



1997  2014

STRATEGIC
2014 - 2018 **PLAN**



STRATEGIC 2014 - 2018 PLAN



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Abbreviations & Acronyms

AGAG	Africa Grantmakers Affinity Group
ASAL	Arid and Semi-Arid Lands
CBO	Community- Based Organization
CoF	Council on Foundations
CSR	Corporate Social Responsibility
EAAG	East African Association of Grantmakers
EF	Endowment Fund
EFC	European Foundation Centre
FBO	Faith Based Organization
IISP	International Initiative to Strengthen Philanthropy
INGO	International Non-Governmental Organization
IPO	Initial Public Offering
KCD Foundation	Kenya Community Development
M&E	Monitoring and Evaluation
NGO	Non-governmental Organization
OD	Organizational Development
SCOT	Strengths Challenges Opportunities Threats
WINGS	Worldwide Initiative for Grantmaker Support

Executive Summary

A Strategic Plan affords an organisation the opportunity to bring together different dreams and aspirations of key stakeholders. Thus, it is imperative that an organisation reflects on its successes and challenges, and the obtaining reasons. In effect, as KCDF reflects on its successes and challenges, it requires KCDF to take into account the reasons for those successes and challenges.

Thus, this Strategic Plan builds on the key foundations of KCDF's past successes especially as reflected in the recently concluded review of the organisation and attempted to avoid the pitfalls that may have caused it to come short.

KCDF's interventions will continue to be based on the organisation's fundamental theory of change that states – *"Systemic change is possible when communities are able to initiate and drive their development agenda, work with governments and other actors to access basic rights and services as well as harness and grow their own resources"*. Consequently, the organisation plans to continue investing in enhancing organized community-led initiatives to create firm foundations for social justice and sustainable development.

Vision

All Communities giving and working together in prosperity.

Mission

Promoting sustainable development of communities for social justice through institution building, partnerships, resource development and policy influencing

Situational Analysis

A review of the environment that the organisation's key stakeholders operate in identified certain critical factors that adversely impact on marginalised communities (KCDF's key stakeholders), key among them skilled personnel, poor leadership and governance, unequal distribution of resources as well as

access to and sustainable utilisation of resources. Other factors include; weak civic engagement, social accountability and dependency syndrome. The drivers of change towards a strengthened sustainable community were perceived to include several factors many of which rotated around strengthening processes which include institution building, holistic capacity building of community organisations & people, movement building and a multi-stakeholder approach in promoting citizen participation in development processes. Other drivers of change include access, ownership and control of resources as well as promoting and nurturing of strong values.

In efforts aimed at assisting communities pursue sustainable development and social justice, KCDF plans to attain the following goals:

- Build strong and credible institutions
- Influence and foster favorable policy framework and an enabling environment for organized giving and social justice
- Position KCDF as centre of excellence that nurtures/promotes knowledge management and adoption of sound development policies and practices
- Strengthen and enhance KCDF's sustainability

The first two goals focus on the strengthening of the organisation's key stakeholders and target community whilst the rest look to strengthening KCDF, as well as promoting knowledge management based on proven successful development experiences of communities.

KCDF seeks to deepen its impact on community interventions but recognises that it cannot afford to spread itself too thin. Community organisations can only be strengthened if they 'do' it themselves as opposed to them being just beneficiaries.

Institutions building will continue to be a critical strategic approach that underlies the strengthening of communities by KCDF. The organisation recognizes that maximising effectiveness of community institutions is a major factor that will impact their sustainability. Organisational development (OD) as another strategy looks to understand and manage organisational change in a manner that maximises their effectiveness. KCDF has sharpened not only its 'Organisational Capacity Assessment' tool but has designed accompanying capacity development programmes as well appropriate interventions for partner organisations

The ability of community members to support each other through active giving whether in form of goods, services or cash, has always been the hallmark of the African culture. KCDF has over the years built on this premise and has continually sharpened the process. Community philanthropy is therefore a critical strategic approach that KCDF uses and promotes amongst its target stakeholders.

In demonstrating KCDF as a centre of excellence as well as promoting knowledge sharing among development actors, KCDF will document innovations, experiences and lessons learnt by the organisation, its partner and communities it works in.

With the promulgation of the new Constitution in 2010 that gave rise to devolution, KCDF envisions to work across as many counties as possible in its quest to have a national footprint as well as partner with the existing devolved structures to further the development agenda of grassroot communities.

KCDF will continue sharpening and refocusing its County Strategy as more clarity is brought to the fore on this new governance regime. This new development also means that KCDF will have to change tact on its grantmaking work; it forces the organisation to partner with more established organisation for longer periods of time to attain significant impact. In essence, KCDF has to "do less to be more" as it seeks to empower more organisations in the areas of capacity and institutional development.

In pursuing the above defined strategic approaches, KCDF plans to implement programmes along the following strategic themes over the next five years:

- Livelihoods, Environment and Climate Change (LEC)
- Education, Children and Youth (EYC)
- Policy, Research & Advocacy (PRA)
- Partnerships and Resource Development (PRD)
- Capacity and Organisational Development

KCDF will continue to focus its strategic programmes amongst the communities as it looks to contribute towards their sustainable development and enjoyment of social justice.

Conclusion

As KCDF commences this next strategic plan period, it plans "to do less so that it can be more" by playing more of a facilitative role, collaborating with others including community organizations of various types and other like-minded partners.

Introduction

WHO WE ARE

KCDF is unique among local Public Benefit Organisations in Kenya as a pioneer national public foundation.

Established in 1997, KCDF has a strong national outlook built over the last 18 years on a strong foundation of trust and community-driven development approaches. KCDF has developed solid grant-making policies and procedures and established itself as a credible actor in the development agenda. The Foundation works through strategic and carefully selected partnerships throughout the country both at the national and community level.

KCDF strongly believes in the ability of communities to identify and prioritise their needs, and with a little external support, pursue their own solutions to these needs.

Theory of Change

"KCDF believes that systemic and enduring change is possible when communities are able to initiate and drive their own development agenda, work with governments and other actors to access basic rights and services as well as harness and grow their own resources. KCDF therefore invests in enhancing organized community-led initiatives to create a firm basis for sustainable development and social justice"

Strategic Niche

KCDF's Strategic Niche is premised on promoting a model that enhances growth and sustainability of communities through their strong engagement in owning and driving their development efforts, capacity development, community philanthropy and local resource mobilization.

- 1 To build strong and credible institutions for sustainable development of communities.
- 2 To influence and foster favorable policy framework and an enabling environment for organized giving and social justice.
- 3 KCDF positioned as a centre of excellence that nurtures/ promotes knowledge management and adoption of sound development policies and practises.
- 4 To strengthen and enhance KCDF's sustainability.

"Unlike a drop of water which loses its identity when it joins the ocean, man does not lose his being in the society in which he lives."

