



STRATEGIC PLAN

2009 -2013

THE NEW-LOOK KCDF

WELCOME TO THE NEW-LOOK KCDF

Since 1997, we have been successful in working with communities to support them in their pursuit of community well being and prosperity. In this time, KCDF has supported a strong network of communities in all parts of Kenya.

The communities that we support have worked hard to transform their lives through programmes in areas such as Early Childhood Education, Girl-child development, education scholarships, Food Security, Youth Development, Arts & Culture, Water and Endowment Building.

Building on the strong foundation of trust and stability, KCDF is Rebranding as part of its agenda to be more responsive to the times, to be more dynamic in its approach – both in resource mobilisation as well as innovation in the implementation of its programmes.

This new KCDF brand is even more open and communicative on a global scale, harnessing the internet and other tools to be better accessible to the widest number of people possible.

By refreshing its visual brand, KCDF is reaffirming its commitment to its vision that all Kenyan communities shall give and work together in a prosperous nation. This vision directs our focus to ensure that even as we implement the programmes that we have committed to, we shall foster cohesiveness and cooperation in communities around Kenya in order to strengthen our ability to build a prosperous nation together.





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ABBREVIATIONS

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

KCDF AT A GLANCE

KCDF is a grant-making foundation that supports community-driven development in Kenya.

A SHORT HISTORY

KCDF is unique among local civil society organisations in Kenya as a pioneer national public foundation. Established in 1997, KCDF has a strong national outlook built over the last decade on a strong foundation of trust and community-driven development approaches. The Foundation works through strategic and carefully selected partnerships throughout the country both at the national and community level.

Institutionally, KCDF has developed solid grant-making policies and procedures and established itself as a credible actor in the development agenda. It has maintained 11 years of unqualified audits by reputable firms and provided unequalled capacity development accompaniment embedded with all its grants to enhance the capability of its partners for efficiency, effectiveness and sustainability. KCDF has over the years worked with more than 300 partners on an annual basis throughout the country.

The greatest innovation and endeavour for KCDF has been to collaborate with other like-minded organisations in all its areas of work and hence its approach of evaluating the experience and capacity of new partners. KCDF has provided more than Kshs. 225 million (US \$3 million) to community based organisations towards programmes covering early childhood development, girl child development, support strategy by establishing an education scholarships, food security, youth development arts and culture, water and endowment building among others.

The Foundation has also established its own sustainability by establishing an endowment fund with support

from its well wishers and supporters. In 2006 KCDF's efforts were recognized by the Ford Foundation with the award of a US \$3 million towards her endowment on condition that it raises US \$1 million from local sources. KCDF has also opened up its investment framework to communities. A total of 19 community groups are building funds using this framework.

KCDF is governed by a Board of Trustees that ensures the work done by the Organisation remains true to the vision of the Foundation. The Board of Trustees appoints a Board of Directors from among people of integrity, from various backgrounds who buy into the vision or mission of the Foundation and volunteer to serve. The Board of Directors provides oversight and oversees implementation of KCDF programmes through committees that make it easy for Board and Management consultation, along the major arms of KCDF work. Day to day management of the Foundation is led by the Chief Executive Officer at the Foundation's secretariat based in Nairobi.



OUR VISION

All Kenyan communities giving and working together in a prosperous nation.

OUR MISSION

KCDF promotes sustainable development of communities through social investment, resource mobilisation, endowment building and grantmaking.

OUR THEORY OF CHANGE

The Foundation holds very strongly that rapid and enduring change is possible when communities are able to initiate their own solutions to development challenges affecting them and are able to harness and grow their own resources to respond to them as well as tap from other networks that offer relevant solutions. KCDF invests in enhancing the capacity of organisations and associations as a firm unit of promoting a variety of community-driven development efforts that touch people's priorities.

OUR VALUES

- Respect for the rights and dignity of every human being
- Integrity
- Social justice
- Equity
- Working with others
- Learning and innovation





STRATEGIC GOALS 2009 –2013

- 1 To enhance the sustainable development of communities through grant-making and organisation development
- 2 To strengthen and enhance the culture and policy framework for philanthropy and organized giving in Kenya.
- 3 To establish an endowment fund of at least US \$12 million (Kshs. 900 million) by 2013.
- 4 To support communities in building assets for their social development, employment and wealth creation.
- 5 To share learning and advocate for sound development policies and practice.
- 6 To strengthen KCDF as a credible and reputable public foundation.

LOOKING FORWARD 5 YEARS

Through the implementation of three strategic plans since inception, the achievements of KCDF are significant and have been built on lessons from our work with communities. Previous strategic plans spanned 3 years. With confidence in what has been achieved so far, the current plan looks further to the future taking in a five year outlook from 2009 to 2013.



ACKNOWLEDGEMENTS

The KCDF Strategic Plan 2009 - 2013 benefited from the contribution of many people in its development, in particular, the staff, the Board of Trustees and Directors of KCDF.

We appreciate the role of Martin Oloo who conducted the *Organisational Learning Assessment, 1997 to 2008* providing a basis for the strategic planning process. His sessions with our grantees in different regions provided critical feedback. We are also indebted to the grantees who took time to support this process.

We thank Dr. Rosa Muraguri-Mwololo who led the KCDF team through the initial gruelling process of crafting this new strategic direction. Our gratitude also to Dr. John Batten of the Poverty Eradication Network and Mary Njenga-Murimi of Iceberg Africa who have continued to be our accompanying organisational development coaches through the last strategic period and facilitated rich reflections into the new strategy period.

We acknowledge the Board and Trustees of KCDF for providing strong leadership at every stage and for patiently ploughing through several drafts. Thanks also to Rose Lukalo-Owino who worked with staff to pull the outputs of different forums into one coherent document.

Last and not least, we are grateful to the Global Fund for Community Foundations and the Ford Foundation for funding support to the Learning Assessment and the strategic planning process. This allowed us to consult widely to ensure that lessons and learning from our work informed this Strategy.

This Strategic Plan is the outcome of these valued contributions.



ABOUT US

WHO WE ARE

Over a decade since it was established KCDF has matured into a reputable organisation that is committed to creating self-reliant Kenyan communities working together to advance a fair and just society.

Founded in 1997 and registered in Kenya as a public foundation, KCDF makes grants to a variety of organised grassroots communities to enable them address their development priorities. This is achieved by supporting communities to harness and grow their own resources. To ensure effectiveness and impact, strengthening community leadership is at the core of KCDF work. This distinct focus on ensuring sustainability in all initiatives necessitates the concurrent emphasis on mobilising local resources for investment, strengthening local institutions and building of sustainability endowment funds. The foundation thus works to re-orient communities to consider and use local resources instead of depending on external or foreign resources.

OUR VISION

All Kenyan communities giving and working together in a prosperous nation

OUR MISSION

KCDF promotes sustainable development of communities through social investment, resource mobilisation, endowment building and grantmaking.



WHY WE EXIST

KCDF was established with the aim of anchoring long term development in Kenyan communities.

Founders of KCDF had seen many community initiatives collapse when external donor funding was withdrawn or when funding priorities shifted. They noted that despite years of receiving donor aid for development, livelihoods in Africa were not improving. Instead the continent was becoming poorer and dependent on donor aid. One constant issue has been the spirit of *harambee* or community giving, of pulling together for development and in times of difficulty, which has remained alive. *Harambee* defined development throughout almost half a century of independent Kenya's history. *Harambee* funds continued to support the development of thousands of community projects countrywide; these funds have seen hundreds of thousands of young men and women through institutions of higher education all over the world and seen communities through difficult periods of scarcity and famine. Despite reports of corruption and abuse of public funds, the resilience of communities through hard times have remained strong.

Inspired by Kenya's *harambee* spirit and its strength in communities, the founders set the vision of KCDF, and chose to adapt the Community Foundation Model - which originated from the west - to local circumstances and needs. The basis of this model is to engage communities in working together towards improving their own communities, so that they are able to take charge and lead their own development agenda, mobilise and invest the resources to meet both present and future development needs. Lessons from the *harambee* movement dictated that the nascent KCDF was founded on strong legal and governance

structures as a protection - both for the internal operations of the institution as well as to support public confidence in KCDF. The outcome was a complex governance structure that allowed KCDF to prove its credibility and earn the trust of communities as more and more individuals and groups invested their money with the Foundation.

