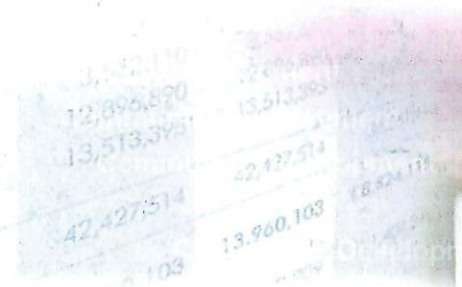


# Securing the Future of Communities



**For more information contact:**

The Chief Executive Officer  
Kenya Community Development Foundation  
Corner of Pamba/Chai Road, Pangani  
P.O. Box 10501-00100 (GPO) Nairobi, Kenya  
Tel: (+254) 20 6762538/6763002/3511106  
Mobile: (+254) 0722 512701/0734 333298  
Fax: (+254) 20 6762538  
e-mail: [info@kcdfoundation.org](mailto:info@kcdfoundation.org)  
Website: [www.kcdfoundation.org](http://www.kcdfoundation.org)



Kenya Community  
Development Foundation

**Annual Report  
2004**

# CONTENTS

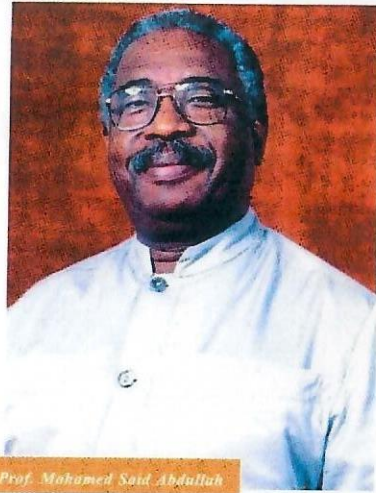
<b>Word from the Chairman</b>	2
<b>From the Desk of the Chief Executive Officer</b>	4
<b>KCDF becomes of age:</b> moving on to the next strategic period	5
<b>Pioneer endowment fund builders and how they did it</b>	8
<b>Matching Grants:</b> Their Role in Building Community Endowments	13
<b>Strategic Partnerships For Endowment Building</b>	15
<b>2004 Events in Pictures</b>	16-17
<b>Strategic Partnerships For Endowment Building</b>	21
<b>News Updates</b>	24
<b>Overcoming Poverty is a Priority in Anti-Aids Battle</b>	26
<b>Financial Statement</b>	27

## Word from the Chairman

**W**e have been immensely encouraged that a number of development initiatives have set up endowment funds to sustain themselves. To us, this is a clear indication that communities intend to take care of their future needs and minimise donor dependency. On our part, we have moved to ensure that an effective institutional framework that meets international standards is in place. This development has not been an easy one. As a pioneering local community foundation, the KCDF Board and Trust did not have existing partners from whom to learn. Fortunately, we now have what in our opinion is a structure that will not only stand the test of time, but will also give our fund builders the confidence that their funds are in safe hands.

Through this report therefore, we have given them an opportunity to tell their stories so that other community organisations can hear from those who took a leap of faith in order to eventually do away with donor dependency. At KCDF, we are convinced that there are sufficient resources in Kenya to support development at community level. Our history is partly to blame for the tendency by many communities to look up to outsiders to address their development needs. In the process, the ideal of looking inwards, taking charge and putting communities firmly in the driver's seat has not quite taken root. We think it is time for this state of affairs to change.

Fortunately, there are those who have become pioneers almost by default. They will



Prof. Mohamed Said Abdullah

be our partners in sharing their examples with those others who are at the level of developing sustainability strategies based on endowment funds.

Why then does KCDF preach the gospel of endowments? For one, it is notable that in all societies that today we regard as being "developed," there are individuals or initiatives who put into practice the Kiswahili truism that *haba na haba hujaza kibaba* (small bits and pieces can fill a barrel over time). Putting aside a basket of funds today allows the resources to accumulate over time. As this happens, only part of the returns from the investment are utilised. In a sense, an endowment is a gift that keeps on giving.

Viewed from another perspective, endowments give communities the means to make valuable decisions that affect their lives. It gives them the means to secure their basic needs. They are able to access what is rightfully theirs. In terms of social development, it is difficult to talk about justice and equity if the vast majority of our communities do not have access to basic needs. Self sustainability is in many ways a representation of social justice.

