

**Strategic
Plan 2019-2023**
Shifting the Power to Communities

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Abbreviations

AGAG	Africa Grantmakers' Affinity Group
AVPA	Africa Venture Philanthropy Alliance
CSO's	Civil Society organizations
EAPN	East African Philanthropy Network
ECD	Early Childhood Education
GDP	Gross Domestic Product
KCDF	Kenya Community Development Foundation
KICD	Kenya Institute of Curriculum development
LMIC	Low Middle Income Country
MIS	Management Information System
OD	Organisational development
ODA	Oversees Development Assistance
P4C	Pamoja for Change
TOTs	Training of Trainers

Foreword

How can we support communities to work together and take charge of their development in sustainable ways? This is the question that fuels the vision of KCDF and resides at the heart of our new strategic plan. While we provide answers in the form of this five year strategic plan, we know that the most effective community foundations today will continuously refine their strategies as the external landscape evolves and new lessons are learned. In this spirit, our strategic plan is intended to be a dynamic road map, defining a clear “destination” – where we want to be in 2023 – and encouraging flexibility and creativity throughout the journey over the coming plan period of 2019–2023.

This plan builds on the solid achievements of last five years (2014–2018) where KCDF’s prime work stands out in the changes observed among communities who have recognized the power they have among themselves and collectively, to change the circumstances they find themselves in. Top in this list is the positive energy, confidence and an ‘I can do’ attitude that one experiences when visiting communities who are now influencing development priorities in their geographical areas. In every project site where we have worked, it’s refreshing to witness communities working together to resolve practical everyday challenges, which are the hallmark of KCDFs work and its unique ‘selling’ point, during the period under review.

In other words, a lot of this kind of impact is not found in money, or other physical things, but rather a positive mindset in local communities and their leaders, a desire and commitment to using their energy to work together to advocate or influence factors affecting them negatively, including holding leaders to account, and their almost contagious commitment to strive for a better life in and within their community. In short, shifting the power back to themselves!

Moving forward, this plan is intended to drive positive change within KCDF and the communities with whom we work with while also embracing continuity. The plan provides a sharper focus to our work in the form of five strategic goals, driven by the community’s needs and priorities. It requires us to rethink how we organize our time and talent, and where we invest. At the same time, the plan strongly reaffirms the Foundation’s historical commitment to helping our community’s most vulnerable populations to attain access to a high quality of life. The plan strengthens our commitment to stakeholders, and communities and their leaders as essential drivers of innovation and positive changes in KCDF work. We can’t wait to join hands to get this job done!

Janet Mawiyoo
Executive Director

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 by 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 impact 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 Strategic Plan has four Strategic Goals:



The goals are organized into five strategic programme areas as follows;



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1 Introduction

1.1 Our History

Since its establishment in 1997, Kenya Community Development Foundation (KCDF) has built a strong basis for community driven development approaches and is unique in Kenya as a pioneer of public foundations. KCDF works through strategic and carefully selected partnerships in Kenya, both at the national and community level and strongly believes in the ability of communities to identify and prioritize their needs and with a little external support, pursue their own solutions to these needs.

With a focus on marginalized communities in Kenya as the primary target group, KCDF's work is premised on the principle that "systemic and enduring change is possible when communities are able to initiate and drive their development agenda, work with governments and other stakeholders to access basic rights and services as well as harness and grow their own resources". KCDF also works with secondary target groups defined as organized communities who desire to uplift themselves in a sustainable manner. KCDF's strategic niche therefore is predicated on enhancing growth for the sustainability of communities.

The promotion of community philanthropy as a hallmark of the African culture, institutions building, and asset development continues to underlie the strengthening of communities' structures and organisations. At the institutional level, KCDF's continues to focus on strengthening organisational development (OD) as well as enhancing the understanding and management of organisational change in maximizing community effectiveness through the application of various 'Organizational Capacity Assessment' (OCA) tools, as well as through the design of accompanying capacity development programmes and appropriate interventions for partner organisations.

Vision



Flourishing and resilient communities

Mission



To Promote Social Justice and the Sustainable Development of Communities

1.2 Our Philosophy

KCDF exists to support diverse grassroots organizations, as part of a social movements with capacity and requisite data, knowledge and information to engage duty bearers meaningfully at the decision making table, reducing imbalances of power among social groups and creating new pathways for inclusion and equity. Sustainable development also means building the power of working together in the long term in ways that build communities for posterity.



1.3 Our Core Values

KCDF’s core values are the ideals that guide its decisions and actions. They articulate the enduring principles at every level of the organization. KCDF’s core values are summarized as follows.

- 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 dedicated manner towards the achievement of common goals.
- 05 **Innovation**

We build reflection and learning culture as we strive to evolve and share best practise

1.4 How We Work

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 scal-

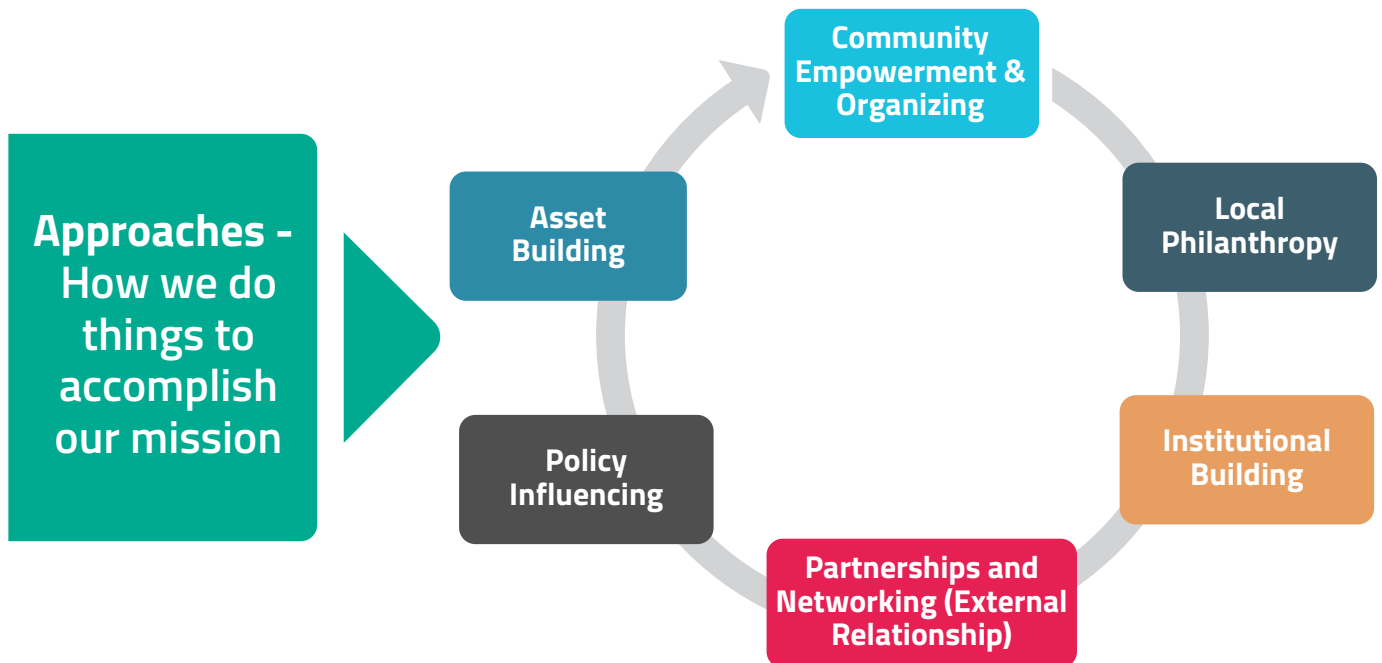
ing up and sustaining continuous transformative change at the grassroots levels.

