

**ECHO NETWORK AFRICA**  
**FOUNDATION**

**CONCEPT**

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# 1 Concept

Echo Network Africa (ENA) is an organization recognized in Kenya for championing social transformation through girls and women across the country.

Over the last Forty years or so since its registration in 1982, the organization has built a legacy of making daring interventions and breaking new ground while maintaining a focus on the primary target group - girls and women as agents of social change. For instance, ENA is the pioneer organization that lobbied for full financial inclusion of women in Kenya, a move that culminated in the establishment the first women only bank – The Kenya Women Micro-Finance Bank and eventually resulted to the opening of banking halls for women not only in Kenya but across the Continent of Africa.

In addition, ENA pioneered the participatory political approach that seeks to bridge the gender equality divide in political leadership spearheaded by the Democracy Trust Fund (DTF). This model has since been embraced across the country and beyond as an innovative strategy for increasing the number of women into decision making spaces and in all spheres of leadership.

**1982**

Year when ENA,  
formerly Kenya  
Women Holding  
was established

ENA has also developed innovative approaches to addressing the triple threats of HIV/AIDs infections and other sexually transmitted diseases, adolescent pregnancies and sexual and gender based violence. The catalyzing approaches employed by ENA to deliver socio-economic and political initiatives have resulted in improved livelihoods for millions of women and their families.

More recently, in 2023, the organization, through its 2023-2027 Strategy has articulated its vision which includes expanding and replicating its initiatives to the rest of Africa while simultaneously scaling successful models in other parts in Kenya. This growth and achievements have occurred at a time when global economies as well as the social fabric have been severely strained especially by the global pandemic occasioned by the COVID-19 pandemic.

Data on Africa indicates that the continent is facing her worst economic recession in 25 years. It is projected that the economy of the continent is expected to shrink by 2.6% and that an estimated 29 Million people may be pushed into extreme poverty (Moyo Matilda, November-December 2020).



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**Millions** of women and their families.

Furthermore, the recession is not just an African phenomenon but is global. Development funds are scarce and human needs greater. To ensure growth, expansion and survival, development organizations like ENA have little choice but to embrace innovation and concrete paradigm shifts.

This is the reality that has informed development of this Concept on the ENA Foundation. The greatest value of the Foundation will to be consolidate, manage and grow resources to drive growth and sustainability in individual country offices.

Overall, the concept proposes that to survive the difficult terrain and ensure growth, ENA will need to scale up efforts for leveraging partnerships at national, regional and global levels to build a bigger pool of resources to support the anticipated institutional growth while simultaneously protecting the existing internally generated resources.

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Details of the Foundation are explained in the next page:



**VEHICLE.** After exploring a variety of vehicles, the preferred one is a Foundation set up under the brand name, *ENA Foundation* whose overall vision, mission and goals of the Foundation proposed as follows:



## VISION

A future where girls and women in sub-Saharan Africa participate equally in the life of society.



## MISSION

Leveraging on partnerships to build a pool of resources for catalyzing gender equality in Sub-Saharan Africa.



# 2

## Values & Principles

## CORE VALUES

1

### DIGNITY

We shall uphold the dignity of all human beings to the highest affordable standards.

2

### INTEGRITY

We shall maintain highest levels of integrity in all our undertakings

3

### HONESTY

We shall remain honest in all our dealings with stakeholders.

4

### INCLUSION

Our work shall ensure the vulnerable and marginalized are included and we shall not leave out any individual in our areas of operation.

5

### LEARNING & INNOVATION

We will embrace learning and innovation in our approaches.

6

### COLLABORATION

We shall identify establish and maintain mutually beneficial relations with stakeholder

7

### RESPECT

We shall treat all our stakeholders with utmost respect.

8

### PROFESSIONALISM

We shall maintain professionalism in all our work.

9

### TEAM WORK

We shall embrace the team spirit in all our work.

10

### INCLUSIVITY

We will be guided by the principles of 'leaving no one behind'.

11

### SUSTAINABILITY

We shall strive to build sustainable initiatives.

# 3 Objectives



## OVERALL OBJECTIVE

A Pan-African initiative that catalyzes attainment of gender equality among the most challenged countries in Africa by 2030



## SPECIFIC OBJECTIVES

- 1) An established legal entity/framework to anchor the ENA Foundation.
- 2) A growing network of women in Africa connecting with like-minded actors globally to address challenges of gender inequality.
- 3) A growing pool of resources mobilized and consolidated to support the functions of the Foundation.
- 4) The Foundation and its associates working in concert to accelerate attainment of gender equality in Africa.
- 5) Provide technical direction/advisory to Associate Partners to inform intervention based on prevailing Gender Index Reports.