VISION

"All Communities giving and working together in prosperity"

MISSION

"Promoting sustainable development of communities for social justice, through institution building, partnerships, resource development and policy influencing"

KCDF's Key Values



We believe and promote the following values in all that we do:

- **Social Justice & Equity:** Everyone deserves equal economic, political and social rights and opportunities.
- **Respect:** The rights and dignity of every human being irrespective of their social standing.
- **Integrity:** transparency, accountability and efficiency in our dealings with others.
- **Partnerships:** Working with other partners and collaborators in a dedicated manner towards the achievement of common targets and goals.
- **Innovation:** Reflection, learning and innovation and striving to evolve, promote and share best practices with others.

2 Review and Analysis of the Context of Our Work

Lessons from the Past Findings from the Review of the Strategic Plan 2009-13

Sustainability of partners and their projects as well as supporting communities through innovative approaches including grant-making and capacity building were identified as critical elements to its success and that of its partners. In addition there was the unique approach of allowing communities to identify and prioritize their own agendas and the ability to work with others to support them. KCDF's strong values, quality and empowering leadership were also noted to have been major contributors to the organisation's success. Most of those interviewed highly commended KCDF on its approach to development.

However, there were a number of challenges noted during the review process with the possible recommendation to address them:

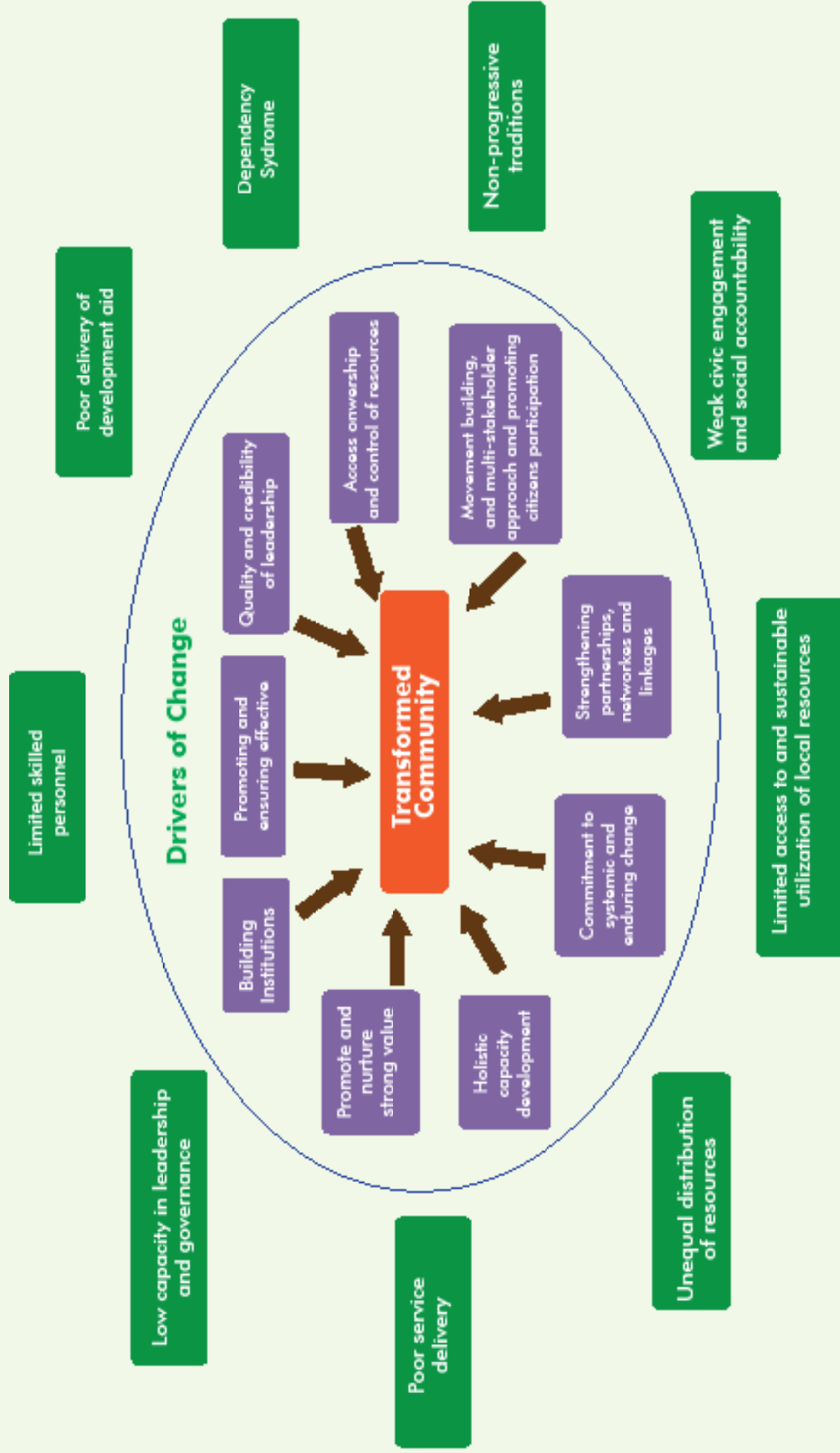
- Strengthening the balance between needs and rights in programmes.
- Strengthening capacity building.
- Keeping the policy agenda focused
- Expanding the influencing agenda.
- Documenting the KCDF story from a "KCDF's perspective."
- Investing in Board and Staff Development.
- Enhancing and clarifying the relationships between the three KCDF institutions.

KCDF intends to use the recommendations from the review as building stones even as it embarks on this new strategy.

Situational Analysis

As it launches into the next strategic plan period KCDF is fully aware of the environment (influencing factors and actors) it is going to work in. i. It has isolated the critical challenges or conditions facing the Kenyan community and has thus identified possible drivers for change as highlighted below.

Factors Facing Marginalised Communities



Target Group and Geographical Location of Operations

KCDF works with poor, marginalised and disadvantaged communities as its primary target group and looks to assist them uplift their livelihoods through their own efforts.

The organisation's secondary target comprise of organised communities who are focused in looking to uplift themselves in a sustainable manner through asset development.

KCDF believes strongly in the ability of communities to identify and drive their own development agenda. As such, the organisation responds to requests from these communities. In responding to the requests, KCDF attempts to as far as is possible ensure that its interventions have a national perspective by covering a diverse number of counties or regions.

KCDF shall, as much as possible, spread its interventions across the country. The outreach shall be based on a set criteria and the County Strategy as reflected below.

Stakeholders

KCDF in an effort to achieve its strategic goals and vision works with and shall continue working closely with the following stakeholders/ partners:

Communities

Communities and especially the marginalized ones form the key target group for KCDF and therefore the focal area of its interventions. KCDF also perceives the communities as its major supporters and principle actors on the ground and the basis of all its work.

Grantees, CSOs & Fund Builders

KCDF works through grant-making, capacity building and asset building to achieve its strategic goals; as a consequence it perceives grantees, CSOs and

fund builders as vital partners in assisting the organisation and the community in attaining sustainability.

