Strategic Plan 2019-2023
Shifting the Power to Communities
WHO WE ARE

Vision
Flourishing and Resilient Communities

Mission
To Promote Social Justice and the Sustainable Development of Communities

Philosophy

Shifting of the power
Communities will be able to hold decision makers accountable for their decisions on the use and distribution of resources.

Flourish
Communities will realize improved quality of lives through the recognition and investment in their own resources.

Resilience
Communities have the ability to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability.

Working together
For communities to benefit from the inclusion of many grassroots and national actors who have the capacity to promote sustainable development.

Values
- Equity
- Respect
- Integrity
- Collaboration
- Innovation

Theory of Change
A foundational belief for KCDF, is born from the fact that enduring change is only possible when communities are able to take charge and find their own solutions for development. This begins with the recognition of all resources in their midst, leverage on the resources from different actors and maximize on a community philanthropy approach to promote long-term development results.
Executive Summary

Who We Are
- Strategic Goals
- Our Values
- How We Work
- Theory of Change

Strategic Direction
- Education
- ENRM
- Livelihoods
- Effective Governance
- Institutional Effectiveness

Organisational Functions & Structure
Executive Summary

The main thrust of KCDF’s vision “Flourishing and resilient communities” is guided by four key and interrelated elements - shifting of the power to communities, enabling prosperity, strengthening a culture of working together and enabling communities to hold decision-makers accountable. In many ways, this vision is also informed by both our past and future.

In the last five years, KCDF’s work has been singularly focused on building on its tradition of community philanthropy, recognizing that many communities have mobilized their own resources to leverage what county governments and other stakeholders give and to ensure things they care about are addressed.

In this Strategic Plan (2019-2023), KCDF will build on its key foundations of past successes of enhancing organized community-led initiatives to create firm foundations for social justice and sustainable development, while learning from what did not work in the past. This plan has also been informed by a core question in KCDF’s operating environment that routinely affects and impacts its work such as emerging development trends external to KCDF that can shape its thinking about its future.

In this respect, KCDF has analyzed a variety of development drivers such as the economy, poverty and exclusion, climate change, the impact of growing extractives sectors, devolution, youth, employment and urbanization as well as market systems.

At the organizational level, KCDF has considered the many improvements that have been made during the previous planning period, even as KCDF seeks to lift its performance and ensure that it is ‘fit for purpose’ in the current development environment. This plan recognizes that the remaining gaps in performance will need to be addressed with more discipline, tenacity and openness to further innovation.

Implementation of the recommendations from the evaluation of the previous plan, together with the directions outlined in this plan will require ongoing, including structural changes for KCDF to deliver effectively, responsively and with greater cost efficiency. KCDF’s proposed approach has been captured through a number of elements that, together, reflect an organisational structure and financing arrangements that provide incentives to increase both the quality and quantity of programme delivery at all levels.

The strategy, although structured in distinct thematic areas of focus, looks at addressing development challenges in an integrated and holistic manner while appreciating that communities face multiple and often intersecting challenges.
Strategic Goals:

1. **Strategic Goal**
   - To build strong and credible institutions;
   - To influence and foster favourable policy frameworks and an enabling environment for organized giving and social justice;
   - To position KCDF as a centre of excellence that nurtures and promotes knowledge management and adoption of sound development policies and practice;
   - To strengthen and enhance KCDF's sustainability.

The Goals are organized into five strategic programme areas as follows:

- **Strategic Programme 1**
  - Education
  - Will aim at transforming whole communities to be well equipped to engage, from a knowledge perspective, on issues that will lead them to have fulfilled and productive lives.

- **Strategic Programme 2**
  - Livelihoods
  - Will aim at enabling communities to have economic ways of enjoying a full life through successful and diverse livelihood options.

- **Strategic Programme 3**
  - ENRM Environment and Natural Resource Management
  - Will aim at enabling communities to effectively manage and sustain critical resources within their environments for their existing and future generations.

- **Strategic Programme 4**
  - Effective Governance
  - Will aim at strengthening community voice and agency in building responsive and accountable governance structures and processes.

- **Strategic Programme 5**
  - Enhancing institutional effectiveness
  - Will aim at making KCDF a better and more effective organization.
Our Core Values

01 → Equity
Everyone deserves equal economic, political and social rights and opportunities.

02 → Respect
We respect the rights and dignity of every human being and community irrespective of their social standing.

03 → Integrity
We uphold transparency, accountability and efficiency in dealing with others and within.

04 → Collaboration
We work with others in a dedicated manner towards the achievement of common goals.

05 → Innovation
We build a reflection and learning culture as we strive to evolve and share best practice.