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.

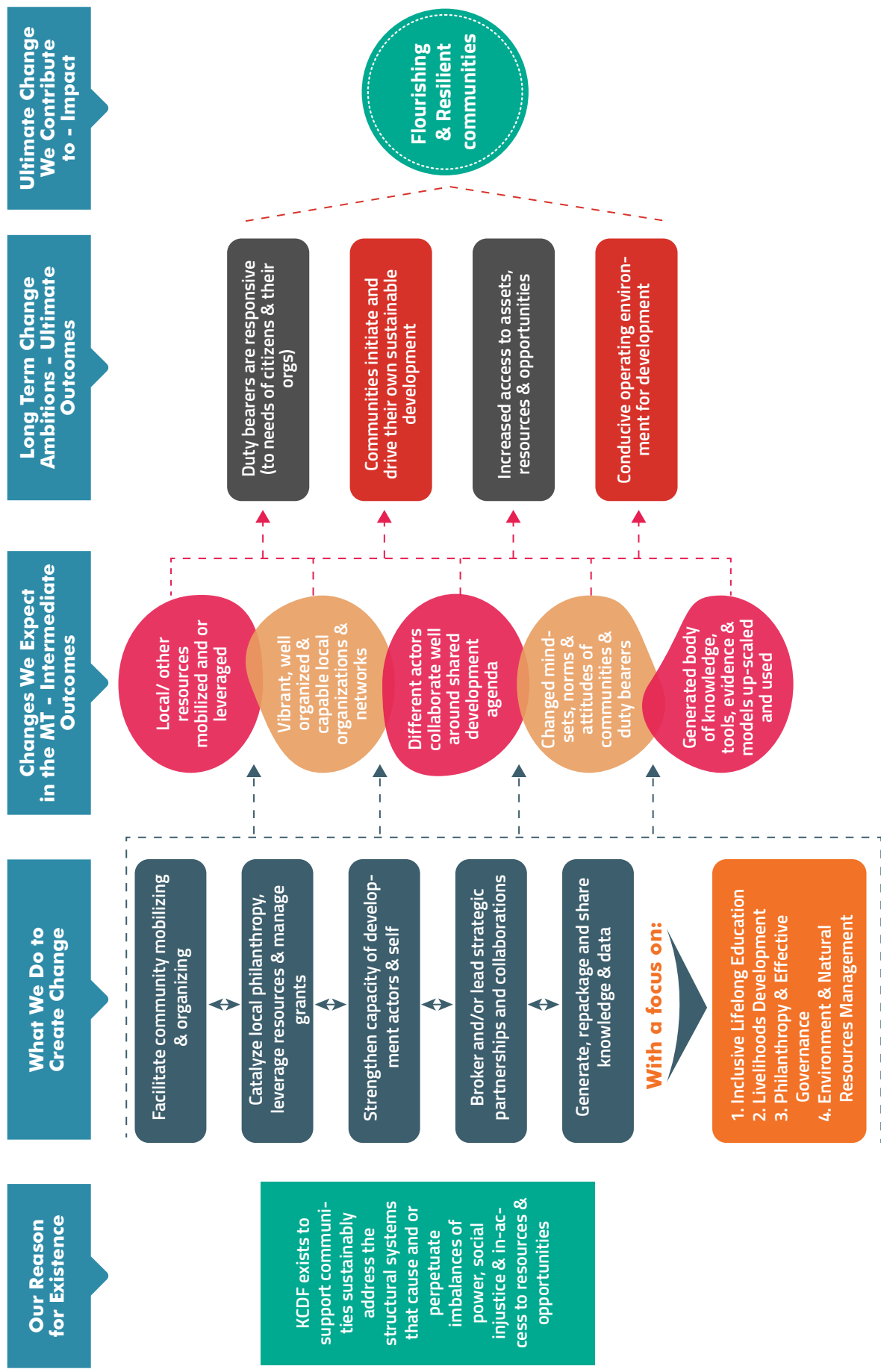
Our Approaches



1.5 The KCDF 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.

This theory of change is illustrated below.





2 Situation Analysis

2.1 The Internal Environment

Internally, our analysis has been useful in understanding the organization's strengths and challenges, and for identifying both the opportunities open to the organization as well as the threats KCDF faces.

Over the next five years, KCDF will rely on the following strengths

- KCDF is highly regarded and experienced in promoting sustainable development programmes that are locally rooted.
- KCDF has remained a thought leader in the community philanthropy space with recognition not only nationally, but also continentally and globally
- KCDF has pioneered unconventional cutting-edge asset development approaches in its efforts to resource its development work that can be replicated by other non-profits.
- A strong and distinct organizational culture that's based on its belief in community empowerment.
- A passionate team of dedicated and committed staff, a very engaged and supportive governance team (both at the foundation and the Trust) that offer prompt strategic leadership voluntarily.
- Strong support from a dedicated and passionate leadership from the Board and trustees.

Internally, a number of challenges still remain.

- The growing number of grantees and local supporters requires KCDF to adapt and capitalize on technology to make it more effective and efficient
- The capacity need of the local CSO whom KCDF work with continue to require more institutional

support to make them more sustainable in attracting funding.

- Inadequate learning and reflection opportunities for staff and board in the midst of very exciting work the team does with communities.

2.2 The External Environment

A core question for KCDF at the onset of this strategic planning process has been – 'What issues and trends that are external to KCDF can shape its thinking about the future?'