# 4

## Theory of Change

## THEORY OF CHANGE



### **Understand.**

Increase the capacity for ENA and ENA Associates for outreach to girls and women, enhancing the visibility, inclusion and participation of girls and women in sub-Sahara Africa.



### **Resource Mobilization, Consolidation & Management.**

Mobilize and consolidate resources by creating linkages, establishing collaborations, and providing access to ENA and ENA Associates to a pool of resources necessary to drive outreach, growth, depth, and knowledge sharing.



### **Influence.**

In collaboration with like-minded stakeholders, catalyze development approaches and contribute to the attainment of gender equality in Kenya and other countries in Sub-Saharan Africa with the lowest scoring in the Global Gender Gap Index.

# 5 Approaches

## APPROACHES

**Mandate.** The Foundation will deliver its mandate of serving girls and women by catalyzing development through ENA's Associates in various Counties and Countries in Africa.

**Resources.** The Foundation will mobilize and consolidate resources to meet non-traditional needs including recurrent needs of the Associates to compliment what Associates will have mobilized for traditional requirements such as programs.

**Registration.** The Foundation may register elsewhere in the world in order to maintain a global presence and position as a global player.

**Separation of Assets.** To begin with, there will be an agreement between ENA-Kenya and the Foundation on asset separation that will see the current assets domiciled at ENA moved to the Foundation for growth and perpetuity.

**Agreements.** The agreements on asset separation will safeguard the ongoing concerns of the ENA country office. This means that the Foundation will give the ENA country office complete support for a period of Three Years. Subsequently, ENA-Kenya will be expected to generate resources for program activities. This implies that the Foundation will continue to take charge of approved recurrent expenses for ENA and Associates.



**Monitoring, Reporting and Accounting.** The Foundation will put mechanisms in place for reporting, accounting, monitoring progress and building synergies among the Associate Local Implementing Partners (LIPS) and other stakeholders.

**Advisory Board.** A non-executive Advisory Board comprising of not less than Seven (7) and not more than Nine (9) Members, three-quarters of whom shall be women, will be put in place to provide advisory support while day to day operations will be under an Executive President who will also act as the Chief Executive Officer (CEO) of the Foundation.

The role of the Advisory Board is as outlined in the Articles of Association. Additionally, the Foundation may register offices internationally to leverage on external funding. The relationship between the Foundation and the governance structures of the Associates will be spelt out in the Articles of Association and related agreements. The office of the Foundation President/CEO will be supported by a lean and professional Team/Secretariat.

**Establishment of the Foundation.** Resources required during the initial stages in the establishment of the Foundation will be provided from ENA's Funds under the budget line on 'Expansion'. These resources include registration, staff costs, recurrent expenditure, launch and other related Communication/PR expenses.

**I. Registration:** ENA Foundation will be registered in Kenya.

**II. International Relations:** The ENA Foundation may establish an offshore vehicle to facilitate resource mobilization, international connectedness and outreach.

**III. Composition of the Board:** The Board of the Foundation will comprise of not less than Seven and Not more than Nine Members.

**IV. Gender Representation:** At least 2/3rds of the Members of the Board of the Foundation Board will be women.

**V. Relationship with ENA-Kenya:**

- Relationships will be spelt out in the Articles of Association /By-Laws
- Asset allocation agreement (s) will be signed between the ENA Foundation and ENA Country Office (s)/ and Associates.

**VI. Compliance:** The Foundation will at all times adhere to established and accepted international standards of good governance

# 6

## Institutional Structures & Relationships

Chart 1: Business Case



**Chart 1:** Business Case represents the proposed country offices set up. Reporting to the specific Advisory Boards, the position of the Country Directors will have direct responsibility over the management of the institutional operations and programmes. These positions will perform through heads of programme centres incorporating the functions of programme, cohesion and development into the Country Director's responsibility. Five Heads of Programme Centres will report to each Country Director. This number of those reporting to the Country Director will depend on the number of initiatives being offered by the institution e.g for a mature institution like Kenya Country Office, they will be five.

Country offices will function administratively independent of the Foundation. However, their strategies, including budgets, will be approved by the International Board.