How We Work

Our Approaches

In order to effectively achieve its mission, KCDF will continue to apply the following approaches to its work;

Community Engagement and Organizing: The KCDF model of delivering its mandate is through working with organized community groups, associations etc., as vehicles to scale up desired changes in targeted communities.

Local Philanthropy: KCDF works to encourage the growth and promotion of organized giving for sustainable development in Kenya. The goal is to move communities and the wider Kenyan public from a mindset of depending on external resources, to effective mobilization of in-country resources towards the implementation of their prioritized projects.

Institution Building: KCDF’s concept of sustainable community-driven development is pegged on the premise that well-capacitated groups are key instruments in scaling up and sustaining continuous transformative change at the grassroot levels.

Partnerships and Networking: KCDF believes that the challenges of poverty cannot be achieved by one actor hence there is value in working in a collaborative manner with other like-minded organizations in addressing issues that communities continue to face.

Policy Influencing: Policy influencing refers to the different actions taken by organized groups on an issue of concern, to influence decision making or to change a policy that brings about lasting change in the lives of disadvantaged people.

Asset Development: this refers to work by non-profits of building long term assets of different kinds, aimed at generating flexible funds to further their collective goals to obviate their work being affected when funders change their priorities.
KCDF exists to support communities sustainably address the structural systems that cause and or perpetuate imbalances of power, social injustice & in-access to resources & opportunities with a focus on:

1. Inclusive Lifelong Education
2. Livelihoods Development
3. Philanthropy & Effective Governance
4. Environment & Natural Resources Management

Facilitate community mobilizing and organizing
Catalyze local philanthropy, leverage resources and manage grants
Strengthen capacity of development actors and self
Broker and/or lead strategic partnerships and collaborations
Generate, repackage and share knowledge and data

Local/ other resources mobilized and or leveraged
Vibrant, well organized and capable local organizations & networks
Different actors collaborate well around shared development agenda
Changed mindsets, norms and attitudes of communities & duty bearers
Generated body of knowledge, tools, evidence and models up-scaled and used

Duty bearers are responsive (to needs of citizens and their organisations)
Communities initiate and drive their own sustainable development
Increased access to assets, resources and opportunities
Conducive operating environment for development

Flourishing & Resilient Communities
Strategic Direction 1

Education
Background

The right to education has been globally acknowledged as an overarching right. Article 26 of the Universal Declaration of Human Rights decrees education as an inalienable human right (UN, 1948) upon which depends the realization of other rights. In Kenya, the right to education is explicitly stated in the Kenya Constitution 2010 where Article 53(b) guarantees the right to free and compulsory basic education for every child.

According to the Ministry of Education (statistical booklet of 2014), the sector continues to record significant growth over the years. The number of schools at ECDE, Primary and Secondary levels increased by 16.9% per cent between 2009 and 2014, with an average annual increment of 3.2%. Of the three levels, secondary schools recorded the highest annual growth of 8.2% followed by Primary at 5.1% and then ECDE at 1.0%. Generally, the demand for education has continued to increase over the years.

However, Kenya’s education sector continues to have challenges that hinder the attainment of quality education standards. The challenges are in the areas of; governance, management and administration leading to gaps in service delivery, learning outcomes, teacher management, competence and performance levels hindering the realization of education sector targets. Other challenges include inadequate strategies for teacher development and management, inadequate provision of holistic early childhood care and education, inequalities in school provisioning and ineffective and uncoordinated monitoring and evaluation of education outcomes and programmes.

Addressing issues of access, transition, quality of education and attainment levels on one hand and strengthening education policies, on the other hand, can further improve educational interventions and increase national capacities.

Equipping ordinary communities with skills to engage fully with these issues as well as ensuring the outcomes of these efforts are skilled, creative and innovative youths who are fit and relevant in a wide number of contexts irrespective of their fields of study becomes key.

The process by the government to make adjustments on the curriculum through an intense consultative process led by the Kenya Institute of Curriculum Development (KICD), has ushered in a new curriculum that will progressively replace the current 8-4-4 system that has served the country for the last three decades. The new curriculum provides for relevant pathways for the transition of all learners and contributes to strengthened governance of education at various levels with a strong emphasis on a competency-based approach. KCDF will continue to monitor this transition as the curriculum and its accompanying policies are rolled out.