Networks, Partnerships & Associations

In the spirit of widening as far as possible the actors involved in the promotion of communities' sustainability, KCDF seeks to work with credible networks, partnerships and associations. These organisations are expected to coordinate joint initiatives where applicable or even provide resources (in cash or other form) as appropriate.

Government

The government at both national and county levels forms a key partner for KCDF through the provision of an enabling environment including security and policy framework for its activities. In addition and in line with Kenya's new Constitution it is the obligation of the state in its different forms to ensure the provision of basic rights and services to each citizen. KCDF whilst working alongside the government in supporting the provision of certain basic services including health and education nevertheless encourages citizens to seek the provision of their basic rights from the state.

Foundations, Trusts & Donors

Foundation, Trusts and Donors are seen as another set of key partners and collaborators with KCDF in the sustainability of communities through the provision of resources (cash and other forms), joint advocacy of appropriate policies and capacity building.

Private Sector

Kenya's new Constitution promotes Private, Public Partnerships as a means of promoting sustained development. With this spirit in mind KCDF seeks during this plan period to encourage private corporations and individuals to be active partners in supporting the sustainability of communities in many ways including through the provision of resources or support in the enactment and implementation of appropriate policies that might encourage communities' sustainability.

KCDF Investment Company Ltd.

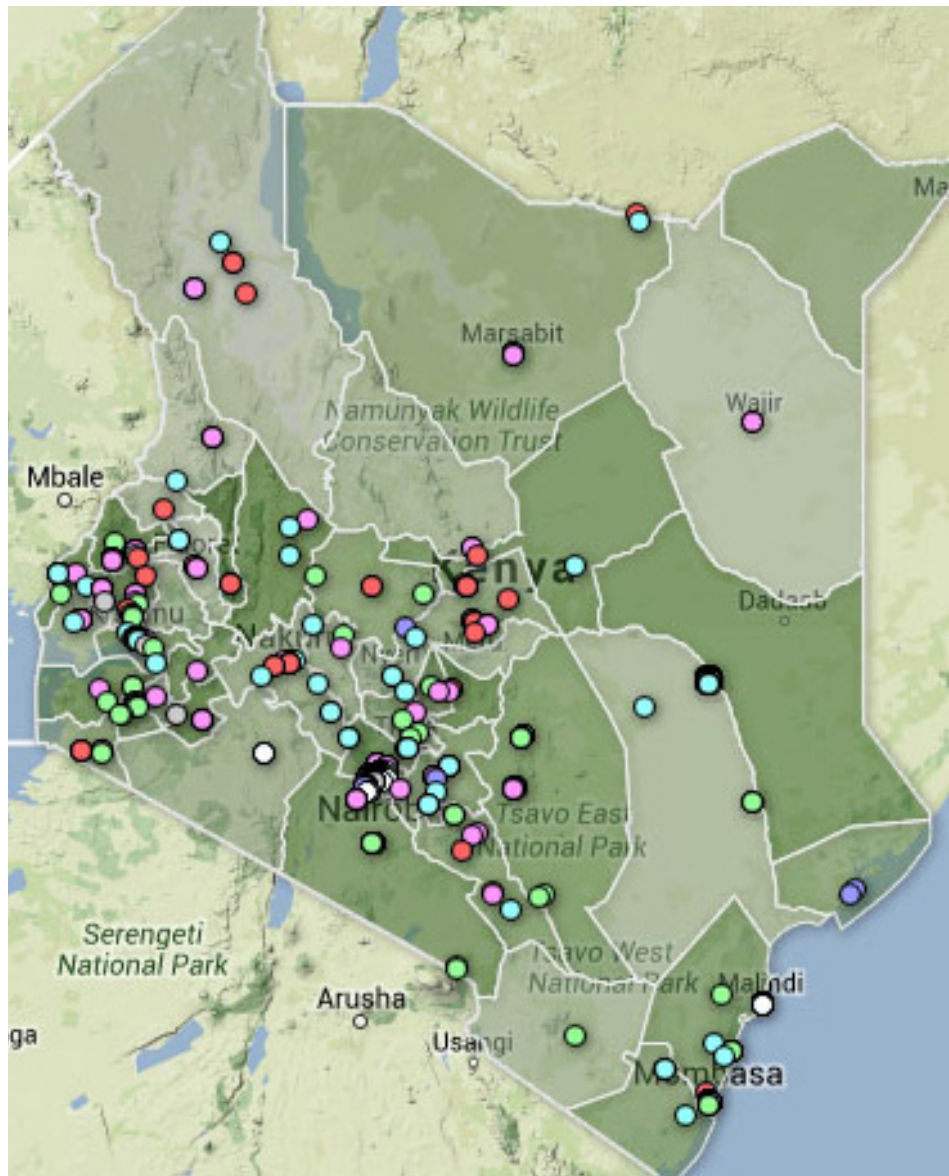
The Foundation sees KCDF Investment Co. Ltd. as a key vehicle in the mobilization of resources and fund building for the foundation and the communities. The company is also expected to serve as a model for possible replication for other organisations that might be pursuing their sustainability. Research Institutions, Think Tanks & Universities As KCDF proposes to strengthen its policy intervention work, it has identified these institutions as criti-

cal actors and partners in the provision of credible primary and/or secondary data that would facilitate the policy intervention work that is proposed.

Media

KCDF recognises Media as a major actor that shall require to be actively engaged in the development agenda in different areas including dissemination and creating awareness of policies that are likely to impact the sustainability of communities.

Geographical Areas of Intervention & Focus



See: www.kcdf.or.ke

Strategy: What We Do & How We Do It

KCDF's Strategic Thematic Areas

KCDF plans during this strategic plan period to build on the achievements made and work undertaken over the last five years with the different communities and other stakeholders. Taking into consideration the tremendous demand (current and anticipated as a result of devolution) on KCDF's services and the communities that have already been strengthened, the organisation proposes to play a more facilitative role, only intervening itself on the ground where it desires to assist in establishing best practices that others can replicate for their own sustainability.

This shall be done by focusing on the following thematic areas:

- Livelihoods, Environment and Climate Change (LEC)
- Education, Youth and Children
- Policy, Research and Advocacy
- Partnership and Resource Development
- Capacity Development & Organisational Development

Strategic Approaches

Building on its values and Strategy of Change, which are the core of its being, KCDF pursues the following approaches in implementing its strategic programmes and in collaborating with its stakeholders:

Institution Building

KCDF's concept of sustainable community-driven development is pegged on the premise that communities must be organized in some way. Thus, the stronger the community organisations, the more likely that their strategies and advocacy for better

services delivery will be achieved. KCDF invests in all organisations that it partners with, in developing their capacity and working together to enhance their sustainability.