KCDF operates in a complex and dynamic environment in which current and emerging trends present potential opportunities as well as challenges to its ability to carry out its mission. This question has also been important because over the next five (5) years, KCDF recognizes that while the focus areas may remain largely unchanged from the previous strategic plan, objectives and strategies will have to be fine-tuned in the context of current development challenges. Most of these challenges are also inter-related and portend both enabling and disruptive effects potentially to KCDF's work. Major areas are unpacked below:

2.2.1 The Economy, Poverty and Exclusion

According to the World Bank¹, the proportion of Kenyans living on less than the international poverty line (US\$1.90 per day in 2011 Purchasing Power Parity (PPP) declined from 46.8% in 2005/06 to 36.1% in 2015/16. However, the growth realized over the past decade has remained largely uneven and imbalanced, in many cases creating extremes where there are very high poverty levels in the midst of rising incomes. It is

¹ World Bank, Kenya Economic Update: Policy Options to Advance the Big 4–Unleashing Kenya's Private Sector to Drive Inclusive Growth and Accelerate Poverty Reduction, Edition No.17, April 2018

however important to note that because the agricultural sector has been a key driver of poverty reduction in that period, progress in poverty reduction remains vulnerable to agro-climatic shocks such as droughts that routinely force households back into poverty.

At the national level, Kenya's external debt has risen from KES.1.8 trillion, a record low of 38.20 per cent of GDP in 2012. By 2018, external debt portfolio had risen to a record KES.5.1 Trillion (57.1% of GDP)². The environment of rising public debt means Kenya's economy is likely to slow down over the next three to five years due which will affect public investments to service delivery projects at national and county levels. On the other hand, increasing costs of living for the majority is likely to intensify poverty and widen economic inequalities.

In the rural communities where KCDF works, inequality also makes it difficult for the poor to invest in education, health and livelihoods, which in the long-run, has a high social cost by undermining the quality of human resources and consequently undermines their long-term development goals. Under the next strategic plan period, three critical programmes opportunities arise for KCDF work in this respect;

- The use of poverty and micro-economic data analytics to improve targeting of interventions to specific communities and in geographical spaces where need is greatest
- Increasing advocacy to address macro-economic drivers of poverty and exclusion
- Providing support to institution-wide changes to address underlying causes of poverty and exclusion at all levels of governance

2.2.2 Environment and 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 worsen-

ing hunger and poverty. Put simply, where poverty is seen as an underlying risk, 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 the new strategy, KCDF has an opportunity to broaden its approach to climate responsive programming by exploring the following opportunities;

- i) Explore the need to improve the use of climate information in decision-making while improving individual, household and community capacity to cope with change. In some cases, this means working with government and private sector technology companies to increase the ability to access the information they need to reduce their risks.
- ii) Among agricultural communities, this could mean helping farmers diversify their crops, learn new technologies, and redesign their farmland to maximize its productivity and protect the soil in the face of increasingly severe and frequent droughts.
- iii) Among pastoralist communities, this could involve training herders on how to keep their animals healthy in drier conditions, facilitating resource-sharing agreements and promoting co-operation between communities to reduce conflict, providing a space for people living there to pursue new types of productive work and boosting market systems that can thrive in a changing climate such as developing insurance products to help protect their wealth and hard work.

2.2.3. Extractives

Mining activities in Kenya currently contribute about one per cent of Gross Domestic Product (GDP). However, in the near future, this will drastically increase as Kenya has made several discoveries of vast oil

² GoK, The National Treasury, Kenya's National Debt Register, – September 2018.

reserves, coal and natural gas. 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 Bank³, 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. Such benefits include but are not limited to having mechanisms that facilitate communities to economically develop, to foster the formation of local social capital, mechanisms that protect the environment and mechanisms that uphold people’s rights. 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:

- i) 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.
- ii) 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 such as the proposal⁴

to Parliament to reduce the revenue share going to communities (10%) by half.

- iii) Where conducive conditions exist, support establishment 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 funding⁵ of the same community priority projects⁶; addressing low absorptive capacity of county governments and their ability to optimally utilize revenues accrued from the extractive sector.

2.2.4 Youth Demographics and the Unemployment Challenge

Kenya has been undergoing age structural changes (the way in which population is distributed across different age groups at any given point in time) of the population. A shrinking child population and an expanding youth population of those aged between 18 and 34 is an important consideration. A change in a country’s age structure can have a significant impact on its socio-economic development.

A historical analysis of Kenya’s demographics shows that Kenya’s policy response has remained focused on a child rich population structure that was at independence and did not shift during the demographic transition to also accommodate a bulging youth population. The country has therefore found itself inadequately prepared (in terms of policy, institutional development and budget allocation) for example to provide improved secondary and higher educational attainment to young people as well as successful transitions to employment.

Analyses of the labour market trends show an exponential growth of the working age population, which quadrupled in the last 40 years as a result of this bulging youth population. With a decreasing formal sector employment and a growing informal sector, an economy that has a very small wage sector primarily driven by agriculture & services, and with most job seekers having no vocational or professional skills training, the unemployment crisis among youth,

³ World Bank and International Finance Corporation (IFC). (2002). Large Mines and Local Communities: Forging Partnerships, Building Sustainability. Retrieved from <http://www.ifc.org/mining> or <http://www.worldbank.org/mining>

⁴ The Presidential Memorandum on the Petroleum (Exploration, Development and Production) Bill, 2015 (National Assembly Bills, No. 44 of 2015).

⁵ Particularly due to the prescribed line items of health, education, water and infrastructure in all the funds to avoid discretionary spending.

⁶ 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.

⁷ World Bank Group. (2016). From Economic Growth to Jobs and Shared Prosperity. Kenya Country Economic Memorandum; UNDP [United Nations Development Programme]. (2013). Kenya’s Youth Employment Challenge. New York: UNDP.

which is currently estimated at 35%⁷ of the population, will only get worse.

KCDF will seek to structure a robust programming agenda that focus on the emerging bulge by challenging:

- i) The tokenistic approach to employment policies and programmes by government that patronize rather than empower youth and is largely focused on tackling short-term interventions such as temporary employment while leaving out long-term issues of youth employability such as investment in school completion, successful transitions with adequate skills.
- ii) Formal expectations of youth participation in the labour market often differ with youth aspirations and that disconnect continues to exacerbate the youth employment challenge. Formal youth engagement happens within formal structures and yet the most vulnerable youth, the group that KCDF targets, operates outside these formal structures. This presents an opportunity for KCDF to advocate for inclusive policies that seek to connect the formal and the informal spaces.

The Context of Basic Education in Kenya

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 percent 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 attainment of quality education standards. The challenges are in the area 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 including nutrition for ECDE & primary education children, inequalities in schooling provision, ineffective and uncoordinated monitoring and evaluation of education outcomes and programmes. Others are weak linkage between education & the labour market, poor progression from primary to secondary schools especially in marginalized communities & inadequate resources to improve the learning environment to be child friendly.

To respond to these challenges, the Government developed the National Education Sector Plan (NESP) 2013-2018, a five-year Department of Education's Programme for delivering the reforms required by the Basic Education Act of 2013; Sessional Paper No. 14 of 2012. Building on the achievements and lessons learnt from Kenya: Education Sector Support Program (KESSP 2005 - 2010), the NESP planning process incorporated the recommendations of the National Education Task Force, 2012.