With over 50 per cent of the Kenyan population living below the poverty line, the need for new approaches to address poverty and the challenges of achieving social justice are urgent and hence the objectives of KCDF remain relevant and critical.



STRUCTURE OF KCDF

From the outset, KCDF was founded on a strong legal and governance structure. This primary commitment to accountability was designed to safeguard the public interest and overcome public mistrust of fundraising efforts and institutions holding public money.

Founders of KCDF saw immense opportunities in a number of characteristics exhibited by communities in Kenya. These included the fact that Kenyans are a very resilient society, struggling and working through challenges of inequity, drought, famine, scarcity of resources, high cost of living and poor governance. Kenyans have upheld the spirit of community giving, the *harambee* spirit as the basis on which many people have obtained higher education and now Kenyans in diaspora support their families back home. Many community projects based on shared resources have been built. There is a steady increase in the population of the young, educated, ambitious and creative population. This, together with the drive for reform of governance institutions are manifestation of a society keen to choose its destiny. Kenyan communities have thus remained strong in their hope and desire to improve the welfare and achievement of greater economic growth in the country.

Over the 12 year learning process, evolving concerns have impacted the structure of KCDF which continues to be refined to ensure that the public investment with KCDF is secured even as the Organisation is streamlined for efficiency and effectiveness. The Foundation is governed by a Board of Trustees that ensures the work done by the Foundation remains true to the vision of KCDF. The Board of Trustees appoints a Board of Directors from among people of integrity from various backgrounds who buy into the vision of the Foundation and who volunteer to serve. The Board of Directors oversees implementation of the

KCDF programmes through committees that make it easy for Board and Management consultation along major arms of KCDF work. The Chief Executive Officer is a non-voting member of the Board of Directors. Day to day management of the Foundation is led by the Chief Executive Officer from the Foundation's Secretariat in Nairobi.

The national outlook of KCDF is built on strategic and carefully selected partnerships throughout the country both at the national and community levels.

KCDF endeavours to collaborate with like minded organisations in its areas of work and hence identifies regional partners through a competitive process that identifies their strengths and capacity and works with them to deliver programme goals and results.

WHAT WE DO

KCDF fosters sustainable community-led development.

The Foundation achieves this through the following core functions:

- Capacity building and grant-making – that is, making financial and technical information or other needed support available to communities.
- Resource mobilisation and endowment building.
- Promoting philanthropy and working to foster a positive legal and policy environment.
- Advocating for sound development policies and practices.

These key pillars of our work are designed to lay the ground-work for self-reliance, accountability and local grant-making for development within communities. The cumulative outcome is a nationwide basis for accelerating development and scaling up poverty eradication efforts by different actors.

1. CAPACITY BUILDING AND GRANTMAKING

Through grant-making, KCDF makes money available to communities to address their development challenges on an on-going basis. Qualified grantees are identified from among community organisations countrywide through a competitive process. They are given access to financial and technical resources to implement projects of their choice that impact positively on their development. Nearly US\$ 3 million in grants has been made available to communities to support various community initiatives such as in education (including early childhood development and scholarships for needy children), youth development, arts and culture, food security and girl child initiatives, asset development among others. Partner communities report that the opportunity to work with KCDF enables them to venture into new areas accompanied by a reflection that

ignites new energy to address their challenges.

KCDF offers three types of services under grantmaking:

Partnership grants: KCDF sources funds from diverse funding partners who buy into the vision and mission of the Foundation and uses these funds to support communities. Funding partners range from bilateral donors including the World Bank to private foundations like Bernard Vandleer Foundation, the Ford Foundation to corporate donors such as Safaricom.

Disbursement of endowment income: These are grants made annually or at other agreed intervals from a portion of the income (yields) of community funds that are managed by KCDF on behalf of its fund-builders and from KCDF's own endowment.

Capacity building grants for asset development or institution strengthening: These are grants given to communities to support processes for mobilising resources or assets towards building permanent source of community funds or endowments, with KCDF for the



sustainability of their prioritised projects. KCDF also provides capacity development support with its programmes grants to ensure organisations implement programmes and gain support in areas like governance, their financial management systems as well as needed programming.

2. RESOURCE MOBILISATION AND ENDOWMENT BUILDING

Access and control of resources is a prerequisite for self-reliance at national and community level. Control of the resources for their own development allows communities to address those issues that most concern them - free from external conditionalities of funding.

To answer this need, KCDF is growing an endowment fund. The intention is to build significant capital whose returns will enable KCDF to make grants to credible institutions working with partner communities, in perpetuity. Contributions to the KCDF endowment fund to date have come from institutional donors, individuals and through organised events.

In addition, KCDF works with communities and other CSO's who share in its vision, to mobilize, accumulate and invest local resources for the future. The KCDF investment framework is made available for such non-profits wishing to create long term funding for their work. KCDF invests these funds alongside its own with the long term goal of creating an endowment fund that will be available in perpetuity and applied in set areas of work.

3. PROMOTING PHILANTHROPY

KCDF works to encourage the growth and promotion of organised giving in Kenya. The goal is to move communities and the wider Kenyan public from the mindset of depending on external resources and to begin to fund their own

development. Creating structures which facilitate such giving is essential for continuity and consistency. Concurrent to promoting local philanthropy, KCDF is also working with government and like-minded organisations in the area of philanthropy to establish an appropriate policy and legal framework for local philanthropy.

4. ADVOCATING FOR SOUND DEVELOPMENT POLICIES AND PRACTICES

Over the last 12 years, KCDF has accumulated a lot of knowledge and best practices from supporting grassroots development efforts that positively impact poor communities. Documenting such learning and sharing it with other development actors has been found to be a great way of ensuring diverse groups scale up effective approaches across Kenya.

WHERE WE WORK

KCDF has a national mandate. The Foundation makes conscious and deliberate effort to reach all areas of the country in scaling up development efforts, especially for the underserved. Both grant-making and asset development work are present in all regions of the country wherever there are credible grassroots organisations that can be used to organize communities around issues that matter to them.



HOW WE WORK

OUR APPROACH

All KCDF initiatives are developed and implemented based on KCDF's theory of change:

Rapid and enduring change is possible when communities are able to initiate their own solutions to development issues affecting them and harness and grow resources.

KCDF invests in enhancing organized community-led initiatives to create a firm basis for the development of each community's choice. The Foundation believes that strong leadership at grassroots level provides a firm basis for initiating developmental processes of all types and at all levels and provides the mechanism for scaling up good practice and accelerating development.

Our approach is to secure the capacity for development within local communities. KCDF encourages local ownership and leadership of development initiatives and partners with organized community groups to strengthen their capacity and ensure they have appropriate governance structures that are accountable to beneficiaries and stakeholders.

OUR VALUES

Our theory of change is informed by six core values:

Respect for the rights and dignity of every human being:

We attach great value to the dignity and rights of every human being regardless of ethnicity, race, religion, gender, age, physical or mental ability.

Integrity: We value and promote transparency, accountability and efficiency internally and in our dealings with others irrespective of their social standing.

Social justice: We commit ourselves to the principles of social justice, integrity and respect for others in order to uphold the public trust and secure the rights of the poor and other vulnerable people.

Equity: We strive to uphold and promote fairness and to secure the rights of the poor and other underserved groups in all our endeavours as we pursue the goals and objectives of the Foundation.

Working with others: We value and are committed to



quality and broad participation and collaboration with other like-minded individuals and organisations.

Learning and innovation: We value reflection, learning and innovation and strive to evolve, promote and share best practices with others.

OUR PARTNERS

KCDF works with many partners to deliver its programmes and work to achieve its mission.

Key partners include:

The Government of Kenya through its line ministries is a principal partner. Through this partnership, KCDF works to ensure consistency with various government policies. KCDF recognizes government as the lead development actor for the Kenyan people. This reality offers great opportunities to scale up appropriate development processes for wider impact. Working with others to influence the national legal and policy framework to encourage local philanthropy is another area where KCDF seeks to influence the government, so that there can be more credible and reliable structures through which people can give, thus entrenching the culture of giving.

Non-profits like NGO's, community based organisations, associations and others who work directly with communities to help them overcome poverty challenges are other key groups with whom KCDF works with. These are our partners on the ground. KCDF works with them to enhance their capacity to facilitate people-driven development. We also work with these partners to identify and build local assets and invest such funds in community endowments, increase social capital

and widen opportunities for a variety of social investments that help communities create wealth. KCDF recognizes that effective and credible non profits are well placed to scale up poverty eradication work among underserved communities.

Faith based organisations, FBOs hold immense responsibilities and roles at community level; they are trusted by communities and as such are important to the achievement of KCDF's goals and to development in Kenya in general. FBOs work with local communities to mobilise local resources and energy around spiritual and social value-based initiatives which in turn set the local community energy towards common interests such as local, social and economic development.

Other foundations have also been close partners of KCDF. From its inception KCDF has related closely with foundations around the world to learn from their best practices and adapt them to the Kenya context. KCDF receives the support of other foundations towards the entrenchment of local philanthropy and to support the establishment



and strengthening of KCDF as a Kenyan endowed foundation. The Ford Foundation has been an outstanding partner of KCDF since its inception and has provided great learning opportunities for staff and board. Other partners include the Aga Khan Foundation and the Bernard Van Leer Foundation.

The corporate sector partners with KCDF and other stakeholders in the philanthropy sector to encourage them to make their contribution to local communities and to get corporate givers to think of the long term development of communities and of Kenya.

Consortia and networks such as EAAG, WINGS, COF, EFC, AGAG, IISP, AGN among others are firm partners of KCDF. These regional and international organisations in the philanthropy sector continue to share lessons and experiences in philanthropy with KCDF, thus enabling it to promote local giving.

Institutional donors who share the vision and mission of KCDF collaborate with the Foundation to make Partnership Grants to communities to support different sectors of development.

Individuals: KCDF engages individuals to create awareness of the possibilities made available by philanthropy and to encourage them to engage in the development of their country and community by contributing resources through structured mechanisms. KCDF recognizes the immense potential that lies in harnessing individual gifts and contributions of whatever size to enhance development efforts.

Media are instrumental partners in informing the public and play a broad role in disseminating the messages for development, from awareness building,

to communicating about best practice, mobilizing support for various local fundraising efforts and highlighting the transformation of communities that have changed their conditions by working together. KCDF thus recognises the media as a key partner in creating awareness on philanthropy and the development agenda into which it fits in addition to making the work of the Foundation known and building a public profile.



THE CONTEXT

KCDF has established itself as an organisation that is rooted in the aspirations of Kenyan communities. The pioneering work of KCDF as the first community foundation in the country and the Region has taken place in the rapidly changing context of expanding strategic importance of Kenya in the Eastern Africa region. The past decade also witnessed Kenyan leadership in international diplomacy and peace-keeping and regional integration. Kenya hosted peace-processes for Somalia and Sudan and played primary roles in the peace processes of other countries in the Great Lakes region and has shown strong support for the strategies for regional integration.

The competitive geographical location of the country has continued to encourage Kenya's growth as a major transit centre and financial and communication hub. At the national level the Kenyan economy recorded modest growth following a long period of stagnation. After 2006/07, the growth rate hit 6% p.a after which it fell to below 3%. This growth has also paralleled the democratic transition and the reform of the public sector to secure responsiveness and accountability in public institutions and to rebuild public confidence. The character of the population has also changed dramatically as better educated youthful generation emerges as forceful players in the national agenda, which should influence KCDF's work in the future.

EMERGING ISSUES

Defining the current context are newly surfacing issues. The violence that followed the general election of 2007 disrupted many communities creating thousands of internally displaced persons, dislocating the progress of whole communities and leaving residual tensions along political and ethnic lines. This has heightened recognition of the importance of the socio-cultural underpinnings on which the social fabric of Kenya is dependent. Reflections by the KCDF team after the post election violence convinced us that it is not enough to build financial assets or even good social infrastructure for communities, such as schools or health facilities. It is critical that we invest in building the social fabric in communities as a firm basis of ensuring communities can look after all their assets and value and appreciate each other, accept diversity and work to be more cohesive as a people. These are fundamental to the survival of communities. KCDF will explore new opportunities under this new strategic plan to support this broader definition of community assets in its work and promote peaceful coexistence of communities. Building cohesiveness will be part and parcel of this work.

On the other hand, many Kenyans responded in a big way through what has now come to be known as 'crisis philanthropy', offering to donate materials in kind, money and even land. This demonstrated that thousands of Kenyans are willing to help where structures and mechanisms for accountability are in place. A recent study by Ufadhili, a local organisation that promotes corporate social responsibility (CSR), showed that a total of US \$ 1 billion was raised locally in one year to help communities who were displaced or negatively affected by the post election violence.

Beyond the crisis created by post election violence, the challenges of improving livelihoods remain. Many communities continue to struggle to access education, drugs

and healthcare facilities. Uncertain rainfall and other impacts of climate change, fragmentation of agricultural land and growing demand for production places great pressures on communities

KCDF recognised from the outset that communities everywhere in Kenya including the most vulnerable and under-served populations have resources available to them. Acknowledging the existence of these resources together with the enduring resilience of populations everywhere, KCDF programmes have made a mark in dozens of communities across the country, working through their organised groups and organisations to identify, add value, grow and manage those resources for their own socio-economic development.

In this new strategic plan, KCDF will seek to harness the growing numbers of youth, their energy and intellectual capacity to galvanise community-based action for development priorities that not only attract them back to the community but also provide them with an opportunity to drive their own agenda. This is seen as a succession plan in key sectors of agriculture and agribusiness where older generations remain key players.

NEW OPPORTUNITIES

KCDF aims to harness the tremendous potential evident in community opportunities as an access for stimulating greater productivity, collaboration within communities and for improving livelihoods.

Strategically this will be done by creatively harnessing resources, mobilizing energy around those resources, creating positive competition between initiatives and regions, building networks between supply and demand sides in each sector and facilitating capacity building with catalyst funds. KCDF will seek to harness the following specific opportunities.

1. GROWING UNDERSTANDING AND APPRECIATION OF ENDOWMENT BUILDING AND LONG-TERM INVESTMENT

Among Kenyans, a growing understanding of endowments, investments for the future and self-reliance is opening up space to reshape approaches for community development and local resource mobilisation. New communication technologies are making it easier than ever to allow Kenyans to contribute to development in their home areas and the country at large – even those in Diaspora. The same readiness to contribute to the long term development of Kenya is evident in the private sector where there is growing interest in structured corporate social respon-

sibility and philanthropy. There is increasing interest from forward-looking companies seeking to find effective ways of working with communities.

2. GOVERNMENT OF KENYA STRATEGIES OF DEVOLVED FUNDING FOR DEVELOPMENT

Decentralised approaches to funding development by the Government of Kenya present an arena for KCDF work that was not previously available. The Government of Kenya has expanded the number of devolved funds, thus giving communities a chance to be involved in managing funds at local level. Among these are HIV/AIDS funds, constituency bursary funds, local authority transfer funds, roads maintenance funds and Constituency Development Funds. This has increased demand for better grassroots organising mechanisms to avoid devolved funds being misappropriated or returned to the central government when the financial year is over. The work of KCDF with grassroots associations, CBOs and local NGOs among others, has provided useful experience which beneficiary partners have been able to bring to the devolved funds processes. There is a strong case for KCDF to proactively seek out opportunities to share the learning gained over time with larger



audiences so that, ultimately, communities can use the funds being made available to them constructively for their development.

3. ADVANCES TOWARDS REGIONAL INTEGRATION

The increasing pace of regional integration requires that KCDF begin to take advantage of opportunities that regionalization offers. The regional integration of East African countries has begun to harmonise economic policies including trade and tax regimes and to relax and even remove travel restrictions on citizens. This presents an opening for regional philanthropy that KCDF will increasingly seize in to ensure that it remains relevant in the transition.