KCDF, will also proactively prospect for resources that enable it to support, strengthen (holistically) and grant a variety of organizations committed to working on issues affecting children - especially those in difficult circumstances as well as on youth-related education programmes.
Interventions

i) Community organizing and engaging in learning institutions to enhance access, improve quality and promote accountability at Early Childhood Education (ECD), Primary and Secondary levels while eliminating dis-enablers of education like gender, cultural and disabilities barriers.

ii) Promote policy and other measures that improve retention, progression and transition rates among learners in primary, secondary and tertiary levels for vulnerable communities.

iii) Engagement with county governments, national government and other stakeholders to support, monitor and enhance quality assurance interventions in education.

iv) Development for out of school and post-secondary youths programmes in vocational/apprenticeship skills and job preparedness including enhanced market responsive interventions.

v) Mobilizing and supporting like-minded actors to increase resources that address access, quality and transitioning to higher levels for vulnerable children and youth.

Aim to increase enrollment, progression and transition across different levels of learning with communities taking an active role as primary stakeholders.

By 2023, ensure the development and adoption of at least three key policies that improve quality and accountability in education by national and county governments.

Increase the number of youth both in school and out of school as well as youth in post-secondary education level to acquire relevant skills and are able to successfully transition to the workforce.

Increase the volume of local community resources mobilized to improve the learning environments of schools in their respective areas.

Outcome: Enhanced access to inclusive quality education, life-long skills development and an enabling policy environment for community participation in education.

Under this strategic goal, the key interventions and targets will include:

Our Targets
Strategic Direction 2
Environment and Natural Resource Management
Climate Change

Climate change and natural disasters hit hardest among those already suffering from poverty and exclusion. Reducing the risk of disaster and planning for future climate change is essential for truly sustainable development. At the same time, climate change places compounded stress on the environment, as well as on economic, social and political systems. Whether it comes in the form of extreme weather phenomena such as droughts and floods, or just regular events such as unpredictable weather patterns and shifting seasons.

Climate change undermines development gains and leads to shortages in basic necessities among poor people. These circumstances lead to worsening hunger and poverty. Put simply, where poverty is seen as an underlying risk, the climate becomes either a magnifier and in many cases a multiplier, of existing underlying causes of risk and increasing dependence of communities on humanitarian aid.

Among many of the rural communities where KCDF works, a majority rely on agriculture and natural resources to survive. For these people, the effects of climate change — limited water and food sources and increased competition for them — are a critical matter. As a result, considering the challenges each community is facing, and then developing localized solutions that will make the biggest impact remains a big challenge. Going into this strategy, KCDF has an opportunity to broaden its approach in this area by strengthening the capacity of communities to have a voice in decision making in relation to planning and design of conservation initiatives affecting them and also assist such communities to adjust to the vagaries of climate variability.

Extractives

Mining activities in Kenya currently contribute about one per cent of Gross Domestic Product (GDP). Like other developing countries, exploitation of these resources has generally had mixed outcomes. In instances where certain mining ground rules have been observed such as effective government regulation and mining companies behaving responsibly with regard to the environment and their relationships with local communities, sustainable and equitable human development has been realised.

According to the World Bank, practical programmes and policies that have helped increase the probability of positive experiences between mining companies and communities are those that recognise three key aspects: mining companies not only need their legal license to operate but a strong “social license” which results from rigorous consultation, participation, and a robust trilateral dialogue among the mining company, the local community, and the government. The trilateral dialogue would have to focus on the sustainability of benefits for local communities. Through constructive processes, local communities learn how to organise and how to negotiate in order to meaningfully participate independently in decision-making processes.

Given KCDF’s commitment in co-creating solutions with communities, within the benefit-sharing context of the extractive sector, several opportunities arise:

1. Enhance public participation and decision-making – to increase the rights of communities affected by extraction of their resources to participate as required under the Constitution.
2. The promotion of Free Prior and Informed Consent (FPIC) – which requires States to consult and cooperate in good faith with communities concerned through their own representative institutions and structures in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them.
3. Where conducive conditions exist, support estab-
lishment of Foundations, Trusts and Funds (FTF’s) as financial and institutional frameworks that facilitate compensation and community investment including asset building mainly due to structured multiple funding1; addressing low absorptive capacity of county governments and their ability to optimally utilize revenues accrued from the extractive sector.

**Outcome:** Communities protect, restore and promote sustainable use of their natural resources

In supporting strategic interventions for sustainable ENRM, the key interventions under this goal will include:

i) Involving community members and local institutions in the management and conservation of natural resources - this includes traditional values and ecological knowledge in modern resource management

ii) Participatory monitoring and evaluation of the natural resource base and application of the management plan to promote learning, trust and accountability, as well as engaging in relevant policy frameworks that address food security.

iii) Supporting measures to devolve power and authority from the centre to communities and indigenous-led institutions. This includes influencing policy development and implementation on environmental issues, defending and legitimizing local and/or indigenous resources and property rights

iv) Linking and reconciling the objectives of socio-economic development and environmental conservation and protection - this includes climate change adaptation, use of alternative/clean energy, and use of sustainable waste management

v) Participatory monitoring and evaluation of the natural resource base and application of the management plan to promote learning, trust and accountability, as well as engaging in relevant policy frameworks that address food security.