During the previous strategic period, KCDF successfully piloted two projects that focused on:

- Improving access, enrollment, retention, performance and transition rates among learners in upper primary and secondary
- Enhancing community and stakeholder participation in school governance leading to transparency and accountability in management and utilization of school resources.
- Enhancing resources mobilization by community and stakeholders for utilization in improving school learning environment within primary and secondary school in Ndithini Zone.

2.2.5 Devolution and Its Impact

Devolution is one of the main thrusts of Kenya's 2010 landmark constitutional architecture. The Constitution and devolution in particular aims to move Kenya towards a more equitable and inclusive future while addressing disparities and historical patterns of marginalization. But devolution does not automatically lead to an improvement in equality or social justice. Indeed, devolution like many forms of decentralization can sometimes be associated with growing inequality. Based on KCDF's core mandate and mission, the major area of interest are those areas in the constitution and devolution that speak to the promotion

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

These areas include;

- i) Effectiveness of community engagement in local governance - this entails working with local communities on choice and prioritization of projects, transparency & accountability in the county governments, access to information, civic education and having a voice in development priorities. Other areas include strengthening the institutionalization of structured mechanisms for meaningful & mutually beneficial civic engagement and participation in county development discourses.
- ii) Resources allocation at community level – this implies working with state and non-state actors to address resources constraints and opportunities for maximizing vertical transfers, aid, civil society resource envelopes and public investment in county governments while leveraging on community philanthropy in all its forms including volunteerism.
- iii) Value for money in service delivery – this entails examining avenues for public and legislative oversight in the use of public funds, county development planning prioritization, resource allocation, utilization and monitoring.
- iv) Supply side constraints to effective service delivery - this entails capacity support and development of county government systems for service delivery, strengthening private sector participation, data & decision making, policy & legislation, county economy competitiveness, market systems and promoting an enabling environment for sustainable community development.

2.2.6 Enterprise Development and Inclusive Market Systems

There is growing recognition that market-led diversification and enterprise development can broaden income opportunities and improve livelihoods for rural poor communities. To respond to this demand, there is need for approaches and methods that enable local service providers and community development organizations to provide effective front-line support to rural people's market linkage initiatives. This will result in communities developing commercially viable livelihoods strategies that can capture benefits from local,

national and higher value markets, thereby increasing local market initiatives and income while decreasing poverty and dependence.

During the previous strategic plan period, KCDF implemented a number of activities in a bid to increase job opportunities and household incomes for disadvantaged households and underserved groups in rural and urban informal settlements. A major shift for KCDF however from these limited interventions will be the need to work more deliberately with partners towards the realization of inclusive market systems in transforming rural livelihoods and the potential to maximize the benefits of their participation in the system. Across the livelihood interventions and enterprise development, rural communities also continue to experience the impact of changes in market rules, which can often be pivotal moments for empowerment or sometimes disempowerment. For example, the regulations requiring a minimum of 30% access to government procurement opportunities for youth and women has brought about new opportunities for enterprise development and economic empowerment.

Across different programme landscapes, the key implications for growing enterprise development and inclusive market systems for KCDF include the following;

- i) Strengthening and enabling government to make market systems work better for local communities. For example, increasing public investment in a well-developed transport network that physically connects the rural food-producing areas with the urban consumer markets.
- ii) There are new opportunities in working with partners who facilitate extremely poor households to benefit from engaging multiple value chains in informal and formal markets as producers, processors and entrepreneurs.
- iii) Building the social infrastructure of poor people such as farmer cooperative societies to organize and participate in the market systems effectively as producers, aggregators, exporters and even consumers.

2.2.7 The Financing Landscape and Civic Space

According to USAID⁸, the effects of the 2007-2008 global economic crisis intensified pressure on for-

⁸ United States Agency for International Development (USAID). (2014). The 2014 CSO Sustainability Index for Sub-Saharan Africa.

eign governments to significantly reduce funding and thus diminishing the resources available to CSOs for their work largely in the South. In other cases, foreign government policies to move from aid to trade, low economic growth rates in Western economies and long-term structural issues including the rising costs of public welfare for ageing populations resulted in the overall aid budget reduction.

A new focus in the Overseas Development Assistance (ODA) post 2015 proposes: To move from halving poverty (under MDG's) to ending poverty in all its forms everywhere (under SDGs) which means that Least Developed Countries (LDC's), especially politically fragile and environmentally vulnerable ones, will get a higher preference than other categories such as Low Medium Income Countries (LMIC's) like Kenya, further shrinking available resources to Kenyan based organizations.

With regard to the civic space, CSO's in Kenya through the Public Benefits Organisations (PBO) Act campaigned for a new legal, regulatory and institutional framework that encourages public benefits organisations to maintain high standards of governance and management through effective self-regulation. The government however introduced new amendments that would lead to a capping of foreign funding, undermine self-regulation, and imposition of excessive national executive regulation. These changes have been contested in court with some rulings in favour of CSO's. There has also been harassment of CSO's by the government with some being deregistered further shrinking the civic space long enjoyed by CSO's.

On the local philanthropy space, the changing nature of philanthropy from passion to pragmatism and the increasing sense for leaving of legacies among some high net worth individuals is increasing local giving. Diaspora remittances have exponentially grown in the last 10 years and almost doubled (growing 1.9 times) between 2017 and 2018. However, lack of tax incentives to encourage voluntary giving and the fact that existing laws do not comprehensively address the conduct of fundraising remain an impediment.

Given the above opportunities and challenges, KCDF needs to consider ways to:

- i) Find continued ways of influencing policies that incentivize individual, corporate and diaspora philanthropy.
- ii) Teaming up with other like-minded actors in relevant networks while engaging government in improving the legal operating environment for non-profits especially in regard to the PBO Act.
- iii) Invest in helping more CBOs/NGOs diversify their income bases and be less dependent on international funding.
- iv) Exploring ways of legally freeing up public resources held in certain legal frameworks for public good such as the Unclaimed Financial Assets;
- v) Explore opportunities presented by the increasing local philanthropic giving and diaspora remittances;

13 CLIMATE ACTION



15 LIFE ON LAND



3 Programme Direction

Informed by the lessons and reflections drawn from the previous strategy, KCDF's strategic programmatic niche in the next five years (2019 – 2023) falls in the following key areas:

- i) Education – KCDF 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.
- ii) Livelihoods – KCDF will aim at enabling communities to have economic ways of enjoying a full life through successful and diverse livelihood options.
- iii) Environment and Natural Resource Management (ENRM) – KCDF will aim at enabling communities to effectively manage and sustain critical resources within their environments for their existing and future generations.
- iv) Philanthropy and Effective Governance – KCDF will aim at strengthening community voice and agency in building responsive and accountable governance structures and processes.
- v) Enhancing institutional effectiveness – the programmatic niche will aim at making KCDF a better and more effective organization

3.1. Education

The global focus on education currently is on attainment of Sustainable Development Goal four which seeks to ensure inclusive and equitable education and promote lifelong learning opportunities for all. To achieve this, there is need to rethink the learning environment in Kenya which is broadly categorized

as formal, informal and non-formal. Attention on the capacity of educators as well as policies that aid the achievement of this objective is thus central to KCDF's work in education.