# 7 Governance

Chart II: International Organogram

BUSINESS CASE IN SUPPORT OF ENA'S EXPANSION STRATEGY TO EAST AFRICA & THE REST OF AFRICA

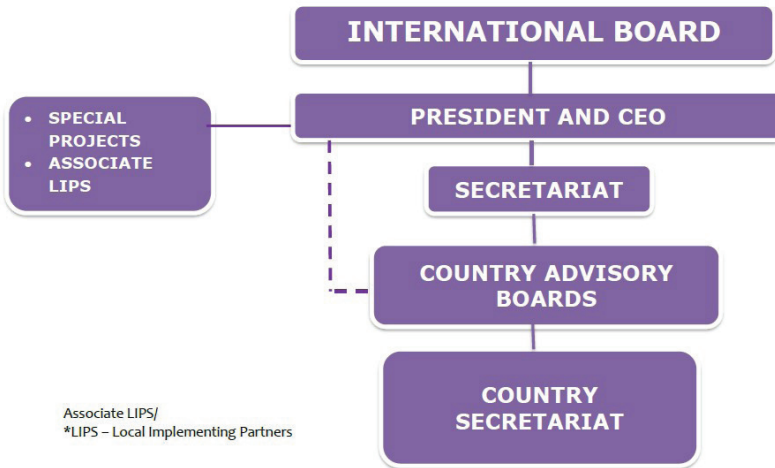
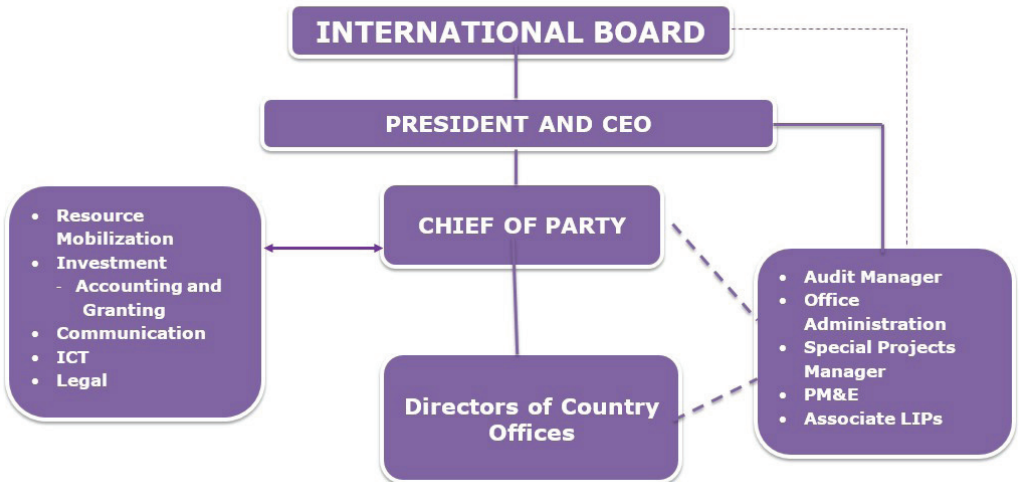


Chart III: Reporting Lines



There will exist two Boards: (Refer to Charts II-III). The Advisory Board at the helm of the Country Offices, and the International Board. The Advisory Boards at the helm of Country Offices will play an advisory role.

The International Board will determine the direction that all country offices should take. It will also ensure that there is financial adequacy for all country offices depending on the efficiency of each.

## **SECRETARIAT/MANAGEMENT**

Both the Country and Regional Offices will have a secretariat that supports management. Country offices management will run the development programmes. Their efficiency and achievement of results will determine the level of support from the Foundation.

The regional secretariat and management will provide quality assurance support to the country offices management.



## Local Implementing Partners (LIPs) Approach



LIPs and ENA both nationally and regionally, should operate as a single inclusive community of institutions working towards Women Empowerment, Positioning, Health and inclusivity while meeting universal standards. Chosen LIPs should be based on particular criteria that complement ENA's Vision and Mission.

# 9

## Roadmap

1. **The ENA Foundation Governance instruments and structure in place by April 2023**
  - Inventory of ENA's Assets in place by April 2023
  - Develop the basis for Asset Separation by May 2023
  - Separation of Assets between ENA - Kenya and the ENA Foundation by June 2023
  
2. **The ENA Foundation registered by June 2023**
  - Articles of Association developed by May 2023
  - Identify Board of Directors by May 2023
  - Submit the registration documents by June 2023
  
3. **Transition matters completed by June 2023**
  - Domicile the ENA Foundation by August 2023
  - Identify and recruit Staff for the ENA Foundation by August 2023
  
4. **Partners working in concert to accelerate attainment of goals.**
  - Hold Bi-annual partnership meetings
  - Develop and operationalize partnership agreements/MoU's and Tools of engagement



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