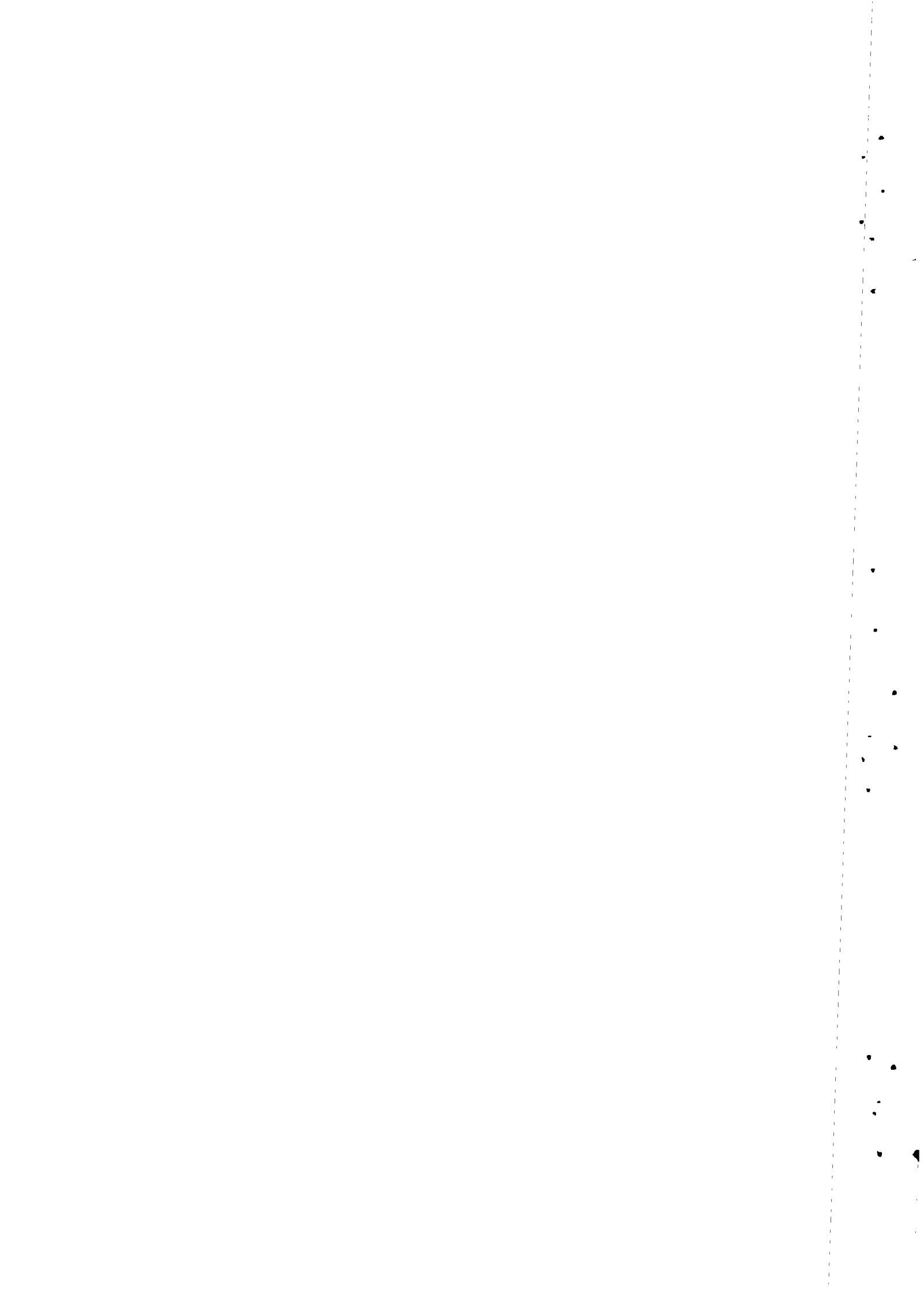
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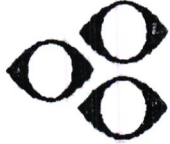
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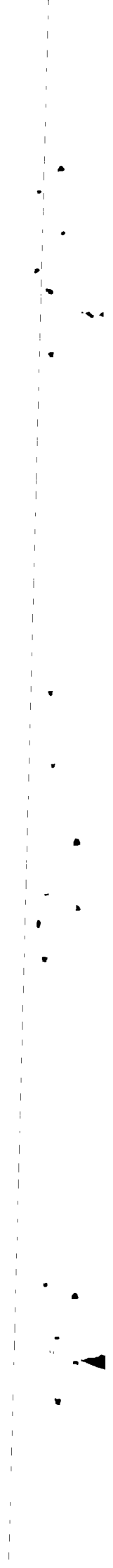
I DAVID MACHARIA KIBE OF ID 0354328
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL
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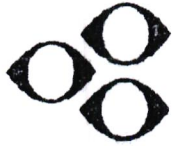
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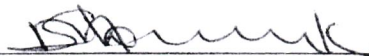
NO .19 OF 1990