As detailed elsewhere in this report, KCDF will focus itself in consolidating asset

development through endowments. The Board and the Trust are committed to working with communities, thinking together and involving as many actors as possible to address the issue of giving communities direct control of resources available for poverty eradication. In the short term therefore and as articulated in the *KCDF Strategic Plan 2005 – 2007* we will be committing considerable resources towards building partnerships with a wide range of stakeholders including corporate entities, members of parliament, other civil society partners, the media and development partners who are committed to eradication of poverty in Kenya. We plan to tap into the

immense potential that is currently lying latent within our communities.

We know that Kenyans have an exceptional readiness to commit private resources for the public good. The immense resources mobilised since independence through *harambee* attest to this reality. The challenge in our opinion is to make our giving more accountable. There is no better way as far as we know than setting up endowments. We have strived at KCDF to give Kenyans a partner with whom they will work together to make this happen. This is why we have adopted the theme: *Securing the future of communities.*

Prof. Mohamed Said Abdullah  
Chairman, KCDF Board

### KCDF Board of directors

**Chairman:** Prof. Mohammed Abdullah  
**Vice chairman:** Mr. Aeke Dondo  
**Members:** Mrs. Elvina Mutua  
Mr. Elkana Odembo  
Mr. Arthur Namu  
Ms. Atia Yahya  
Mr. P. S. Shah  
Mr. Rajesh Rawal  
Ms. Charity Kabutha

### KCDF Trustees

**Chairman:** Eng. Isaac Wanjohi  
**Secretary:** Mr. Mohammed Muin Malik  
**Members:** Mrs. Vijoo Rattansi  
Mr. Aleke Dondo  
Mr. Amin Habib  
Ms. Atia Yahya  
Dr. Mohammed Said Abdullah

## From the Desk of the Chief Executive Officer

**A**t the turn of the new millennium some five years ago, many of us were very optimistic that things in Kenya were going to change dramatically for the better. The coming of a new government some three years ago brought even more optimism about our future; freedom of speech, a free press, more space for civil society and hope for a much needed shift towards higher levels of governance in all our public institutions. There were great expectations that the lives of poor people would at last change for the better particularly after more civil society actors got into mainstream government leadership.

Perhaps all this was unrealistic and we need to admit that our expectations were not informed by 'solid knowledge' about what it takes to change the many years of poor governance and a breakdown in many systems and structures within our society.

It is against this background that we at KCDF have remained focused on working to support poor communities to secure their future, as they often find themselves caught up in circumstances they seem unable to change. We have continued to make great strides in helping organised communities to review their own engagement on development matters, and to get them to move faster in taking the drivers' seat and securing their rights to a full life.

Many of these communities are engaged positively through the work of community-based organisations, associations, cooperatives and local or international NGOs. However, many of these initiatives are threatened with extinction the minute donor funds stop flowing, because a system of dealing with unforeseen eventualities has not been properly put in place. This is despite increased debates about the importance of



Janet Mawiyoo

capacity building in all development projects. KCDF has established that a fundamental issue that needs serious attention when we talk about the sustainability of development activities is access and control of resources.

In 2004, KCDF made great progress in moving the endowment agenda. Community endowments are primarily community funds invested, and the profits are ploughed back to the community to meet new development priorities. With a boost from a challenge matching fund availed by one of our great supporters, the Ford Foundation, and a lot of commitment and efforts to mobilise local resources from some of the first communities who have bought into the idea and begun to secure their future, our total endowment grew from Kshs. 9.8 million in 2003, to Kshs. 53.3 million by the end of 2004!

This figure has actually grown to about Kshs. 80 million by the time of preparing this report. It has been very exciting and energising to see the great enthusiasm by many communities with little resources, but with the desire and vision to change the future of the next generation, while changing their own.

In the pages that follow, you will be able to read some of these exciting stories, about how some of organised communities have begun to change their destiny. We trust you will also get more informed about our lessons as a Foundation in the last couple of years, and how we are becoming a learning organisation in our efforts to help communities secure their future.

**Janet Mawiyoo**  
Chief Executive Officer



## 2004 Pictures



Board members, Trustees and Staff got numerous opportunities to interact during the reporting period. Some of these moments were captured in the pictures in this page.