Organization Development

Organization Development (OD) is the ability of an organization to manage change effectively and in a manner that increases its effectiveness, viability and sustainability. Many CBO's are weak and often experience various challenges of effectiveness, accountability, leadership and governance. OD looks to strengthen these institutions by working through people and cultivating change in the culture and practice of people in a manner that leads to improved sustainable performance.

KCDF believes in conducting a thorough assessment of an organisations capacity to deliver meaningful change. KCDF has developed an organizational capacity assessment (diagnostic) process and tools that help assess the capacity of all its partners while devising mechanisms to address these gaps with a various interventions such as coaching and mentorships among others. KCDF will continue to provide this capacity in line with the new Public Benefits Organizations Act 2013, which seeks to enhance self-regulation and improvement of standards in a bid to enhance the impact created by Civil Society Organisations in Kenya.

Community Philanthropy

Having local people and communities involved as donors is a game-changer in efforts aimed at enhancing sustainability of organisations beyond external funding. Where successful, community philanthropy also leads to lasting and increased local ownership and accountability. In Kenya, many development milestones have been realized through the Harambee concept and spirit (the pooling of efforts and resources). As a result,

communities have been able to build assets as well as address inherent social needs. However, this has largely happened within smaller circles of family and friends.

Thus, despite its great potential, community philanthropy remains under-developed. KCDF was founded to demonstrate the power of organized philanthropy and SMART investment of development aid. KCDF's programmes and capacity building model embrace the need to strengthen the infrastructure for organized giving, building key links between partners (especially trusts and foundations), and enhancing technical features such as definition, performance, and evaluation.

Through a partnership with the African Grant-makers Network and Eastern Africa Association of Grantmakers, KCDF is working with like-minded organizations in Kenya, East Africa and across the whole continent to explore ways of enhancing self-reliance and community involvement in driving their own development agenda.

KCDF will seek to sustain the focus and efforts in promoting favourable policy and legal environment for enhanced local philanthropy (or giving) as a means of tapping into the resource capabilities of the diaspora, middle class population and the high net worth individuals.

Innovation, Knowledge Management and Learning

Knowledge Management consists of activities focused on the organization gaining knowledge from its own experience & from the experience of others and application of that knowledge through a process of learning to fulfill the organisation's mission. These activities are executed by merging technology, organizational structures, and cognitive-based strategies to raise the yield of existing knowledge and produce new knowledge. Critical in

this endeavor is the enhancement of the cognitive system (organization, human, computer, or joint human-computer system) in acquiring, storing and utilizing knowledge for learning, problem solving, and decision making.

KCDF recognizes that its 17 years of existence has resulted in the generation of a huge amount of information. This life journey of KCDF; the lessons and challenges experienced as well as the successes recorded hold the key to informing emerging foundations and other CSOs in Kenya and elsewhere about the pitfalls to avoid and the opportunities that good leadership and assets development hold for steady and sustainable growth of African organizations.

Therefore, KCDF will seek to enhance efforts to document, disseminate and learn from existing and future programme activities and outcomes. The emphasis will be on promoting learning and sharing with others to drive change and to advocate for sound development practices

Assets' Development

KCDF has been working with communities across Kenya in promoting the development of their 'own assets'. In this case, assets are those functional (fixed) or financial resources that communities can apply in their work towards poverty reduction and social justice. The community assets may include community facilities, buildings, investments, cash from community philanthropy, endowments, and other long term funds.

Over the last decade KCDF has encouraged more than 22 local organizations to establish their own endowment funds. These funds are invested through a framework that KCDF has developed. This cooperative arrangement is expected in the present and also in future (subject to achieving expected growth targets set by each community to

contribute regularly towards their funds in addressing development needs as they may prioritize). KCDF intends to challenge and encourage other CSOs in Kenya and beyond to leverage on community philanthropy in a bid to attract other development resources. Building endowments and/or sustainability funds hold the key to reducing dependency on external aid.

KCDF will continue to grow the organizations resources to sustain the overall organisations growth plan and targets. Similarly, KCDF will continue to empower (skills and capacity transfer) local organizations to mobilize local resources while offering incentives and where possible, offer premiums for those groups that succeed.

Cross Cutting Strategy: KCDF County Engagement

KCDF would like to continue to grow the organizations resources to sustain the overall organizations growth plan and targets. Similarly, KCDF will continue to transfer skills and capacity to local organizations on successful local resources mobilization and to offer incentives, and where possible offer premiums for those who excel. KCDF is also looking forward to diversify resource mobilization strategies to broaden the participation of Kenyans in sustaining KCDF and other local community organizations.

General

One of the key elements of the New Kenyan Constitution is the devolution of power, systems, structures and resources to the county level as a way of getting goods and services to the people. KCDF whose key focal point has been the community is determined to upscale its interventions through a strategic focus on counties. The process of devolving resources and power has proved challenging and uncertain even as it has generated immense expectations amongst the local communities as regards the resolution of their historical challenges. Such expectations have also been communicated to

KCDF from numerous communities as well as other stakeholders in an attempt to support these communities take advantage of the new dispensation to alleviate poverty and other challenges they face. With 47 counties in Kenya, it is clear that despite the immense demands that might be directed to KCDF, the organisation can only be involved in a limited number initially, and build on the positive experience to expand into more counties.

KCDF proposes therefore to pursue the following structured County Engagement Strategy during this next strategic plan period.

Criteria for Intervention

The key criteria for KCDF's interventions would be as follows:

- Perceived extent of marginalization (incorporating levels of poverty as measured by the Ministry of Planning and access to basic social services)
- Prevalent challenges & emerging needs, hence prioritizing those with critical needs
- Distribution of interventions over various country – working towards a national presence
- Wealth distribution and availability; e.g. Counties with wealth provide opportunities for setting up country funds
- Leverage of county resources & what it can offer; e.g. Eagerness of a county to put dedicated resources to a critical need such as education.
- Resources available to KCDF: Availability of dedicated resources from funders who may want to target some counties may influence choice of a county.

4

Our Work Going Forward

STRATEGIC GOALS

KCDF's strategic goals which are based on its Vision, Mission and Theory of Change and upon which the organisation has developed its interventions are as follows:

- 1 To build strong and credible institutions for sustainable development of communities
- 2 To influence and foster favorable policy framework and an enabling environment for organized giving and social justice
- 3 KCDF positioned as a centre of excellence that nurtures/ promotes knowledge management and adoption of sound development policies and practices
- 4 To strengthen & enhance KCDF's Sustainability


The organisation's detailed interventions along with expected outcomes and outputs are as depicted in the log-frame below:

STRATEGIC GOALS & INTERVENTIONS – STRATEGIC PLAN 2014 TO 2018

Strategic Goals	Strategic Interventions	Outcomes	Proposed Targets	Indicators	Activities
SG1 Building strong and credible institutions for sustainable development of communities	1.1 Grant making	1.1.1 KCDF programme grant making funding grows by at least 20% annually.	<ul style="list-style-type: none"> Annual Fundraising Target of US\$1.5 Million 70-100 CSO grants awarded annually 2 County Governments annually KES. 150 Million in Grants 5,000 households as direct beneficiaries annually 	<ul style="list-style-type: none"> Number of funding partners More grantees running for more than one year. Number of grantees identified/solicited No of repeat grantees. Documented new versions of KCDF grants making tools and processes Number of demand driven half yearly capacity building learning workshops and forums held 	<ul style="list-style-type: none"> Resources Mobilization and Funding Partnerships Development Updating/adaptation of KCDF grant making tools Identification of strategic grantee partners Innovative and responsive Grants Approval Process Field visits/Get acquainted visits Design and implementation of demand driven capacity strengthening learning forums and workshops for KCDF grantees biannual reviews of grantmaking tools
		1.1.2 KCDF achieves both geographical and thematic growth in its programme and grants reach.	<ul style="list-style-type: none"> At least 70-100 CSOs strengthened annually across Kenya through mentorship, coaching, training workshops and other capacity building techniques. KCDF OCA & OD Model consolidated and published by end of 2014 	<ul style="list-style-type: none"> # of organizational capacity assessments conducted Capacity building plans for grantees # of capacity building workshops # of partners receiving mentorship and coaching 	<ul style="list-style-type: none"> Conduct organizational capacity assessment Coaching and Mentorship Training workshops Exposure visits/exchange learning programmes
	1.2 Institutional strengthening	1.2.1 Documentation of KCDF's organizational development model 1.2.2 Improved/strengthened systems and processes of KCDF grantees and partners.			

Strategic Goals	Strategic Interventions	Outcomes	Proposed Targets	Indicators	Activities
		1.2.3 Strong and sustainable community organizations	<ul style="list-style-type: none"> At least 200-300 CSOs demonstrating growth in their organizational (holistic) capacities. 		
	1.3 Community funds and assets building	<p>1.3.1 Growth in success of local community fundraising and community funds</p> <p>1.3.2 Increased numbers of communities using yields from their community funds to support their priority projects</p>	<ul style="list-style-type: none"> 15 community, County or legacy funds created or strengthened over 5 years. 100 communities raise own funding through collaborative grant matchmaking 20 communities each raising KES. 2 m annually. KES. 150 Million raised over 5 years through local community fund-raising & assets development Communities generate at least KES.20 Million shillings from their investment yields of long term funds. At least 10 fund builders with individual funds of 5M Double the number of fund builders accessing their yields 	<ul style="list-style-type: none"> Number of community funds created Number of community assets developed % growth in community fundraising outcomes Diversity of community assets 	<ul style="list-style-type: none"> Capacity building of partners in resource mobilization Facilitating communities to develop appropriate structures for community funds/assets Facilitating local institutions to develop appropriate structures for community funds/assets Annual fund builders' forums
	1.4 Networking and Learning (National & County Level)	1.4.1 New and strengthened partnerships and collaborations	<ul style="list-style-type: none"> Enhanced understanding of key stakeholders of each of the thematic areas of work. KCDF is a member of at least 	<ul style="list-style-type: none"> Database of KCDF stakeholders Membership and affiliation to relevant forums/platforms 	<ul style="list-style-type: none"> Mapping stakeholders at different levels Conduct /participation in relevant multi-stakeholder forums/platforms

Strategic Goals	Strategic Interventions	Outcomes	Proposed Targets	Indicators	Activities
		<p>1.4.2 Funding</p> <p>1.4.3 Skills enhancement</p> <p>1.4.4 Visibility of KCDF</p> <p>1.4.5 Sustainability of our programmes (relevance)</p>	<ul style="list-style-type: none"> 10 strategic national, regional and global networks 5 KCDF Community open days held over the 5 years US\$7.5 Million raised over 5 years (1.5M per year) 5 thematic exchange visits for KCDF partners annually At least 10 learning workshops or forums (two annually) 	<ul style="list-style-type: none"> Number of grantees and partners participating in KCDF forums and open days. 	<ul style="list-style-type: none"> Annual KCDF community days Thematic learning workshops/ events Exchange/exposure visits
	1.5 Promote strategies that enable effective service delivery by communities	1.5.1 Increased impact of service delivery at community level.	<ul style="list-style-type: none"> 10 publications (2 annual) 15 case studies (3 annually) documented and promoted 40% of all KCDF partners adopting working models 	<ul style="list-style-type: none"> Number of publications/case studies/models developed. Number of communities adopting working models. Number of models adopted/replicated 	<ul style="list-style-type: none"> Identification, documentation and dissemination of successful models. Integrate best practices and models in KCDF's engagement with other partners. Facilitation of communities to appreciate and adopt successful models and best practices
SG2 To influence and foster favorable policy framework and an enabling environment for organized giving and social justice	2.1 Working with others towards an enabling environment for CSOs, best practices and standards	<p>2.1.1 CSOs adopt standards (Viwango) and best practices for increased accountability and efficiency.</p> <p>2.1.2 Enhanced partnerships and collaborations between CSOs, private sector and government.</p>	<ul style="list-style-type: none"> 150 CSOs involved in the standards enhancement process (capacity building) 3 Legal or Policy issues moved from stakeholders dialogue to operationalization 50 CSO partners of KCDF signing up & complete a Viwango certification 	<ul style="list-style-type: none"> Number of collaborators & funders who adopt and promote Viwango. Number of relevant forums attended Number of partnerships and collaborations forged 	<ul style="list-style-type: none"> Dissemination of Viwango CSO standards and best practices. Promotion of Viwango CSO standards among collaborators & funders. Participate in relevant policy forums Simplification and dissemination of the PBO Act among KCDF partners.

Strategic Goals	Strategic Interventions	Outcomes	Proposed Targets	Indicators	Activities
	<p>2.2 Facilitate research, dialogue and advocacy for enabling policy frameworks for effective and sustainable philanthropy/giving/social justice in Africa</p>	<p>2.1.3 Enhanced credibility, accountability and transparency among CSOs.</p> <p>2.2.1 Multi-stakeholder approach to policy and advocacy.</p> <p>2.2.2 Enhanced capacity of key philanthropy networks.</p> <p>2.2.3 Increased responsiveness from policy makers, communities, private sector and high net worth individuals towards the role of philanthropy and social justice.</p> <p>2.2.4 Movement building towards realization of social justice in Africa.</p> <p>2.2.5 Evidence based advocacy and policy development.</p>	<ul style="list-style-type: none"> Increasing number of grantees raising funds locally from individuals or companies KCDF Membership and active participation in 5 African, and global CSOs and philanthropy networks 3 research or policy position papers developed and published annually. The PBO & Unclaimed financial Assets Acts are operational & benefiting communities. Increased number of CSOs applying and getting tax exemptions & issuing receipts. 2 major policy memorandums developed by KCDF and its collaborating CSOs and Networks. KCDF policy strategy is mainstreamed in each thematic area of work by end 2014 	<ul style="list-style-type: none"> Membership to EAAG, AGN, AGAG, and other key regional or global networks Membership and active participation to key CSO networks and forums. Policy papers, memorandums, reports and research papers developed. PBO Act, Unclaimed financial Assets operationalized. An annual tracking report of Kenyan CSOs that get tax exemptions and utilize the tax incentives 	<ul style="list-style-type: none"> Undertake a detailed KCDF CSOs stakeholders analysis Defining and refining the KCDF policy agenda. Establish partnerships with research institutions. Convening and participation in relevant/strategic policy forums. Meetings and consultations with county & national, governments/authorities and other relevant regional and global bodies. Generation of relevant advocacy materials. Tracking of implementation of various policies, laws, conventions and regulations.
	<p>2.3 Working with others to foster and promote national, regional and global networks on/for Africa philanthropy</p>	<p>2.3.1 Policy agenda on philanthropy and social justice influenced at the national, regional and global arena.</p>	<ul style="list-style-type: none"> Strengthened AGN and EAAG Establishment of the Kenya Philanthropy Forum 	<ul style="list-style-type: none"> Number of convening's and philanthropy network forums attended. Number of membership subscriptions to philanthropy networks. 	<ul style="list-style-type: none"> Participating in AGN, EAAG and other African and global networks. Strengthening national and regional networks Sustaining our membership in the various networks.

Strategic Goals	Strategic Interventions	Outcomes	Proposed Targets	Indicators	Activities
<p>SG3 KCDF positioned as a centre of excellence that nurtures/promotes knowledge management and adoption of sound development policies and practices</p>	<p>3.1 Research, Monitoring, Evaluation and Learning</p>	<p>2.3.2 Enhanced cooperation and collaboration among philanthropy organizations and actors in Africa-voice.</p>	<ul style="list-style-type: none"> The amount of KCDF's financial and technical contribution to philanthropy networks. Growth in membership of national and regional philanthropy networks. At least one philanthropy forum held in Kenya annually 		
	<p>3.1.1 KCDF demonstrates impact of its work through enhanced Performance Management Planning</p> <p>3.1.2 Enhanced visibility and profiling of KCDF and her work</p> <p>3.1.3 KCDF is influencing community driven development approaches through evidence and approaches</p> <p>3.1.4 KCDF's robust MIS System contributing to better use of programme data, resources and information and supporting innovation and learning</p>	<ul style="list-style-type: none"> New robust MIS system in place by June 2014 ONE national learning forum hosted by KCDF annually Functional Monitoring, Evaluation, Reporting and Learning Framework Strengthened M&E, learning & documentation function at KCDF with at least 3 staff members 	<ul style="list-style-type: none"> KCDF MIS System in place Number of case studies documented Number of human success stories documented Number of thematic publications and white papers developed by KCDF staff Biennially updated KCDF M&E Framework in place (complete with tools) Number of learning and experience sharing forums attended or held by KCDF 	<ul style="list-style-type: none"> Research, baseline surveys Documenting results of KCDF work; human success stories and case studies MIS system Continuously enhance KCDF M&E framework. Learning forums Continuously update a database of facilitators with appropriate skills and experience 	

Strategic Goals	Strategic Interventions	Outcomes	Proposed Targets	Indicators	Activities
	<p>3.2 Networking, partnerships and collaborations</p>	<p>3.2.1 Advancement of appropriate technical knowledge in development planning</p> <p>3.2.2 Increased recognition of KCDF as center of Excellency</p> <p>3.2.3 Networks, Partnerships and Collaborations contribute to visibility and peer recognition of KCDF</p>	<ul style="list-style-type: none"> KCDF is a participating in at least one thematic national think tanks in Kenya KCDF is participating in 1 thematic pan African/global think tanks KCDF receives at least ONE annual professional review of its development approaches and documentations 	<ul style="list-style-type: none"> Number of memberships to think tank organizations Number of memberships to research organizations Number of memberships to bodies of knowledge institutions on philanthropy and community development Specialized reviews of KCDF development theories and practice 	<ul style="list-style-type: none"> Establish partnerships, networks and collaborations with strategic research, think tanks and bodies of development knowledge Establish partnerships and collaboration with government at county & national levels Establish partnerships and collaboration with private sector
	<p>3.3 Knowledge management and promotion of successful models and adoption of best practices</p>	<p>3.3.1 KCDF Model transforming the approaches to sustainability and community driven development.</p> <p>3.3.2 KCDF leveraging on its knowledge and experience to support the growth of other philanthropic organizations.</p> <p>3.3.3 KCDF leverages its experiences and those of other actors to enhance CSO capacity and performance.</p>	<ul style="list-style-type: none"> KCDF, the River of Life (500 copies), completed by March 2014 One version (500 copies) of the community series published annually 1,000 copies of case studies published and distributed annually (hard and soft copies) 	<ul style="list-style-type: none"> The KCDF Story Publication Completed and Disseminated Number of My Community Series Publications Completed and Disseminated Number of Case Studies and Human Success Stories 	<ul style="list-style-type: none"> Documenting the KCDF models. Documenting KCDF grant making and capacity building processes and approaches Dissemination of the documented best practices and models Provide assistance to individuals and organizations interested in creating new foundations

Strategic Goals	Strategic Interventions	Outcomes	Proposed Targets	Indicators	Activities
<p>SG4 To Strengthening & Enhance KCDF's Sustainability</p>	<p>4.1 Resources Mobilization for Financial Sustainability</p>	<p>4.1.1 Programme funding grow by at least US 1.5 Million (KES 130 Million) annually</p> <p>4.1.2 KCDF is the choice organization for corporate social investments</p> <p>4.1.3 Institutionalization of Consultancy and Advisory Services as a resource mobilization mechanism</p> <p>4.1.4 Funding programs from endowment.</p>	<ul style="list-style-type: none"> US \$ 1.5 Million (KES.130 Million) raised annually from donor funding 3 new donors partnership realized annually One annual donor round table hosted by KCDF annually KES. 50 Million raised annually from Kenyan corporate partnerships in both cash and kind. 5 new corporate program partnerships annually KES. 10 Million raised annually from fundraising events (& Consultancies). 2 to 3 Diaspora Partnerships established annually. From 2017, KCDF receive funding contributions from the assets to its operations of 3% to 5% per annum. 	<ul style="list-style-type: none"> Donor funding New donor partnerships Income from Consultancy & Advisory Services Donor round table convening Corporate program funding New Corporate Partnerships established Funding raised from individuals & Diaspora Funding from events 	<ul style="list-style-type: none"> Institutional fundraising through proposals development Donor Round Tables Convening Consultancy and Advisory Services Corporate Partnerships Development Identification of individual legacy giving champions Enhance Diaspora engagement & giving Organizing of Fundraising Events Develop a clear engagement framework/strategy for HNWLs and Diaspora in Kenya
<p>4</p>	<p>4.2 Growing the KCDF assets value to KES 1.5 billion</p>	<p>4.2.1 10% annual growth of the endowment investments</p> <p>4.2.2 Investment diversification</p> <p>4.2.3 KES 5 Million in new funding injected into</p>	<ul style="list-style-type: none"> Annual Growth of KES. 60 million KES 10 to 15 Million raised through rent income (Pangani - 2016 & Morning side - 2014) annually Grow KCDF- IH by 30% Growth in Real Estate investment by 30%. 	<ul style="list-style-type: none"> KCDF Plaza Completed by end of 2015 Occupancy of KCDF Plaza is at 90% by 2018 KCDF-IH fully operational (self-sustaining and physically independent from KCDF) by end of 2015 	<ul style="list-style-type: none"> Diversification of endowment funds investments Construction of the KCDF Plaza KCDF Investments Holding Company Rent Income (savings) from Morningside Office Park

Strategic Goals	Strategic Interventions	Outcomes	Proposed Targets	Indicators	Activities
		the KCDF endowment annually 4.2.4 KCDF-I contributing KES.60 M (dividends) to the foundation.			
	4.3 Change Management - Investing in board & staff development by attracting, motivating and retaining skilled/competent team.	4.3.1 Renewed and strengthened governance team (Board and Trustees) 4.3.2 Renewed and revamped staff and management 4.3.3 Dedicated and motivated staff team, board & trustees exhibiting KCDF culture, values and principles	<ul style="list-style-type: none"> Board and Staff Transition and Succession plan completed by September 2014 Job Evaluation for all job levels at KCDF completed by September 2014 The KCDF performance management plan in place and monitored by both Management & board annually. An annual capacity building, mentorship & coaching action plan is executed and evaluated annually for all staff and board. 	<ul style="list-style-type: none"> Clear transition and succession plans at all levels in operation by end of 2014 Comprehensive on-boarding and performance management plans for board, management and staff A Job evaluation Report Biennial remunerations and staff benefits reviews i.e., check competitiveness Database of local facilitators 	<ul style="list-style-type: none"> Comprehensive staff and board on-boarding plans Develop comprehensive staff development and succession plan Institute annual board & trustee development and succession plans Undertake one comprehensive Job evaluation Staff Remunerations & Benefits Reviews Recruit an HR Officer
	4.4 Enhanced Profiling of KCDF for increased brand visibility and positioning	4.4.1 Increased KCDF brand presence 4.4.2 Greater appreciation of the niche and uniqueness of KCDF 4.4.3 Growth in the success of KCDF resources mobilization	<ul style="list-style-type: none"> 20% annual growth in KCDF visibility Hold at least one community day event annually bringing together KCDF partners and collaborators Produce at least two theme specific publication annually.(excluding the annual report) 	<ul style="list-style-type: none"> Media log for all the different media channels Increased KCDF website hits Annual public engagement event held At least 3 annual publications Case studies & human success stories 	<ul style="list-style-type: none"> Digital and conventional media activation Public engagement events Documentation of KCDF's work Strategic membership affiliations and partnerships development Strengthen KCDF brand messaging

Strategic Goals	Strategic Interventions	Outcomes	Proposed Targets	Indicators	Activities
			<ul style="list-style-type: none"> Develop at least 24 case-studies/human interest stories for profiling in KCDF and public media platforms annually. Increase website hits by 30% each year. (Current baseline is an average of 3000 hits monthly). 		
	<p>4.5 Strengthening KCDF core values, processes, systems and structures</p>	<p>4.5.1 Revamped policy documents for increased efficiency and accountability to all stakeholders.</p> <p>4.5.2 A reviewed and better aligned structure to improve performance and effectiveness, & promote organizational sustainability.</p> <p>4.5.3 An efficient delivery of KCDF services to its grantees, partners and collaborators.</p> <p>4.5.3 An established and operational OD/HR function reporting to the CEO.</p>	<ul style="list-style-type: none"> Strengthen annual Board and staff Retreats as a mechanism for monitoring progress. A systems and processes audit completed in 5 years All staff, board and operational policy documents reviewed and updated once every 2 years (HR, Finance, Audit, Programme Development, Grants Making, M&E, Capacity Building, Resources Mobilization, Investments etc.) Revamped / Renewed JDs for all positions. 	<ul style="list-style-type: none"> Mid-term review report in 2016. Annual reflection meetings held to review and reinforce KCDF ownership, performance & and practice of its values. 1 Systems and Processes Audit Outcome reports of the annual internal, programme and governance structure reviews Updated KCDF organogram/structure Timely annual staff appraisals 	<ul style="list-style-type: none"> Periodic reflections on the KCDF performance against its core values and set performance benchmarks systems and processes audits One full Job evaluation Review of KCDF internal and governance structures to ensure alignment with strategy Review of KCDF programme structure and themes to ensure relevance and effectiveness

5 Critical Assumptions

The success in attaining the strategic goals and related outcomes has been based on the following critical assumptions:

- That the roll out of the new constitution including the devolution process is going to be seamless and progressive
- That there is continued political and economic stability in Kenya;
- That communities continue to be willing to pursue a common goal including their own economic sustainability
- That donors and other philanthropists continue to be willing to give to KCDF and its partners; and
- That the local and international investment climate remains conducive for investment by KCDF and the Kenyan communities.

tions' work, through various committees that make it easy for efficient and effective implementation of KCDF's work. The Chief Executive Officer, a non-voting member of both the Board of Trustees and Board of Directors, oversees the day-to-day running of the Secretariat.

Secretariat

During the period 2014-2018, KCDF has instituted the concept of 'team approach' for implementation of its programmes. These teams are divided along its strategic thematic areas. KCDF recognizes that coordination of teams is often the most serious challenge facing similar structured organisations. To address this potential challenge it has a 'Management Team' at two levels, the first level comprises the Heads of each of these teams. The second level goes beyond this and brings in leaders of each of the Units under each thematic area.

This system not only allows the smooth coordination of the organisation's activities, but also allows transition planning to be effected that allows different programme and other officers to be actively involved in the management of the organisation as well as allowing them all to keep sight of the organisation's mission and vision.

This approach is expected to provide the development of the next generation of leaders across all the strategic pillars, as well as at the CEO level.

6 Structure of KCDF

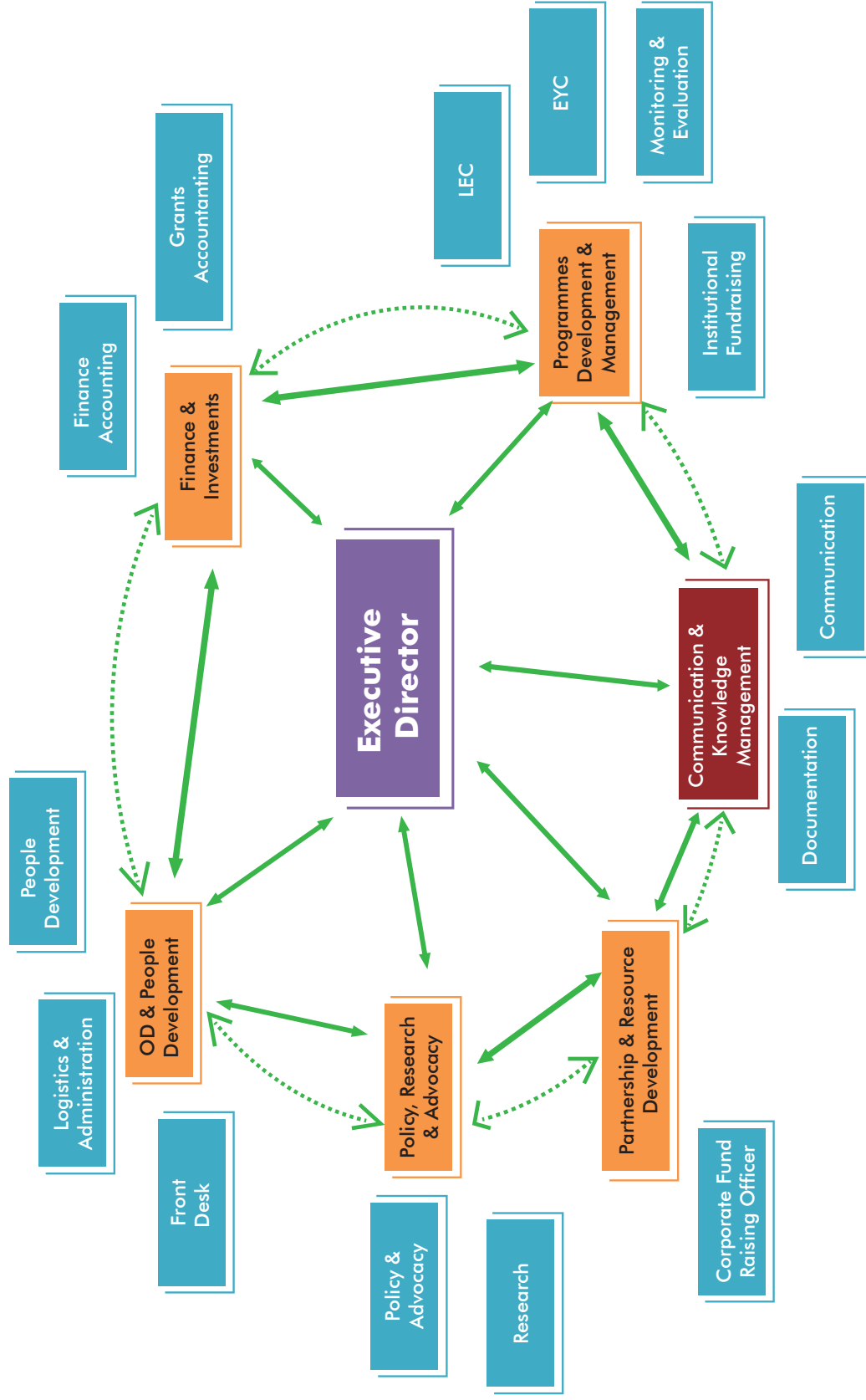
Owing to the prevailing legal and political regime that was in power at the time, KCDF maintains its registration as a company limited by guarantee. KCDF conducts its operations through the foundation with the Trust ensuring growth, management and protection of its assets.

Governance

KCDF is governed by a Board of Trustees and a Board of Directors that ensures the organization's activities remains true to its vision.

The Board of Trustees appoints a Board of Directors from among people of integrity, and from diverse backgrounds. The Board of Directors provides oversight over the implementation of the founda-

KCDF Organisational Matrix Chart



KEY: LEC – Livelihood, Environment and Climate Change
 EYC – Education, Youth and Children
 OD – Organizational Development

7

Implementation, Monitoring & Evaluation

KCDF is focused on ensuring optimal utilisation of its resources as well as the efforts and resources of the communities and other stakeholders in the attainment of the agreed targets and outcomes. KCDF shall therefore undertake a combination of monitoring and evaluation activities as detailed in the log-frame above.

Monitoring

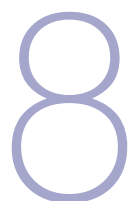
KCDF shall use indicators developed in the logical framework matrix or table for monitoring the attainment of the desired outputs and outcomes. These indicators shall be reviewed on an annual basis. In addition KCDF shall undertake the following in an effort to monitor the achievement of the plan:

- Develop on an annual basis operational plans with defined outputs and indicators based on this strategic plan.

- Conduct feedback sessions with all staff to generate learning and as part of knowledge management.
- Conduct half-yearly and quarterly reviews of annual operational plans by staff.
- Generate Annual Report with an analysis of results achieved, lessons learnt and changes recommended

Evaluation

A Mid-Term Evaluation shall be performed during the third year of the plan. This shall be an internal evaluation, but may involve the input from other stakeholders such as board members. At the end of the plan period, an End Term Evaluation shall be conducted utilising the services of an external consultant.



Finance Plan

KCDF STRATEGY 2014-2018 BUDGET						
INCOME	SOURCE	Year 2014	Year 2015	Year 2016	Year 2017	Year 2018
Details - Type of Income	Development Partner	USD	USD	USD	USD	USD
Categories Sub-Total	Development Partners (Foundation & Funding Institutions)	4,004,000	4,448,898	4,829,371	5,106,715	5,411,793
Finance Income	Bank Interest	47,059	51,765	56,941	62,635	68,899
Other Income						
KCDF Trust/Investments	Yield Payouts	176,471	470,588	352,941	388,235	465,882
Fundraising Income	Local	130,000	230,000	300,000	400,000	550,000
Total Income	Net Total Income	4,357,529	5,201,251	5,539,253	5,957,586	6,496,574
Expenses		Year 2014	Year 2015	Year 2016	Year 2017	Year 2018
	Administrative	481,441	545,372	617,789	702,711	802,526
Programme:						
	Capacity Building	1,629,198	1,765,999	1,933,516	2,039,668	2,202,343
	Direct Grants	2,000,000	2,588,235	2,717,647	2,989,412	3,138,882
	Total Programme Costs	3,629,198	4,354,235	4,651,163	5,029,080	5,341,226
	Communications & Fundraising	84,047	88,249	92,662	97,295	102,160
	Capital Costs	112,941	35,294	60,000	118,824	82,353
	Total Costs	4,307,627	5,023,150	5,421,614	5,947,909	6,328,264
NET Surplus	Surplus/(Deficit)	49,902	178,101	1117,639	9,676	168,310
Summary (%)						
	Administrative Support	11%	11%	11%	12%	13%
	Total Programme Coasts	84%	87%	86%	85%	84%
	Capital Costs	3%	1%	1%	2%	1%
	Fundraising & Communication	2%	2%	2%	2%	2%
	Total	100%	100%	100%	100%	100%

Annex

Emerging KCDF Groups Structure (Our Vision 2030)