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 lead 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 transition of all learners and contribute to strengthened governance of education at various levels with a strong emphasis on a competence-based approach. KCDF will continue to monitor this transition as the curriculum and its accompanying policies are rolled out.

KCDF, will 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.

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:

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.

Targets

- 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.

Under this strategic goal, the key interventions will include;

- 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.

Our targets

- ▶ Increase the volume of local community resources mobilized for to improve learning environments of schools in their respective areas.
- ▶ Increased enrollment, progression and transition across different levels of learning by 30%.
- ▶ 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 acquire relevant .

3.2 Environment and Natural Resource Management (ENRM)

Community environment and natural resource management is an approach for pursuing biological conservation and socio-economic objectives in local areas.

KCDF will work to strengthen the capacity of communities to have a voice in decisions about planning and design of conservation initiatives affecting them and also help such communities adjust to the vagaries of climate variability. Given the power dynamics of the extractive sector, KCDF will seek to promote a people centered extractive industry by empowering communities to gain the pre-requisite knowledge in the sector, have the ability to negotiate fair terms with government and private companies as well as have the ability to stop projects that have undue social costs. KCDF will also enable communities to push for equitable benefit sharing arrangements of the resources that are allocated for community benefits.

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 center 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.

Our targets

- By 2023, at least all communities where KCDF works adopt and practice sustainable natural resources management practices at scale.
- At least three (3) project sites grow long-term assets that continue to benefit communities from extractives.
- More than half of local communities where KCDF works effectively participating in governance and management of their natural resources in a transparent and accountable manner.

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.

3.3. Livelihoods

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 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 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) Strengthening and promoting social infrastructure for community self-organizing such as Co-operatives, 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.

3.4 Effective Governance

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 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 growth of philanthropic work and its impact on communities, as well 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 promote 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) work around social investment & impact investment, Africa Philanthropy Network, East Africa Philanthropy Network, Global Fund for Community Foundation, European Foundation Center, 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 utilization of public funds and services delivery.

3.5 Institutional Effectiveness

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. Over the years, this has continued to evolve through continuous innovation and growth. During this strategic plan period, the KCDF business model will need to continuously improve as contexts and demands change, to enable the organization to respond more effectively to community development needs, changing policy and political contexts as well as other dynamics that have large impacts on poverty such as climate change, demographics, urbanization, governance and even the philanthropy environment. The main goal

here 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 the programme direction section, 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. 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. 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 mean 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 management and donor management; ease 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 inter departmental 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.
- vii) Support in transitioning governance processes to the appropriate KCDF entity that will ensure enhanced and effective management and proper institutional arrangements are put in place for all KCDF entities.

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.



4 Monitoring and Evaluation

One key objective of the Monitoring and Evaluation framework in KCDF is that it is useful in ensuring programs are able to continually reflect on the experiences and results during the implementation period. As such, monitoring and evaluation will continue to guide various interventions as part of the routine management of work – not an addition to it. In addition, the information will be useful in communicating the progress in attaining results, learning and improving decisions for improvement.

Structures

The monitoring and evaluation unit will be set up to track progress to targets of the annual strategic plan and quality management through performance measurements at all levels. The role of the unit will be to follow up and ensure that strategies are being implemented, performance measured, progress reports are made and discussed, and corrective action is taken where necessary. In order to effectively do this, the Strategic Plan will be translated in order to work. The Plan and its targets will therefore be cascaded downwards to the lowest level possible so as to help each member of staff understand and plan for their respective roles.

Tools

Elaborate data and information collection templates and procedures will be developed by the M&E unit to measure performance as per the indicators and report appropriately. These procedures will be incorporated as part of KCDF's Quality Management System and functional operating manuals so that they form part of routine work.

Processes

There will be monthly review meetings which will be scheduled at departmental level to ensure that implementation remains on track. At the same time, quarterly review meetings will be held at the management level to obtain and provide feedback on pertinent performance indicators, measures for improvement and address any key challenges in implementation of the plan.