**The key interventions specific to the Extractive sector will include:**

i) Supporting open sharing of information and full disclosure from the Government and companies to:
   - Promote transparency and accountability in the sector;

   - Effectively build the capacity of local players in mining areas including CSO’s and artisanal miners (associations) to organize themselves and conduct public participation processes that enable communities to make informed decisions such as giving free, prior and informed consent before adopting and implementing initiatives or legislative and administrative measures that may affect them;

   - Adopt the equity principle in sharing benefits that accrue to them from extractive resources and

   - To support the empowerment of communities to manage their expectations regarding benefits that will accrue to them.

ii) Support host communities to build their capacity to prepare for the post extractive period by exploring other livelihood alternatives for diversification.

iii) Help establish Foundations, Trusts and Funds (FTF’s) - as financial and institutional frameworks that facilitate government payments, compensation and community investment including growing long-term assets for purposes of making savings for future generations from these finite resources.

iv) Local policy influencing to create an enabling environment for all stakeholder.

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1 Particularly due to the prescribed line items of health, education, water and infrastructure in all the funds to avoid discretionary spending.

2 At least 40% of the share to Counties (20%) and the share to communities are all assigned to the wards within which a natural resource is situated and are affected by the exploitation of that natural resource. The commission of Revenue Allocation (CRA), which is responsible for the allocation of the equalization fund (and which constitutes 0.5 per cent of all revenue collected by the national government) moved beyond identifying marginalized counties and instead, determined specific areas where marginalized communities live, to ensure that resources meant to improve services in areas lagging behind are properly targeted for the realisation of maximum impact.
Strategic Direction 3
Livelihoods
Strategic Direction 3
Livelihoods

Background

Enhancing and opening up new opportunities for communities to address livelihood issues is a critical area of attention, at a time when income disparities in Kenya are increasing. KCDF recognizes that marginalized areas are largely dependent on natural resources and the environment for their livelihoods. In many parts of Kenya, the number of people living in absolute poverty is on the rise.

From a human rights perspective, livelihoods interventions are founded on the belief that livelihood is an essential right of all human beings to realizing equal opportunity. Poor people do not have life choices, nor do they have opportunities. Ensuring that a poor household has a stable livelihood will substantially increase its income, and over a period of time, ownership of assets, promote self-esteem and encourage social participation. KCDF’s livelihood programme seeks to promote economic growth targeting the ‘bottom of the pyramid’ who do not have the purchasing power to buy the bare necessities of life – food, clothing and shelter.

KCDF shall facilitate livelihood creation interventions in urban areas, marginalized communities, arid and semi-arid areas.

Outcome: Reduced vulnerability and increase the resilience of households and communities. Under this strategic goal, the key interventions will include:

I. Increase investments in knowledge and skills in communities to assess and monitor possible risks to their livelihoods.

II. Strengthen and promote social infrastructure for community self-organizing such as Cooperatives, Sacco’s and other community structures to enhance their productive potential and sustainability.

III. Promote measures to enhance food productivity, value addition and access to markets, credit and finance.

IV. Promote enterprise development for increased participation in the market place and increased household incomes.

V. Invest in the provision of a diverse range of employment opportunities, income and financial services.

VI. Strengthen linkages between communities and external actors – governments, market players, development partners.

VII. Support measures to increase public investments to increase access to physical assets and services.

Our Targets

- At least 80% of all households in KCDF project areas have the ability to assess and monitor different risks to their livelihoods in different settings.

- 50% of local communities in KCDF project sites have the capacity to organize and take action to address various risks.

- More than half of communities in target areas are able to explore new opportunities to increase food production, value addition and regularly access markets, credit and finance.

- County governments increase alignment and responsiveness of their public investments to community livelihood priorities annually.
Strategic Direction 4

Effective Governance
Effective Governance

Background

KCDF’s rationale in safeguarding the civic space emanates from the challenges that many Civil Society Organisations (CSO’s) experience in the area of civil society sustainability which ultimately impacts on the sector’s relevance and credibility overall.

KCDF has been at the forefront of spurring action on the civil society sector’s sustainability as well as the legal framework that govern their work and operations. KCDF is currently enjoined in a CSO certification initiative aimed at increasing CSO accountability especially as perceived by the communities they serve, as well as by Government (both local and at county levels). Improving these perceptions provides opportunities for effective collaborations and partnerships.