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I STELLA M.C. SITONIK OF ID 16046782
HAVING BEEN ELECTED AS DIRECTOR OF THE NON -GOVERNMENTAL
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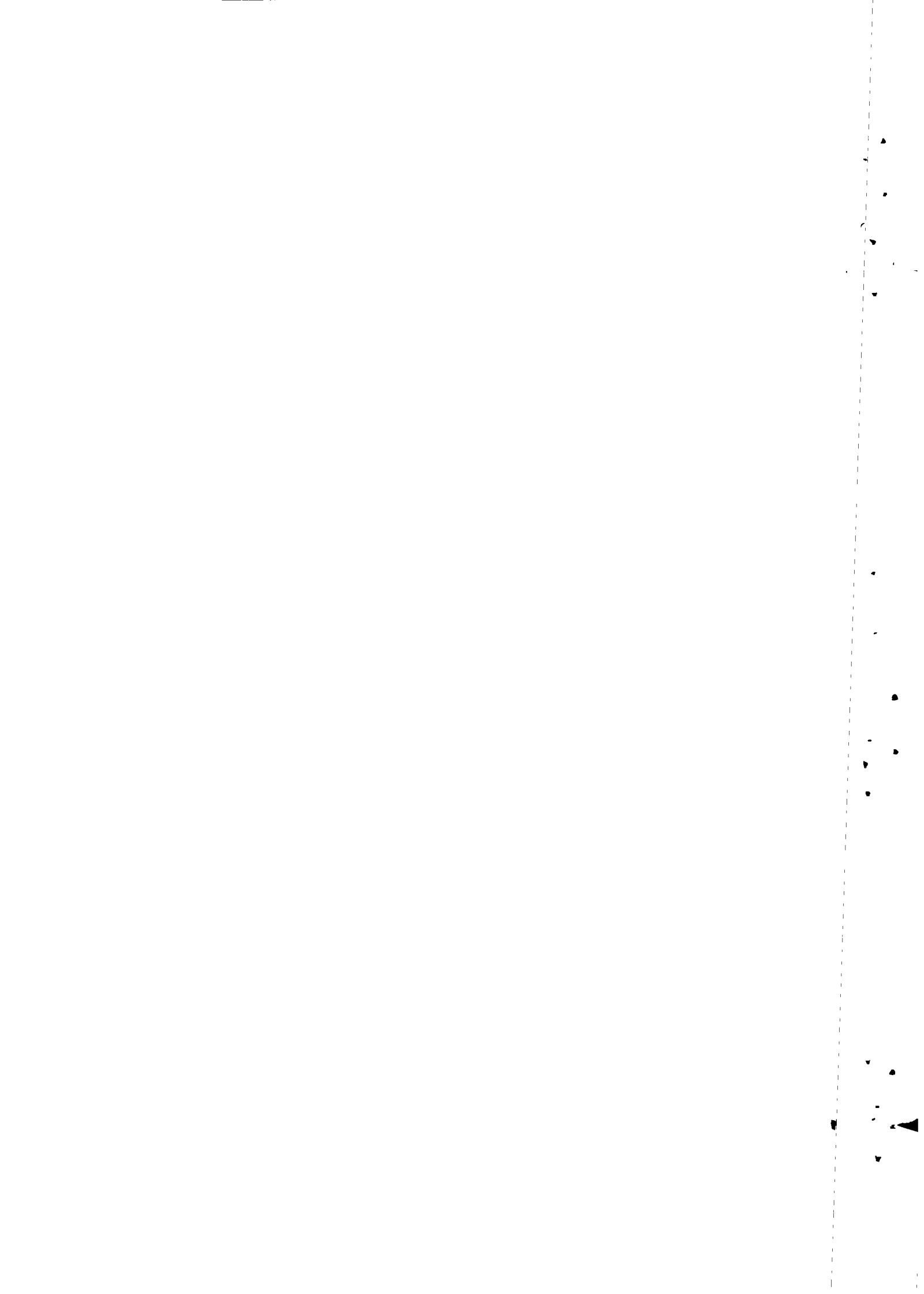
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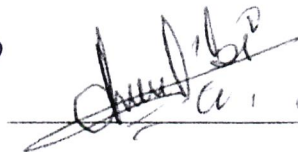
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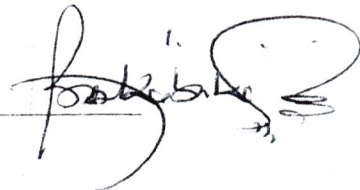
I FRANCIS MUUMBI OF ID 1415104
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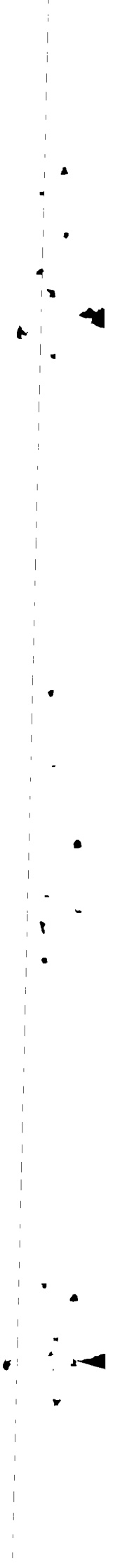
 22/02/2018

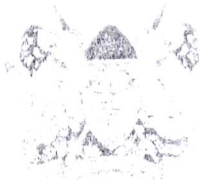
SWORN BEFORE ME THIS DATE

.....OF.....



COMMISSIONER FOR OATHS





THE PRESIDENCY
EXECUTIVE OFFICE OF THE PRESIDENT
CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE

Telegraphic Address
Telephone: +254-20-2227436
When replying please quote

STATE HOUSE
P.O. Box 40530-00100
NAIROBI, KENYA

Ref. No. **OP/CAB.9/174A**
and date

17th August, 2017, 20.....

Mr. Stephen K. Cheboi,
National Chairman,
National Council of NGOs,
P. O. Box 5798 - 00200,
NAIROBI.

Dear *Stephen*

**SUPPORT FOR H.E THE PRESIDENT AND JUBILEE
ADMINISTRATION**

This is to acknowledge receipt of your letter No. NCN/17/005 of 20th July, 2017 expressing support for H.E the President and Jubilee administration for the good work done in development of the nation.

The commitment to continue working closely with various government ministries is appreciated.

Yours *Sincerely*

STEPHEN K. KIROGO, CBS
FOR: CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE