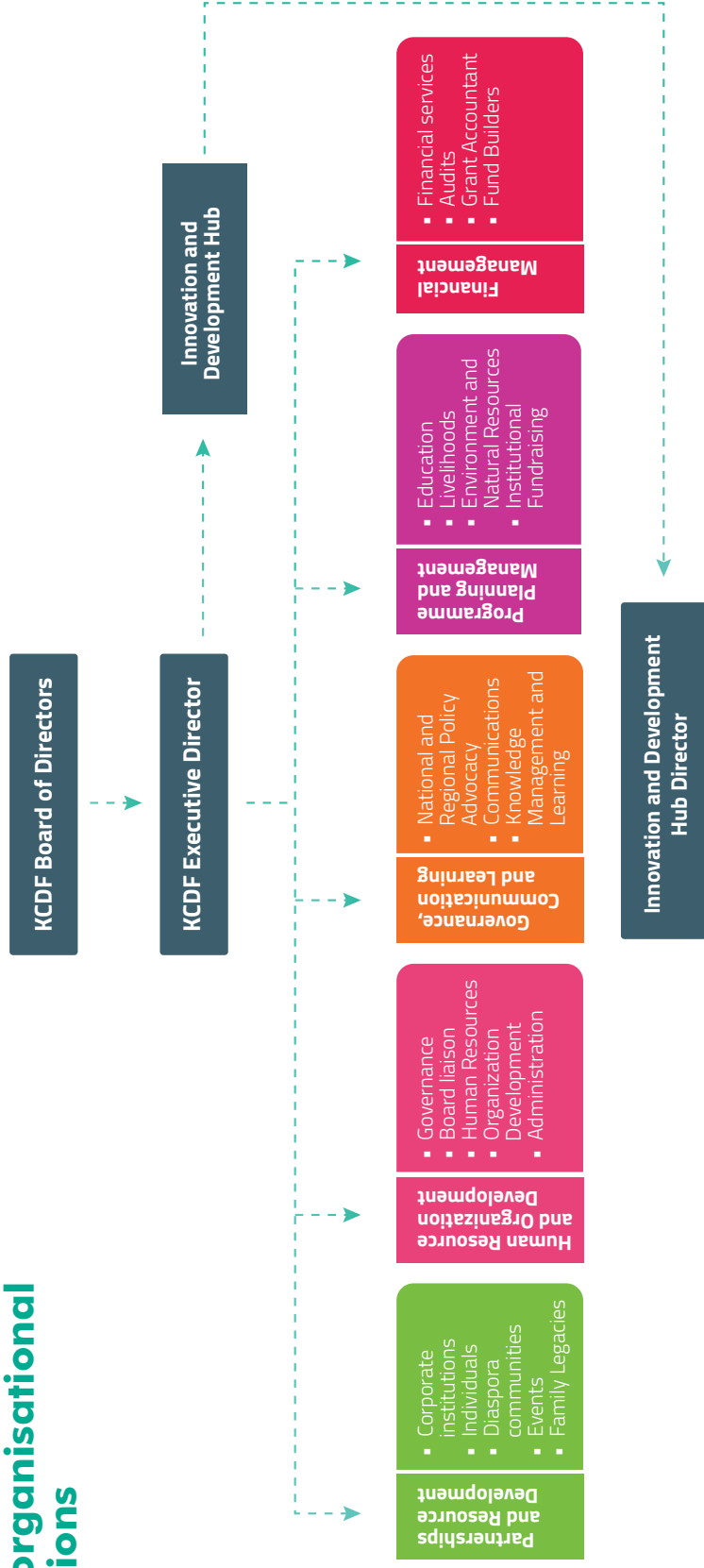


Management and governance structures

Many improvements have been made during the previous planning period, particularly over the last two years, as KCDF sought to lift its performance and ensure that its 'fit for purpose'. 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, in-

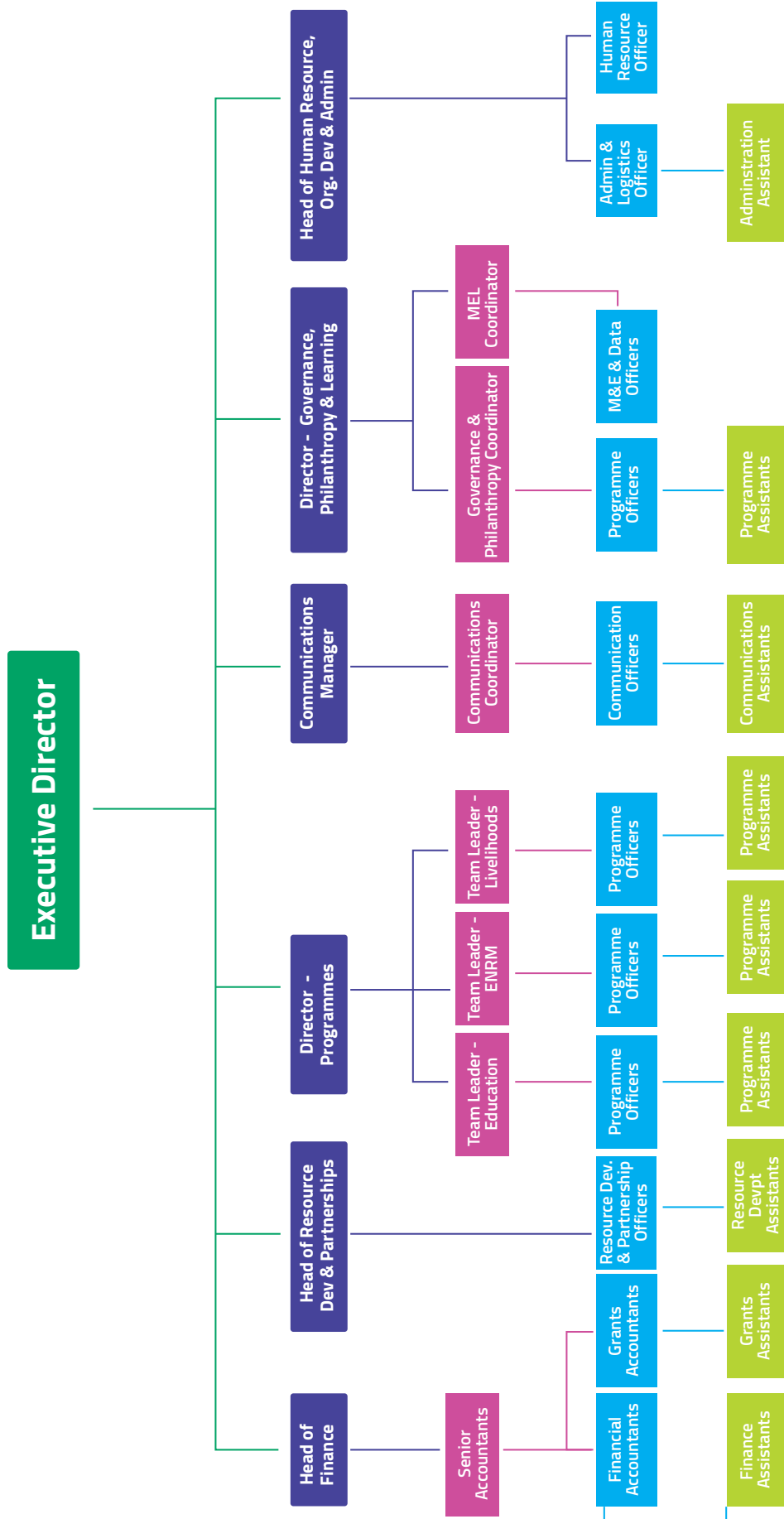
cluding structural changes for KCDF to deliver effectively, responsively and with greater cost efficiency. KCDF's proposed approach will be captured through a number of elements that, together, will be reflected in an organisational structure and financing arrangements that provide incentives to increase both the quality and quantity of programme delivery at all levels. The new structure will be as shown in the diagram below;

5.1 Key organisational functions



5.2 KCDF organisational structure:

KCDF Organisational Structure:



16 PEACE, JUSTICE AND
STRONG INSTITUTIONS



6 Assumptions and Risks

The KCDF Strategy implementation period will certainly be fraught with significant risks yet broadly, KCDF will maintain an upbeat outlook that the downsides, which may emerge, are likely to be manageable and/or have a modest probability of occurring.

Macroeconomic instability

One major risk to prospects of community development and poverty reduction is any potential macroeconomic instability, including from possible fiscal pressures associated with corruption, huge debts and growing public expenditure which will have two immediate net effects – increase the cost of living and push communities further into poverty and complicate public financing for devolution and investment in core poverty reduction sectors which are critical drivers for community development and transformation. KCDF will mitigate risks associated with macro-economic stability by investing more resources in developing partnerships with private sector to build capital in funding community development through trust funds and other innovative financing instruments. Partnerships with extractives will be key in this regard.

Unexpected changes in political leadership

This strategy will transcend a key political transition with a general election in 2022, the fourth year of the strate-

gy. It is difficult to predict how a new political regime and any unexpected changes in political leadership or policy direction, would pan out. In each case however, KCDF will invest greater energies in strengthening civil society voice on one track and maintaining a policy of constructive engage with government to either insure or prevent any changes unduly affecting the its activities and broader goals.

Governance risks

A key external determinant of the outcomes of KCDF will be the state of the governance and corruption environment - especially if this gets worse. Corruption is corrosive and eats away at development prospects. The initial experience of corruption both in national and in devolved governments for example, may rise and impact negatively on the entire governance, resources and accountability landscape. The mitigating measures will include the thrust of this strategic plan to help garner good governance and deepen bottom up empowerment, transparency and accountability initiatives among target communities that have long lasting impacts.



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7 Monitoring & Evaluation Matrix

Intervention Logic	Objectively Verifiable indicators (OVIs)	Means of Verification (MoV)	Risks and Assumptions
EDUCATION			
<p>OUTCOME</p> <p>Enhanced access to inclusive quality education, life-long skills development and an enabling policy environment for community participation in education.</p>	<ul style="list-style-type: none"> ▪ Increase the volume of local community resources mobilized for better learning environments by 25% ▪ Increased enrollment, progression and transition across different levels of learning by 30% ▪ 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 ▪ At least 50% of all targeted youth in out of school and post-secondary youth programmes acquire relevant skills and transition to the work force 	<ul style="list-style-type: none"> ▪ School finance reports ▪ State department of education statistical records ▪ Media reports ▪ M&E reports 	<ul style="list-style-type: none"> ▪ The national government policy on free primary and secondary education will remain in place
<p>Interventions</p> <ul style="list-style-type: none"> ▪ Community organizing and engagement in learning institutions. 	<ul style="list-style-type: none"> ▪ % of school administration demonstrating improved management with enhanced community participation ▪ % increment in resources raised from the community to undertake identified project in the school. ▪ # organizations supported and demonstrating increased income or resources from local sources/70M raised by community organizations (For Education only) ▪ # of projects initiated and completed at the school level using resources mobilized and/or allocated by the government 	<ul style="list-style-type: none"> ▪ Reports of school boards of management ▪ School finance reports ▪ Community records 	
<ul style="list-style-type: none"> ▪ Facilitating improved retention, progression and transition rates among learners. 	<ul style="list-style-type: none"> ▪ % increase in enrolment, progression and transition in the target schools (primary and Secondary). ▪ # of needy/ vulnerable learners supported to access education at secondary and post-secondary levels. ▪ % improvement in merit tests (Academic and vocational tests) 	<ul style="list-style-type: none"> ▪ County state department of education reports. ▪ School and TVET academic records. 	

Intervention Logic	Objectively Verifiable indicators (OVIs)	Means of Verification (MoV)	Risks and Assumptions
<ul style="list-style-type: none"> Engagement with county governments, national government in education. 	<ul style="list-style-type: none"> # key policies that improve quality and accountability in the sector developed and adopted each by national and county governments in three (3) years. # of well governed and effectively managed schools. 	<ul style="list-style-type: none"> National and county government laws and policies. Media reports. 	
<ul style="list-style-type: none"> Roll out training and placement programmes for out of school and post-secondary youth. 	<ul style="list-style-type: none"> # of youth involved in out of school and post-secondary youth programmes acquire relevant skills and transition to the work force. 	<ul style="list-style-type: none"> County government reports. 	

ENVIRONMENT AND NATURAL RESOURCES MANAGEMENT

<p>OUTCOME Communities protect, restore and promote sustainable use of their natural resources</p>	<ul style="list-style-type: none"> By 2023, at least all communities where KCDF works adopt and practice sustainable natural resources management practices at scale At least three (3) project sites grow long-term assets that continue to benefit communities from extractives More than half of local communities where KCDF works effectively participate in governance and management of their natural resources in a transparent and accountable manner Realize a 10% increase in tree cover in communities where KCDF works. 	<ul style="list-style-type: none"> KCDF progress reports Management reports from KFS, WRA and other agencies responsible for environment conservation and management KFS reports 	<p>Intergovernmental relations conflict in environment and natural resources management will reduce and the relationship between the two levels of government will continue to improve</p>
<p>Interventions</p> <ul style="list-style-type: none"> Involve community members and local institutions in the management and conservation of natural resources. 	<ul style="list-style-type: none"> # of communities conducting social audits #of communities engaged in NEMA processes/ environmental audits 	<ul style="list-style-type: none"> KCDF activity reports NEMA audit reports 	
<ul style="list-style-type: none"> Support measures to devolve power and authority from the center to communities and indigenous led institutions. 	<ul style="list-style-type: none"> #number of local decision making structures where communities participate actively. 	<ul style="list-style-type: none"> County government departmental reports. 	
<ul style="list-style-type: none"> Link and reconcile the objectives of socio-economic development and environmental conservation and protection. 	<ul style="list-style-type: none"> % increase in tree cover in communities we work in. (number of trees planted – 1 million trees in 5 years) %increase in use of alternative, clean and affordable sources of energy e.g. solar, biofuels, briquettes, 	<ul style="list-style-type: none"> KFS reports Community reports County department of energy reports 	
<ul style="list-style-type: none"> Participatory monitoring and evaluation of the natural resource base. 	<ul style="list-style-type: none"> #of participation platforms where communities are actively involved in monitoring environmental conservation e.g. forest preservation, reduced sand harvesting, 	<ul style="list-style-type: none"> NEMA, KFS and WRA reports. 	
<ul style="list-style-type: none"> Support livelihood diversification by host communities in the post extractive period. 	<ul style="list-style-type: none"> #number and types of alternative livelihoods by host communities. %increase in incomes among communities from alternative livelihoods. 	<ul style="list-style-type: none"> Department of trade reports. KCDF project reports. 	
<ul style="list-style-type: none"> Help establish Foundations, Trusts and Funds (FTF's) 	<ul style="list-style-type: none"> #of foundations and trusts established. 	<ul style="list-style-type: none"> KCDF progress reports. 	

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Risks and Assumptions
<ul style="list-style-type: none"> Local policy influencing to create an enabling environment for all stakeholders 	<ul style="list-style-type: none"> #of responsive polices adopted by county government as a result of advocacy by local communities 	<ul style="list-style-type: none"> County laws, policies and rules and regulations. 	
LIVELIHOODS			
<p>OUTCOME</p> <p>Reduced vulnerability and increase resilience of households and communities.</p> <ul style="list-style-type: none"> Increase investments in knowledge and skills in communities to assess, monitor and mitigate risks to their livelihoods. Strengthening social infrastructure for community self-organizing such as cooperatives, Sacco's and other community organizations. Promote measures to enhance food productivity, value addition and access to markets, access to credit and finance Promote enterprise development for increased participation in the market place and increased household incomes. Invest in the provision of a diverse range of employment opportunities, income and financial services Strengthen linkages between communities and external actors – governments, market players, development partners. Support measures to increase public investments to increase access to physical assets and services. 	<ul style="list-style-type: none"> 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 %increase in number of local community members who adopt and new knowledge and practices to mitigate risks # of cooperatives, groups and CBOs actively influencing production, pricing and marketing of their products #of new product development lines initiated by cooperatives, groups or CBOs for income generation # of new households participating in various value chains with KCDF support. % increase in food production and productivity in the community. #of new enterprises formed or strengthened to participate in various product value chains in the market place. Turnover of enterprises owned by individuals from the community. #of new employment opportunities created. # of community members accessing diverse financial services. Volume of resources raised from external actors #of functional partnerships created with external actors Increased access to basic services especially water, health, education and trade 	<ul style="list-style-type: none"> Reports from different county departments of environment, trade, water, energy, health etc Community reports KCDF activity reports County government public expenditure management reports KCDF activity reports. County government department reports. Reports from departed of trade and co-operatives at county government. KCDF activity reports County department of agriculture reports Individual farm records. Reports from county department of trade Individual business records. County department of enterprise records. Reports from financial institutions. KCDF activity records Community records County government annual performance reports for relevant sectors 	<ul style="list-style-type: none"> There will be less occurrence of climate related shocks and stressors in KCDF project areas especially those that require humanitarian assistance