4. THE GLOBAL FINANCIAL CRISIS AND POLITICAL TRANSITION

While these trends will all have a direct bearing on KCDF's work, the environment in which KCDF will implement the Strategic Plan 2009-2013 will be predominantly influenced by the financial crisis in global markets and the political transition in Kenya. Gloomy forecasts for the global economy are expected to colour most of 2009 and uncertainty in investment markets is predicted beyond. The effect of the global financial meltdown are already being felt by all Kenyans through rising inflation, reducing demand for Kenyan exports, unemployment and a general slowing of growth of the economy. This presents unprecedented pressures on the finances of individuals, communities and corporates. Kenya remains characterised by unequal economic development creating economic disparities from region to region and wide disparities in income even within specific geographies. This is paralleled by dramatic climatic changes that have heavily and negatively impacted on agricultural productivity - the main-

stay of the Kenyan economy.

The evolving structure of Kenya's first coalition government also has implications for KCDF efforts to influence legislation and policy affecting the philanthropy sector. The political transition directly impacts international relations, relationships with donors and the private sector all of whom are key partners of KCDF alongside the general population.

KCDF must also confront the enduring culture of mistrust of public giving resulting from a history of corruption and abuse of public funds and create fresh opportunities for trusting one another anew.

LEARNING FROM THE PAST

These political, economic, socio-cultural, technological and natural environment factors are just some of the influences on our work as we look to the future. This Strategic Plan sought to consolidate and build on the achievements, lessons learned and the challenges of the past.

Recognition of the changes taking place in the environment prompted KCDF Trustees, Board and staff to reflect on the enduring values of the Foundation in the present context while planning ahead. As a first step towards the planning process an *Organisational Learning Assessment, 1997 to 2008* was undertaken to capture KCDF's experiences over the previous decade as a basis for informing the next strategic phase. The Assessment confirmed the value of capacity building as an essential step in grant-making and enhancing the effectiveness and sustainability of community organisations. The other key recommendations of the Assessment were:

Relevance of the KCDF vision and mission: The Assessment re-confirmed the relevance of the vision of KCDF. It however pointed at the need to re-word it to make it consistent with the work of KCDF on the ground and to inspire confidence.

Governance: The study reconfirmed the need to retain a structure that assures the public of KCDF's credibility as an organisation. This must go in tandem with harmonisation of the roles of the Board of Trustees and the Board of Directors to ensure greater efficiency and smooth oversight, with the top decision making organ being the Trust. Harmonisation is expected to reduce operating costs in the long run, and reduce duplication, hence increasing efficiency.

KCDF's core business: The Assessment pointed to an urgent need to restructure the organisation and realign its operations to prioritise not just grantmaking and capacity building, but also to strengthen internal capacity for local resource mobilisation as a major arm of the operations of the Foundation. Raising resources locally is central to KCDF's mandate of promoting sustainability and positioning itself for long term work with underserved communities.

Profiling and communication: The Assessment reconfirmed the need to invest in profiling the work of the Foundation through appropriate communication channels as a key support for resource mobilisation.

Knowledge management: There is an opportunity to institutionalise learning approaches in KCDF's work, to capture and disseminate the invaluable lessons and experience of KCDF as a unique organisation in this part of the world. This could provide opportunities to scale up good practice among more actors including the government.

HIGHLIGHT ON KCDF

Great strides have been made by KCDF over the past decade. Notwithstanding the unique constraints presented by the environment in which KCDF continues to operate, a number of important achievements have been realised and represent important landmarks in the attainment of the KCDF vision.

Of particular significance is the fact that the national mandate of KCDF is currently represented through grant-making and asset development work covering all eight provinces of Kenya – an achievement that few can claim. Additionally, there is evidence coming out of supported work of effective community organising to address issues like education, agriculture, water, health as well as local resource mobilisation. In this regard, over US \$ 3 million in grants has been made available to communities to support projects in diverse sectors including early childhood development, arts and culture, education, the girl child, youth development, HIV/AIDS, food security and access to clean water. Some of these communities are now among the 19 communities that KCDF has managed to get on board with established community designated funds set up to address their preferred issues such as girl child, bursaries for needy children, food security among others hence beginning the road to sustainability.

Institutionally, KCDF has developed solid grant-making policies and procedures and established itself as a credible actor in the development arena. It has maintained 11 years of unqualified audits by reputable firms. The KCDF Endowment Fund is well established and growing, putting the Foundation well on its way to the goal of building a

US \$12 million (Kshs. 900 million) endowment fund by 2013 both from local community fund builders and from its own institutional sustainability initiatives – designated and undesignated funds. This key achievement was recognised by Ford Foundation in 2006 when it offered KCDF US \$ 3 million on condition that it raises US \$1 million. The campaign to fulfil this commitment is at an advanced stage. The Endowment Fund will provide resources with which KCDF will identify and support high impact and innovative community programmes that are geared towards improving welfare and strengthening community development structures.

CHALLENGES

The findings of the *Organisational Learning Assessment, 1997 to 2008* shows KCDF faces persistent challenges that remain unanswered as well as newer issues emerging from the growth of the Foundation. Enduring concerns include:

- The need to expand the public profile of KCDF without tampering with the credible reputation KCDF already enjoys within communities at large. This will support and enhance resource mobilisation efforts.
- Recognising that organised philanthropy is still a relatively new concept in Kenya and KCDF must work to create and influence a policy environment that serves efforts to entrench philanthropy in development.
- KCDF must continue its efforts to build confidence in philanthropy and encourage people to give and volunteer their time.
- The challenge of sharing the tremendous experience gained by KCDF over the past 12 years is both a challenge and also provides an opportunity of scaling up this successful model for development within the wider Kenyan community.

EMERGING ISSUES

The KCDF Endowment Fund has been built on funds mobilized from the public, corporate and international foundations. Growth of the Endowment Fund has highlighted the need to indemnify Trustees as they carry responsibility for this public Trust.

KCDF has grown as an institution and with it is the cost of running the Foundation along international standards. Rationalisation of roles at all levels, from the Board of Directors and Trustees, to staff, is necessary as an on-going concern. The role of the Board will increasingly and of necessity, move more to oversight and resource mobilisation, as the pressure to reach wider public audiences and institutions increases.

As a pioneer in the area of philanthropy, there is need for KCDF to implement strong knowledge management systems as a means of consciously and continuously building and improving on KCDF practice. This knowledge can also serve as a resource for others entering the field locally, regionally and globally.

SCOT

IDENTIFYING STRENGTHS, CHALLENGES, OPPORTUNITIES & THREATS (SCOT)

The *Organisational Learning Assessment, 1997 to 2007* provided a strong platform for launching the strategic planning process. Beginning with a SCOT analysis, clear themes emerged from which a strategic approach was then developed.

STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> • KCDF is non-partisan as seen in the diversity of grantees • There is credibility, recognition and appreciation of KCDF Board, staff & work. • The public profile of KCDF is growing • Strong grant-making processes/ procedures • Good targeting of grantees • On-going connectivity with fund builders already in place • High standards of accountability. • Improved synergy between asset development and grant-making • Strong focus on community involvement and rootedness • Strong focus on sustainability in all strategies • Good and high standard publications 	<ul style="list-style-type: none"> • Poor spread in ASAL regions for grant-making and endowment building. • Limited flexibility in grant making due to absence of significant flexible funding or large endowment fund • Limitations on grant-making areas due to type of funding from donors • Resource mobilisation can be organised in a better way/be systemised • Inadequate internal capacity for fundraising • Consolidated database for service providers needed • Board and Trustees need to be more strongly engaged in fundraising • Weak communication and dissemination strategy • Learning and documentation systems need to be strengthened. • Media profile and relations needs revamping • Institutional donor base needs to be urgently expanded
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Language of investments and endowments is better understood. • Growing investment know-how available locally. • Decentralized funds from GOK offer opportunities for community fund building. • Working with INGOs on sustainability for CBOs and NGOs. • Support companies in developing CSR strategies; partner with large corporates for leverage. • Diversify investment vehicles. • Knowledge management - Make use of KCDF's considerable intellectual property and knowledge • Use current environment (world food crisis) to highlight the work of KCDF • Build profile of KCDF through key media houses. • Technical advancement pronounced hence potential to use internet for fundraising 	<ul style="list-style-type: none"> • Weak legal status of many grantees for community endowments. • Lack of foundations law - therefore weak legal framework • Political, social uncertainty; slow policy development and implementation. • Political interference is a threat for community fund-builders. • Currency fluctuation affects funded grants and programs • Volatile investment markets. • Climatic effects, environmental challenges erode community ability to invest in asset building and endowments. • Global commodity prices affecting incomes of KCDF partner communities. • Diverse donor interests and short periods for focusing on a specific issue.