Similarly, with the diminishing quality and quantity of traditional funding sources, philanthropy and opening up local resourcing of development work by a mix of actors (corporates included) is key. The increased interaction among groups interested in philanthropy has led to heightened dialogue and the need to consolidate efforts that focus on promoting philanthropy, strategic collaborations and accountability.

In designing its work, KCDF will bring together its ability to advocate, advise and promote dialogue through its active participation in carefully selected networks at national, continentally and even at the global level in an effort to push issues that speak especially to the way aid is delivered. Another area that KCDF will focus under this strategic goal will be in enhancing the growth of philanthropic work and its impact on communities, as well as working to influence policies that help expand the civic space which has been restrictive in recent years.

KCDF will also, in this process, pay attention to the strong connections that exist between democratic governance especially at the National and County Government level and progress towards sustainable development pathways in community development.

Outcome: Stronger community voice and agency in building responsive and accountable governance structures and processes

The key strategic interventions will include:

i) Strengthening community voice and agency in the use of public funds, county development planning prioritization, allocation, utilization and monitoring. This entails supporting an enabling policy and legal environment to secure more equitable access to services for the poor and other excluded groups.

ii) Support advocacy that promotes adequate resource allocation at the county level to sectors that are of interest to KCDF e.g. budget allocations to water, education, health etc.

iii) Advocating for an enabling environment for a vibrant, responsible and capable civil society.

iv) Leveraging on different regional and global networks to learn, share and push collective agenda in philanthropy while strengthening National and Regional Philanthropy Infrastructure e.g. Africa Venture Philanthropy Alliance’s (AVPA) which focuses on social investment & impact investment, Africa Philanthropy Network (APN), East Africa Philanthropy Network (EAPN), Global Fund for Community Foundation (GFCF), European Foundation Center (EFC), Worldwide Initiatives for Grantmaker Support (WINGS), Africa Grantmakers’ Affinity Group among others.

Our Targets

- A vibrant, responsible and capable civil society working in safe civil society spaces.
- Improved national and regional environments for philanthropy.
- Responsive and accountable county governments to community voices in the utilization of public funds and services delivery.
Strategic Direction 5
Institutional Effectiveness

Background

KCDF defines its business model as the combination of systems, processes, instruments, partnerships and financing that effectively and efficiently support the delivery of its programmes and projects. The main goal will be to enable KCDF to become more responsive and capable in delivering its core results against the Strategic Plan, 2019–2023.

In order to achieve the strategic objectives described in this document, KCDF will also build upon its current internal strengths and capabilities for increased efficiency. These will be guided by the set of performance enabling building blocks – investing in people, systems, tools and partnerships which define the essential organizational capacities, as well as maximizing on the power of technology.

Another important aspect of the institutional development pillar will be the focus of KCDF to organization improvement. Improvement will be driven by two streams of work - performance and innovation.

I. The performance stream will focus on “getting more and better results with less resources” – in other words, making the current business practices more cost-efficient and effective in the immediate and long term.

II. The innovation track will create new approaches to how KCDF does its work, test them for scalability and feasibility and replicate as needed. Innovation will also be about creating an optimal balance between working with partners and directly intervening where this will be necessary especially in expanded areas of work such as extractives and devolution.

The demands from all this programming landscape means KCDF will have to be nimbler and more enterprising, give new capacities to staff to develop and deliver more on integrated programmes.

Outcome: Enhanced ability and sustainability of KCDF to deliver on its development mandate effectively and efficiently

Under this strategic goal, the key interventions will include:

i) Improve the use and application of technologies i.e. Navision to increase efficiency especially in grants and donor management; easy access to documents i.e. proper knowledge management; accountability and transparency;

ii) Institutionalizing financial planning, budgeting and reporting structures to enhance resources mobilization.

iii) Strengthening leadership, management and operational capacities of frontline staff.

iv) Higher quality programmes through better project planning, design, and knowledge management underpinned by a culture to continuously improve.

v) Investing in building an organizational culture that enhances interdepartmental communication, agility and adaptability to harness knowledge, solutions and expertise; and

vi) Increased capability for additional resource mobilization and improved management of financial and human resources in pursuit of results.

Our Targets

- Improve the KCDF service delivery by attaining at least 80% of all performance targets.
- Grow KCDF resources by 10% annually.
- Establish and operationalize a sound knowledge management strategy for KCDF.
- By 2023, successfully transition all governance processes to the appropriate KCDF entities.
Shifting the Power to Communities
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