Intervention Logic	Objectively Verifiable indicators (OVIs)	Means of Verification (MoV)	Risks and Assumptions
EFFECTIVE GOVERNANCE			
<p>OUTCOME</p> <ul style="list-style-type: none"> Stronger community voice and agency in building responsive and accountable governance structures and processes 	<ul style="list-style-type: none"> 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 utilization of public funds and services delivery 	<ul style="list-style-type: none"> Media reports Reports from national and regional workshops of civil society organizations County Annual development plan and public participation reports 	<p>A change in regime during the next general election will not shrink civic space any further</p>
<p>Interventions</p> <ul style="list-style-type: none"> Strengthening community voice and agency in the use of public funds, county development planning prioritization, allocation, utilization and monitoring. 	<ul style="list-style-type: none"> # of community proposals adopted by county governments in budget processes # of decisions and action points such as budget proposals, petitions, complaints etc developed and presented to county government officials #of community members adopted by government to participate in decision making Number of community groups effectively participating in county government planning processes 	<ul style="list-style-type: none"> County budgets Media reports Public statements from government officials Reports of CBOs and county government. 	
<ul style="list-style-type: none"> Support an enabling policy and legal environment to secure more equitable access to services for the poor and other excluded groups. 	<ul style="list-style-type: none"> #of policies, laws, rules and regulations put in place by. 	<ul style="list-style-type: none"> County government laws and policies. 	
<ul style="list-style-type: none"> Strengthen advocacy for adequate resource allocation at the county level to sectors that are of interest to KCDF e.g. budget allocations to water, education, health etc 	<ul style="list-style-type: none"> %increase in volume of public investments in water, health, trade, agriculture and nutrition 	<ul style="list-style-type: none"> County budget reports 	
<ul style="list-style-type: none"> Increase advocacy for an enabling environment for a vibrant, responsible and capable civil society in philanthropy. 	<ul style="list-style-type: none"> Commencement & implementation of the PBO Act 2013 Existence of foundation and trust laws % of KCDF partners undergoing voluntary certification and assessment (Viwango, POCA) 	<ul style="list-style-type: none"> Hansard of parliament KCDF progress reports 	
<ul style="list-style-type: none"> Leverage on different regional and global networks to learn, share and push collective agenda 	<ul style="list-style-type: none"> Ongoing membership in 8 national, regional and global networks #of different regional and global networks leveraged e.g. Pan-African – AVPA work around social investment, impact investment, APN, EAPN, GFCF, EFC, WINGS, AGAG, CSPEC, CIVICUS 	<ul style="list-style-type: none"> Reports of global and regional philanthropy networks Membership registers of different networks, nomination letters, email correspondence and acknowledgement 	

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Risks and Assumptions
INSTITUTIONAL EFFECTIVENESS			
<p>OUTCOME</p> <p>Enhanced ability and sustainability of KCDF to deliver on its development mandate effectively and efficiently</p>	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ KCDF annual performance reports ▪ KCDF annual finance reports ▪ KCDF board management reports 	<p>KCDF leadership and focus on the priorities set out in the strategic plan will remain</p>
<p>Interventions</p> <ul style="list-style-type: none"> ▪ Improve the use and application of technologies i.e. Navision to increase efficiency especially in grants management and donor management. 	<ul style="list-style-type: none"> ▪ % of new grants processed with a turnaround period of 3 months (from the date the call closes to when grant agreement is signed). ▪ % turn around for grant disbursement of 3 weeks (from when reports are submitted to day grants are done). 	<ul style="list-style-type: none"> ▪ KCDF grants records. ▪ Correspondence from partners. 	
<ul style="list-style-type: none"> ▪ Institutionalizing financial planning, budgeting and reporting structures to enhance resources mobilization. 	<ul style="list-style-type: none"> ▪ Level of quality, timeliness and accuracy of budgets and financial reports ▪ Effectiveness in financial workflow processes. 	<ul style="list-style-type: none"> ▪ Finance management reports. ▪ Feedback reports from partners. 	
<ul style="list-style-type: none"> ▪ Strengthening leadership, management and operational capacities of frontline staff. 	<ul style="list-style-type: none"> ▪ % achievement of service delivery performance targets across KCDF departments. ▪ %level of staff satisfaction with leadership performance. 	<ul style="list-style-type: none"> ▪ Reports from senior management team meetings. ▪ Reports of opinion surveys. 	
<ul style="list-style-type: none"> ▪ Higher quality programmes through better project planning, design, and knowledge management underpinned by a culture to continuously improve. ▪ Investing in building an organizational culture that enhances inter departmental communication, agility and adaptability to harness knowledge, solutions and expertise; 	<ul style="list-style-type: none"> ▪ # of new knowledge, ideas and actions adopted and put into practice in activity implementation. ▪ Quality, timeliness and accuracy of program workplans, budgets and activity reports. 	<ul style="list-style-type: none"> ▪ Newsletters, bulletins and website. ▪ Program team management reports. 	
<ul style="list-style-type: none"> ▪ Increased capability for additional resource mobilization and improved management of financial and human resources in pursuit of results. 	<ul style="list-style-type: none"> ▪ # number of communication channels across departments established and in use. 	<ul style="list-style-type: none"> ▪ Minutes of staff meetings ▪ Reports from communication department. 	
<ul style="list-style-type: none"> ▪ Support in transitioning governance processes to the appropriate KCDF entity that will ensure enhanced and effective management and proper institutional arrangements are put in place for all KCDF entities. 	<ul style="list-style-type: none"> ▪ Breakdown by % on sources of new funding by typology - institutional Fundraising, local resource mobilization, trust and KCDF-IH. 	<ul style="list-style-type: none"> ▪ Annual finance reports. ▪ Resource mobilization reports. 	
	<ul style="list-style-type: none"> ▪ Adherence to successfully transition of all governance processes to the appropriate KCDF entities. 	<ul style="list-style-type: none"> ▪ Reports of board management meetings. 	



2018

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YEARS

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The Executive Director

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