GOING FORWARD

STRATEGIC AREAS OF WORK

The mission of KCDF is to promote sustainable development of communities through social investment, resource mobilisation, endowment building and grantmaking.

In developing this Strategic Plan to align it with the mission of KCDF, a consultative process was used to arrive at six strategic goals that define the agenda for the Foundation. Delivery on these goals over the duration of the 2009 to 2013 strategic plan would bring KCDF closer to realizing its mission.

1 To enhance sustainable development of communities through grant-making and organisation development.

KCDF key role is to access resources and relevant technical expertise to carefully selected relevant organisations working to enhance development efforts among targeted communities.

To achieve this goal, KCDF will actively:

- Build capacity of KCDF strategic partners to design and implement sustainable development initiatives that alleviate poverty and enhance social justice.
- Target vulnerable, underprivileged and underserved community members.
- Broaden our sources of funds and increase our grant making outreach across the country.
- Facilitate access to capacity building support for community organisations and grantees

2 To strengthen and enhance the culture and policy framework for philanthropy and organised giving in Kenya.

In this area, KCDF will work with others to entrench the culture of giving and growing strong structures for local philanthropy. Among these efforts, KCDF will:

- Work with others to influence the implementation of tax incentives by the government to encourage corporate and individual giving.
- Work with others to influence the enactment of an appropriate foundations law.
- Collaborate with like-minded actors in the development of accountability standards for Civil Society Organisations (CSOs) and non-profits in general, to build credibility of the philanthropy sector and encourage local giving
- Support the establishment of regional community foundations and nurture them to be effective centres for development and local philanthropy.



3 To establish an endowment fund of at least US \$12 million (Kshs. 900 million) by 2013.

Based on a revamped process of mobilising local resources during this strategic period, and the commitment by Trustees to ensure competitive investment of already raised funds, KCDF is working towards a target of US \$ 12 million (Kshs. 900 million) using the following strategies:

- Increase the number of Kenyan individual givers as well as the amounts given.
- Promote organized giving by Kenyans in Diaspora by providing a vehicle and mechanisms through which they can contribute to development of the country.
- Make wealthy individuals aware of KCDF as an organised channel for giving.
- Promote partnerships between KCDF and the corporate sector and influence the strategic use of CSR resources for sustainable community initiatives.
- Facilitate systematic and strategic growth of community funds, ensuring balanced national representation across Kenya.
- Partner with competent investment providers and create diversified investment portfolios that will ensure maximum returns.
- Target the youth through innovative approaches to mobilise them to give and participate in community development.
- Target legacies amongst wealthy individuals who are passionate about community development.



4 To support communities in building assets for their social development, employment and wealth creation.

In view of the lack of access and knowledge for investment options especially among rural communities, KCDF will continue to use its investment framework to benefit other selected CSOs in need of such expertise, as a mechanism to enhance the sustainability of the work they support. Towards this goal, KCDF will:

- Facilitate the establishment of community driven sustainable social and economic development models in Kenya, including community endowments.
- Strengthen local institutions (current and prospective fund builders) through which communities engage in identifying priority areas and implementing development initiatives.
- Influence the policy framework to improve use of devolved funds, to ensure responsiveness to community needs and active participation of community members in decision making about issues affecting their future.

5 To share learning and advocate for sound development policies and practice.

Since inception, KCDF has acquired a wealth of knowledge from working with communities at different levels and enabling them to address the unique poverty challenges they experience. There is a need for KCDF to proactively share its learning and knowledge for wider dissemination and to influence the institutionalization of

effective development policies and practice by both government and other actors - including new foundations. Among the opportunities that KCDF will harness are:

- Sharing knowledge of working with communities to influence better utilisation of devolved funds for sustainable development.
- Sharing KCDF experiences in responsible grant making with actors responsible for government development funds targeting youth, women, HIV/AIDS and others. Such actors include government, donors and other KCDF existing and potential partners.
- Dissemination of KCDF experiences in the development of governance structures for accountability at different levels.
- Influencing emerging regional community foundations and supporting them with the wealth of experience that KCDF has accumulated over the years.



6 To strengthen KCDF as a reputable and credible public community foundation.

With a complex governance structure and expanding core areas of work, it is imperative that KCDF continues to invest in appropriate organisation development and to manage growth and accompanying change management for maximum effectiveness and efficiency.

ON INVESTMENT

KCDF will

- Work to ensure effective, efficient, ethical investment and management of a diversified fund for optimal returns.
- Explore opportunities for portfolio diversification.

ON GOVERNANCE AND MANAGEMENT

- Strengthen and align the governance structures (i.e. the Trust and the Foundation) for maximum usage of the skills among the members and better time management.
- Re-organise and restructure core activities so as to deliver efficiently on the new strategic areas of the foundation, in line with KCDF's vision and mission.
- Undertake a comprehensive job evaluation for all key positions to ensure KCDF remains a competitive employer.
- Explore appropriate software to ensure KCDF manages its widening grants portfolio and increasing number of individual supporters in an efficient way.
- Identify additional institutional donors to allow KCDF to focus on its core business even with challenging financial times globally.
- Give attention to monitoring and evaluation to ensure KCDF demonstrates not only the efficacy and effective-

ness of its work, but also the impact on the ground.

- Implement a strong communication strategy to build the brand and profile of KCDF.
- On management, ensure that all legal issues relating to governance are finalised with the necessary consultation
- Document and disseminate lessons of change and impact as a means of highlighting the work of KCDF.

MONITORING AND EVALUATION

STRENGTHENING MONITORING & EVALUATION (M&E) AS A CROSS CUTTING THEME

The area of monitoring and evaluation has been identified as a cross cutting area requiring strengthening. The degree of success of this Strategic Plan can only be measured by putting in place mechanisms to capture the difference that is being made by KCDF programmes in its work.

In addition to the six strategic goals, the area of monitoring and evaluation is identified as critical to the mission of KCDF. There is a need to go beyond the current practice of undertaking separate evaluations at the end of a programme life. It is the intention of KCDF to strengthen the M&E function, to make it an integral part of all KCDF's programming and operations.

Recognising that data from this process will provide a basis for sharing and publicising the effectiveness of the work that KCDF does, both qualitative and quantitative measures will be used to assess the both external and internal programmes and processes. This information will in turn be captured in creative communication about KCDF and used to demonstrate the impact of KCDF's interventions. Channels for communication will include the KCDF website, short videos and video clips, annual reports, creative blogs and various publicity materials. Towards this end, KCDF will create opportunities for communities themselves to bring out their voices of change through making use of technology; Such as developing a community voices wwebsite and encouraging community blogging. The processes will fully involve grantees to motivate them to embrace M&E and show the difference of their interventions in tackling development challenges. In this way KCDF will build local relevance and make a clear case for local people to support the work of the Foundation.



CRITICAL ASSUMPTIONS

Implementation of this Strategic Plan assumes several critical factors. This includes the need for KCDF to continue at present levels of institutional funding as a minimum to be able to retain the critical in-house capacity to carry forward all the six strategic areas.

It is also assumed that the social and political context both locally and globally will allow for stability in the financial markets and growth of the economy if KCDF is to fulfil on its projected goals. KCDF goals are directly affected by currency fluctuations, changes in the investment markets both within and outside Kenya and inflation which directly affects the earnings of members of partner community groups donor and the KCDF endowment fund.

ANNEX I – STRATEGIC GOALS, INTERVENTIONS, OUTPUTS AND OUTCOME INDICATORS FOR THE PERIOD 2009-2013



STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>To enhance the sustainable development of communities through grant making and organisational development.</p>	<p>1.1 Build the capacity of KCDF strategic partners to design and implement sustainable development initiatives that alleviate poverty and enhance social justice.</p>	<p>1.1.1 Enhanced capacity of strategic partners, demonstrating impact on vulnerable people in their communities.</p> <p>1.1.2 More grantees transitioning to be fund builders.</p> <p>1.1.3 More fund builders & grantees generating their own resources and demonstrating good governance and effective management</p>	<ul style="list-style-type: none"> • Number of partners identified • Capacity Assessment reports • Distribution of partners • Number of capacity building activities • Amount of resources set aside for partners capacity building • Number of linkages made with local capacity development providers 	<ul style="list-style-type: none"> • Percentage increase in impact from community projects • Number of new grants received by strategic partners • CD beneficiary organizations demonstrate greater effectiveness in identifying & selecting suitable partners • Linking grantees to local capacity development providers
	<p>1.2 Target vulnerable, underprivileged and underserved community members</p>	<p>1.2.1 Community led organizations working with KCDF in various projects</p> <p>1.2.2 Community organisations working with communities to prioritise local development issues</p> <p>1.2.3 Grants provided to the organisations supporting innovative initiatives with impact on vulnerable and underserved communities</p>	<ul style="list-style-type: none"> • Partners selection criteria continuously reviewed and applied • Number of partners working with vulnerable communities identified • Selection panel reports • Case studies of effective community organisations 	<ul style="list-style-type: none"> • Improved delivery of community programmes • Improved sustainability and capacity of community organisations • Case studies being used by other community support organisations for learning • Improved documentation and reporting by partners • Evidence of transformation among communities being supported (impact)
	<p>1.3 Broaden our sources of funds and increase our grant making outreach across the country</p>	<p>1.3.1 An increase in sources and grant making funds</p> <p>1.3.2 A more diversified portfolio of grants (at least 5 more)</p> <p>1.3.3 At least 100 - 150 grantees a year.</p>	<ul style="list-style-type: none"> • Number of proposals submitted • Number of potential funders contacted • Number of funding agreements signed • Number of local grantees under each programme area 	<ul style="list-style-type: none"> • KCDF working in new regions with new grantees • KCDF's national outreach attained • Increased KCDF Grants to existing partners countrywide



STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>Contd.</p> <p>To enhance the sustainable development of communities through grant making and organisational development.</p>	<p>1.4 Facilitate access to capacity building support for community organisations</p>	<p>1.4.1 Community organisations enter into long term partnerships with capacity development and funding organisations</p> <p>1.4.2 Community organisations achieve self sustainability and become more effective in addressing community needs</p>	<ul style="list-style-type: none"> • Number of linkages meetings held between partners and CD organisations • Number of linkage forums and meetings with funding organisations • Number of agreements between CBOs and funding organisations 	<ul style="list-style-type: none"> • Increase in funding for CBOs • CBOs scaling up their work and outreach • CBOs demonstrating increased capacity • CBOs demonstrating increased impact



STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>To strengthen and enhance the culture and policy framework for philanthropy and organised giving in Kenya.</p> <p style="text-align: center; font-size: 48px; color: #ccc;">2</p>	<p>2.1 Working with others to influence the implementation of tax incentives by the government to encourage corporate and individual giving</p>	<p>2.1 Working with others to influence the implementation of tax incentives by the government to encourage corporate and individual giving</p> <p>2.1.1 New tax policy in use</p> <p>2.1.2 Tax policy for individuals in place</p>	<ul style="list-style-type: none"> • Draft Tax policy documents on incentives for individual and corporate giving • Number of policy forums participated in by KCDF staff 	<ul style="list-style-type: none"> • KCDF's partnership with EAAG, Ufadhili, Allavida etc contribute to new policy incentives for individual and corporate giving • Local individual and corporates record increased number and volumes of donations
	<p>2.2 Working with others to influence the enactment of an appropriate foundation law.</p>	<p>2.2.1 Enactment of a Kenyan foundation law</p>	<ul style="list-style-type: none"> • Number of advocacy meetings • Copies of the Foundations Act 	<ul style="list-style-type: none"> • Foundations operating under a new law • New law enabling better performance and coordination of existing and new foundations in Kenya
	<p>2.3 Collaborate with other like minded actors on the development accountability standards for CSOs to build credibility of the philanthropy sector and encourage local giving</p>	<p>2.3.1 CSOs standards in place and in use</p>	<ul style="list-style-type: none"> • Kenya CSO Standards published • Copies of the National CSO standards 	<ul style="list-style-type: none"> • Improved performance of CSOs as a result of the Accountability Standards • Improved coordination of CSO activities in Kenya • Improved sustainability of Kenyan CSOs
	<p>2.4 Support the establishment of regional community foundations and nurture them to be effective centres for development and local philanthropy</p>	<p>2.4.1 At least 8 regional foundations working with partners in the regions to promote local philanthropy and establishing centres of excellence in local community development</p>	<ul style="list-style-type: none"> • Number of new foundations established • Number of regions covered by local foundations • Local community funds built under each foundation 	<ul style="list-style-type: none"> • Regional foundations working with partners in the regions to promote local philanthropy • Local community giving towards local foundations improves



STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>To establish an endowment fund of at least US\$ 15M (Kshs 900M) by end of 2013</p>	<p>3.1 To increase the number of Kenyan individual givers as well as the amounts</p>	<p>3.1.1 At least 1,500 givers, targeting an average of 300 new givers per year Raise an average of Kshs. 3,000 per person per year Raise at least Kshs. 22.5 million from individual givers in 5 years</p>	<ul style="list-style-type: none"> • Percentage growth in number of givers per year • Percentage increase in individual giving • Number of successful golf tournaments to promote individual giving • Number of annual philanthropy dinners and round tables organized 	<ul style="list-style-type: none"> • Kenyans giving towards community development as a result of increased awareness • Kenyans giving through easy and unrestricted channels • More Kenyans responding to calls for philanthropy participation • Targets set for the year and the strategic plan period achieved
	<p>3.2 Make wealthy individuals aware of KCDF as an organised channel for giving (promote giving through legacies)</p>	<p>3.2.1 Raise at least Ksh.6M annually from about 16 individuals 3.2.2 A growth in numbers of wealthy individuals donating to local development work</p>	<ul style="list-style-type: none"> • Number of legacies and individual donations received per year from wealthy and middle class Kenyans • Number of communities adopted by wealthy individual givers • Amount of funds raised per year • Number of wealthy individuals taking roles of local philanthropy ambassadors 	<ul style="list-style-type: none"> • KCDF's community fund builders increase in number • Individual legacies contributing to resources available for community development • KCDF demonstrating value of supporting community development through philanthropy



STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>Contd.</p> <p>To establish an endowment fund of at least US\$ 15M (Kshs 900M) by end of 2013</p>	<p>3.3 Promote organised Diaspora giving by providing a vehicle through which they can contribute to the development of Kenya</p>	<p>3.3.1 At least 500 Kenyans mobilised, giving an average of US\$100 a year or more</p> <p>3.3.2 At least 3 community projects supported annually by giving from Diaspora</p> <p>3.3.3 Increased number of interaction forums with Diaspora organisations</p> <p>3.3.4 Significant injection of funds from the Diaspora</p>	<ul style="list-style-type: none"> • Database of Kenyans in the diaspora established • Research reports on Diaspora giving channels • US based friends of KCDF apply for a planning grant • Communication materials developed to create awareness in Diaspora • Number of capacity building activities targeting the US KCDF Chapter • Number of Diaspora or organised Kenyan groups linkage forums • Number of home communities adopted by Diaspora • Number of government missions abroad linked to Diaspora activities • Web based facility for online giving in place 	<ul style="list-style-type: none"> • Improved capacity of the US KCDF Chapter • Diaspora and organised Kenyan groups establish linkages for local community development • Diaspora adopting 'home' communities and participating in organised development • More Kenyans in the Diaspora giving to the Friends of KCDF • Kenyan missions abroad supporting Diaspora giving coordination • Kenyans contributing online to local community projects • Increased donations due to improved awareness among Kenyans in the Diaspora on the work of local community foundations
	<p>3.4 Promote partnerships between KCDF and corporates and influence strategic use of CSR resources for sustainable community development initiatives</p>	<p>3.4.1 At least 5 companies with multiyear commitments partnering with KCDF</p> <p>3.4.2 High levels of presence/sponsorships in events</p> <p>3.4.3 More involvement of KCDF in CSR strategic planning forums of companies</p> <p>3.4.4 At least Kshs 3 million raised for endowments from companies</p>	<ul style="list-style-type: none"> • CSR & resource mobilisation strategy developed • At least 25 companies reached. • Number of CSR giving towards endowments building • Number of corporates contributing to community funds • Amounts contributed by corporates towards sponsorships for Friends Roundtable and annual golf days 	<ul style="list-style-type: none"> • KCDF receiving more donations from corporate companies in Kenya towards community fund building and its endowment fund building • Steady growth of KCDF Endowment Funds • Increased KCDF national programme outreach due to increased resources for grant making



STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>Contd.</p> <p>To establish an endowment fund of at least US\$ 15M (Kshs 900M) by end of 2013</p>	<p>3.5 To target the youth through innovative approaches to mobilising their giving and participation in community development</p> <p>3.6 To partner with competent investment providers and create diversified investment portfolios that will ensure maximum returns</p> <p>3.7 Facilitate systematic and strategic growth of community funds, ensuring balanced national representation across Kenya</p>	<p>3.5.1 At least 3,000 youth giving towards local community development</p> <p>3.5.2 At least Kshs. 3M raised from organised youth giving per year</p> <p>3.5.3 Resources mobilised from youth channelled to at least 3 innovative youth led projects per year</p> <p>3.6.1 Annual return on investment on the fund of at least 15%, risks inclusive.</p> <p>3.6.2 Diversification into property</p> <p>3.6.3 Demonstrated competitive management of the fund by several fund managers.</p> <p>3.6.3 Enhanced diversification & balance of the investment portfolio</p> <p>3.7.1 Community funds making not exceeding 30% of the fund.</p> <p>3.7.2 At least two fund builders in each region recruited</p> <p>3.7.3 At least 5 INGOs contributing to community funds</p> <p>3.7.4 At least Ksh 3 million raised for communities per annum</p>	<ul style="list-style-type: none"> • Number of youth friendly awareness activities to promote volunteerism and giving held • Amount of funds mobilised for youth led local community development • Endowment fund focusing on and contributed to by the youth established • Tools that enable web based giving by the youth in place • In-house fund managers monitoring tools developed • In-house managed portfolio being used as benchmark for external managed portfolio. • Number of annual fund managers and investment strategy review meetings held • Pangani property developed • Increased incomes to the KCDF Endowment • Percentage reduction of grants from earnings per year • Number of linkages between local CBOs with National & INGOs • Number of community fund building forums held per year 	<ul style="list-style-type: none"> • Youth giving and volunteering towards community development programmes • Growth in youth mobilized funds for youth development programmes • Youth Endowment Fund promoting youth led work in Kenya • Better management of KCDF and fund builders endowment funds • Increased returns on KCDF investments • Diversified incomes from the Pangani property • Communities mobilising each other and signing up with KCDF for fund building • Growth in number of community fund builders • Improved sustainability of community development initiatives • Communities demonstrate increased awareness




STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>Contd.</p> <p>To establish an endowment fund of at least US\$ 15M (Kshs 900M) by end of 2013</p>	<p>3.8 Target legacy builders amongst wealthy individuals passionate about community development</p>	<p>3.8.1 At least 3 legacy builders recruited each year</p> <p>3.8.2 At least Kshs. 5 Million raised per annum from legacies</p> <p>3.8.3 At least 2 community projects supported through incomes from legacies</p>	<ul style="list-style-type: none"> • Number of legacy builders recruited per year • Amount of funds raised through legacies per annum • Number of community grants funded through incomes from investment of legacy funds • Number of projects funded with incomes from legacies per year 	<ul style="list-style-type: none"> • Growth in number of individuals seeking to register their legacies with KCDF demonstrates increase awareness • Growth in impact on communities as a result of permanent funds from legacies • Growth in KCDF endowment funds enabling increased grants and grantees • Fund building models designed, tested and implemented for legacies




STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>To support communities in building assets for social development and wealth creation</p>	<p>4.1 Facilitate the establishment of community driven sustainable social and economic development models in Kenya, including community endowments</p>	<p>4.1.1 At least 44 carefully selected communities representing all 8 provinces are investing their long term development funds in the KCDF Endowment Fund.</p>	<ul style="list-style-type: none"> Number of communities investing their development funds with KCDF Number of community outreach programs per year Number of media activities targeting communities Number of community capacity assessment forums Implemented M & E reports of CD activities with communities 	<ul style="list-style-type: none"> Growth in KCDF Community Endowment Funds Communities using information from KCDF awareness programs to mobilize their members to contribute to own endowment Media publicity creating public awareness on endowment building KCDF partner community organisations becomes centers of excellence
<p>4.2 To influence the policy framework to improve use of devolved funds, to ensure responsiveness to community needs and active participation of community members in decision making</p>	<p>4.2.1 More community friendly devolved fund policies in place within the first two years</p> <p>4.2.2 Increase in number of communities across the country accessing devolved funds.</p>	<ul style="list-style-type: none"> Lobby and advocacy forums held per year Number of new policies passed by law makers Percentage increase in community participation in prioritisation of devolved funds utilisation Number of communities accessing devolved funds Number of donor advocacy forums on community endowment fund building 	<ul style="list-style-type: none"> Communities accessing and utilizing devolved funds to spur development in the regions Community development priorities are informed by consensus among community members Increased accountability and efficiency in the use of devolved funds as a result of community involvement Donors increasing their contributions towards community endowments as part of CD 	<ul style="list-style-type: none"> Stronger, endowed and effective community organisations as agents of change Local communities contributing to their funds for own development priorities
<p>4.3 Strengthen local institutions (current and prospective fund builders) through which communities engage in identifying priority areas and implementing development initiatives</p>	<p>4.3.1 Increase in strong and sustainable community organisations in Kenya</p> <p>4.3.2 Improved institutional capacity or community organisations</p> <p>4.3.3 Increased impact of community development initiatives</p>	<ul style="list-style-type: none"> Number of fund building education forums per year Amount of resources mobilised by local communities after the forums per year Number of leadership capacity building forums for community organisations per year 	<ul style="list-style-type: none"> Number of fund building education forums per year Amount of resources mobilised by local communities after the forums per year Number of leadership capacity building forums for community organisations per year 	<ul style="list-style-type: none"> Stronger, endowed and effective community organisations as agents of change Local communities contributing to their funds for own development priorities





STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>To share learning and advocate for sound development policies and practice</p> 	<p>5.1 Share knowledge on working with communities to influence better utilisation of devolved funds for sustainable development.</p>	<p>5.1.1 2,000 copies of local best practices printed and circulated per year</p> <p>5.1.2 Quarterly case studies published on KCDF website for public access</p>	<ul style="list-style-type: none"> • Number of quarterly KCDF newsletters produced • Number of case studies documented and distributed per annum • Number of community development stakeholder forums participated in to share approaches and experiences 	<ul style="list-style-type: none"> • Improved awareness among stakeholders of KCDF's work • Improved understanding and appreciation of KCDF's approaches, lessons and experiences
	<p>5.2.1 Regional coordinating teams for GoK devolved funds receive awareness support from KCDF (forums, seminars, newsletters etc)</p>	<p>5.2.2 6 monthly regional & national forums held for stakeholders on responsible grant making</p>	<ul style="list-style-type: none"> • Number of education forums for GoK devolved funds managers • Number of experience sharing forums for key stakeholders • National forums held to incorporate inputs from law makers and key GoK decision makers on devolved funds 	<ul style="list-style-type: none"> • Increased participation and decision making by communities on devolved funds • Improved grant making to areas of greatest potential for impact on target communities • Stakeholders demonstrating understanding of essence of responsible grant making • Government buying and support
	<p>5.3 Disseminate KCDF experiences in the development of governance structures for accountability at different levels.</p>	<p>5.3.1 10,000 annual best practice booklets printed and distributed to local capacity development organisations</p>	<ul style="list-style-type: none"> • Number of best practice booklets published and distributed • Number of stakeholders reached by the booklets • Web based versions made available to all stakeholders 	<ul style="list-style-type: none"> • Local and International CSO stakeholders accessing, making references and utilising KCDF materials on best practices
	<p>5.4 Influence emerging regional community foundations and supporting them with the wealth of experience that KCDF has accumulated over the years.</p>	<p>5.4.1 At least 5 new community foundations supported during the strategic plan period</p>	<ul style="list-style-type: none"> • Number of community foundations supported each year • Memberships to national and regional grant making associations • Number of national policy forums attended by KCDF 	<ul style="list-style-type: none"> • Strong community foundations delivering development support to communities in the different regions of Kenya • KCDF influencing policy and grant making discussions in Kenya and elsewhere



STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>To strengthen KCDF as a public community foundation.</p> 	<p>6.1 Investments</p> <p>6.1.1 Work to ensure an effective, efficient, ethical investment and management of a diversified fund for optimal returns.</p> <p>6.1.2 Explore opportunities for portfolio diversification.</p>	<p>6.1.1.1 A revised investment policy in place</p> <p>6.1.2.1 New investment options</p> <p>6.1.2.2 At least 10% Growth in KCDF's portfolio and Investments per annum</p>	<ul style="list-style-type: none"> • Investment policy documents • Board and Management approval reports • Reports of portfolio distribution and basis • Contracts with new investment providers per portfolio • Improved annual returns 	<ul style="list-style-type: none"> • KCDF experiencing steady growth of its investments and endowment funds • KCDF receiving higher average returns from investments of its endowment funds per year • Improved sustainability our KCDF & grant making
	<p>6.1.3 Explore working with a diversified range of fund managers including exploring in-house options.</p>	<p>6.1.3.1 New investment partnerships</p> <p>6.1.3.2 Investing idle funds to leverage external investments and investments risk to guarantee maximum total returns</p>	<ul style="list-style-type: none"> • Potential alternative investments portfolio managers' proposals • Signed partnership agreements with the new portfolio managers 	<ul style="list-style-type: none"> • Improved management and reduced risk in managing KCDF investments in one place
	<p>6.2 Governance and Management</p> <p>6.2.1 Strengthen and align the governance structures (i.e. the Trust and the Foundation) for maximum usage of the skills among the members and better time management.</p>	<p>6.2.1.1 The Trust and Foundation Governance Structures aligned by end of 2009</p> <p>6.2.1.2 New reconstituted board of trustees in place</p> <p>6.2.1.3 Revised Trust deed and Memorandum and Articles of Association filed</p>	<ul style="list-style-type: none"> • Seek board approval for the new structure • Update the registrar of companies and the NGO bureau with amendments • Reconstitute/ strengthen the KCDF Board • Board meeting minutes 	<ul style="list-style-type: none"> • Seek board approval for the new structure • Update the registrar of companies and the NGO bureau with amendments • Reconstitute/ strengthen the KCDF Board
	<p>6.2.2 Re-organise and restructure core activities so as to deliver more efficiently the new strategic areas of the foundation, in line with KCDF's vision and mission.</p>	<p>6.2.2.1 Improved organisation performance and programme delivery</p> <p>6.2.2.2 Improved partnerships and funding position of the foundation</p>	<ul style="list-style-type: none"> • KCDF Strategic plan • New KCDF Structure or Organogram • KCDF staff retreat reports • Job evaluation and HR Policy review reports • Programme strategy review reports 	<ul style="list-style-type: none"> • Improved total organisation approach and effectiveness by staff and management of KCDF • Board, Staff and Management linking their roles with the new strategic plan



STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>Contd.</p> <p>To strengthen KCDF as a public community foundation.</p>	<p>6.2.3 Undertake a comprehensive job evaluation for all key positions to ensure KCDF remains a competitive employer.</p>	<p>6.2.3.1 Improved attraction and retention of qualified and highly effective staff</p> <p>6.2.3.2 Reduction in staff turn over</p>	<ul style="list-style-type: none"> Align KCDF to the market trends for recruiting and retaining good staff Review terms and conditions of service to retain good staff 	<ul style="list-style-type: none"> KCDF competing favourably with other organisations for good staff Reduced staff turnover
<p>6.2.4 Explore appropriate software to ensure KCDF manages its widening grants portfolio and increasing individual supporters in an efficient way that keeps it on the cutting edge of its development.</p>	<p>6.2.4.1 Improved grant management</p> <p>6.2.4.2 New Management Information System for grant management in place</p> <p>6.2.4.3 Improved reporting and documentation of programme grants</p>	<p>6.2.4.1 Grant management tools identified, tested and installed</p> <p>6.2.4.2 New reporting formats and dissemination forums for our partners</p>	<ul style="list-style-type: none"> KCDF achieves improved grant making, monitoring and tracking capacity Efficient reporting and high quality of grantee reports 	<ul style="list-style-type: none"> Growth in KCDF programmes and grants Improved capacity, sustainability and outreach of KCDF programmes
<p>6.2.5 Invest in identifying additional insitutional donors that will allow KCDF to focus on its core business</p>	<p>6.2.5.1 2 new donors identified and partnerships signed every year</p> <p>6.2.5.2 1 Million US Dollars raised from the new agreements every year</p>	<p>6.2.5.1 Number of donor round table participated in per year</p> <p>6.2.5.2 Participation in EAG's and international grant makers forums</p> <p>6.2.5.3 New proposals developed</p> <p>6.2.5.4 Fund agreements signed per year</p>	<ul style="list-style-type: none"> KCDF M&E Policy in place M&E implementation framework completed M&E tools for use by KCDF partners completed Availability of M&E tools online 	<ul style="list-style-type: none"> Improved demonstration of results by KCDF Improved quality of grantee and partner reports
<p>6.2.6 Give attention to monitoring and evaluation to ensure KCDF can demonstrate not only the efficacy and effectiveness of its work, but also the impact on the ground.</p>	<p>6.2.6.1 An M&E Policy developed and put in place by end of 2009</p> <p>6.2.6.2 An integrated M&E framework for all KCDF activities developed and in place by end of 2009</p> <p>6.2.6.3 Improved quality of reporting</p>	<p>6.2.6.1 An M&E Policy developed and put in place by end of 2009</p> <p>6.2.6.2 An integrated M&E framework for all KCDF activities developed and in place by end of 2009</p> <p>6.2.6.3 Improved quality of reporting</p>	<ul style="list-style-type: none"> Improved demonstration of results by KCDF Improved quality of grantee and partner reports 	<ul style="list-style-type: none"> Improved demonstration of results by KCDF Improved quality of grantee and partner reports



STRATEGIC GOALS	STRATEGIC INTERVENTIONS	KEY OUTPUTS/RESULTS	OUTPUT INDICATORS	OUTCOME INDICATORS
<p>Contd.</p> <p>To strengthen KCDF as a public community foundation.</p>	<p>6.2.7 Implement a strong communication strategy to build the brand and profile of KCDF.</p>	<p>6.2.7.1 A new KCDF brand implemented by September 2009</p> <p>6.2.7.2 New KCDF communication and documentation strategy in place by September 2009</p> <p>6.2.7.3 A communication team in place by June 2009</p> <p>6.2.7.4 New KCDF communication tools and platforms in place by end of December 2009</p> <p>6.2.7.5 Improved KCDF Visibility, nationally, regionally and globally</p>	<ul style="list-style-type: none"> • Communication team recruited • New brand approved and implemented • Communication strategy designed, documented and approved by management • Up to date KCDF website • New communication tools in place • Promote the new KCDF brand 	<ul style="list-style-type: none"> • Improved visibility of KCDF • Improved competitiveness of KCDF • New brand impacting on fundraising capacity of KCDF
<p>6.2.8 Document and disseminate lessons of change and impact as a means of highlighting the work of KCDF.</p>	<p>6.2.8.1 4 KCDF Publications per year</p> <p>6.2.8.2 1 KCDF Annual Report published every year and distributed to partners and collaborators</p> <p>6.2.8.3 Quarterly E-communications and updates on KCDF work and activities</p> <p>6.2.8.4 Quarterly dissemination forums for KCDF partners and collaborators</p>	<ul style="list-style-type: none"> • Number of publications per year • Printed annual reports • Number of E-newsletters published each year • Dissemination forums for KCDF partners 	<ul style="list-style-type: none"> • Improved appreciation of KCDF's work by stakeholders and partners • Improved accountability to partners and stakeholders • Increased communication from potential stakeholders and partners through KCDF website 	



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