1. KCDF Board member, Elvina Mutua and Gladys Miriti (staff) take a stroll during a break in the planning retreat in November 2004 at Naivasha.
2. Catherine Kiganjo and Redempta Njeru consult: KCDF considers teamwork a key element of service delivery.
3. Board members, staff and trustees pose for a picture during the retreat at Naivasha in November 2004. They are from (left, front row) Gladys Miriti, Catherine Kiganjo (staff members), Arthur Namu (Board member), Eng. Isaac Wanjohi (Chairman, KCDF Trust) and Prof. Mohammed Abdullah (KCDF Chairman). Back row from left Redempta Njeru (staff member) and Board members, Atia Yahya, Charity Kabutha and Elvina Mutua (partly hidden).
4. Staff get together during the birthday of one of them. They are from left, Beverley Nathu, Jemimah Owande, Oliver Konya, Lucy Methu, Catherine Kiganjo and Janet Mawiyoo.
5. KCDF board members Mr. Rajesh Rawal (second right) and P. S. Shah (third right) listen attentively to a presentation during the inaugural KCDF Stakeholders' Forum on October 28, 2004.
6. Staff pose for a picture outside KCDF offices, they are from left, Lucy Methu, Gladys Miriti, Felix Mutua, Catherine Kiganjo, Anthony Mugo and Redempta Njeru.
7. Staff members, Board and Trustees take no chances and adorn life jackets as they take a boat ride during the retreat. Visible in the picture from left are Prof. Mohammed Abdullah (Chairman KCDF), and board members; Charity Kabutha, Arthur Namu (in cap), and Atia Yahya (partly hidden) and Catherine Kiganjo (staff). Behind are from left Gladys Miriti, Anthony Mugo (staff), Eng. Isaac Wanjohi - partly hidden - (Chairman, KCDF Trust) and Redempta Njeru (staff).
8. Mr. James Mathenge, CEO Magadi Soda Company makes a point during the inaugural KCDF Stakeholders' Forum at Pan Africa Hotel on October 28, 2004. Next to him is Rosemary Mutunkoi, Regional Community Affairs Manager, Barclays Bank.

**b) Programme Development and Grant Making:**

The Foundation has over the years gained immense experience in grant making, as well as in capacity building for community organisations. However, it was clear during the review sessions that the operating environment is having many actors primarily giving general capacity building services. Consequently, KCDF is now able to scale up its operations in this field by widening its links with other like-minded actors who share similar values.

Even though many organisations are supporting general capacity building among communities, capacity building for asset development has not received much attention. Yet the mindset among many communities is to continue to live from one donor proposal to another, a system which continues to keep most communities not only dependent on donors but also undertaking activities according to wishes of donors rather than addressing their own priorities. KCDF will therefore focus its capacity building work towards asset development for communities.

It is envisioned that investing in capacity building for asset development will result in more communities being able to build their endowment funds which will ensure their community development agenda continues to grow even after donor funding has ended.

**c) Endowment building/asset development:**

With the advantage of a matching challenge fund for the second year, KCDF was able in 2004 to continue 'selling' the idea of an endowment fund and to get more communities to see the need to mobilise some resources for

future investment for their development. The endowment portfolio grew by more than five times, from Kshs. 9.8 million to Kshs. 53.3 million by the end of the 2004. The KCDF team also gained from taking stock of the learning gained from managing an endowment challenge fund. Key lessons gained include the importance of communities to understand that:

- Building an endowment is a journey like any other; it takes a consistent process of deliberately putting aside some resources over a period of time...it is not a miracle...while continuing to address its day-to-day pressing needs.
- A community getting into this process must be willing to be accountable to all those who contribute to its emerging fund, and to engage them in setting up guidelines and policies for its management and administration at the local level, and to keep them up to date on its growth and performance. KCDF has since developed a matching fund policy based on the learning drawn from the first round of managing a matching grant which will guide its work in future, when matching funds are available.

**d) Growing philanthropy in the region:**

There was good evidence that the Foundation had done well in pioneering resource mobilisation among local communities and international donors, which in the absence of profits from endowments, has been the backbone of the current grant making portfolio. However, in line with the mission statement of the Foundation: To

*effectively mobilise resources for building permanent funds for grant making towards the development of communities; more work needs to be done to strengthen policies and the legal framework for facilitating companies and other local donors to promote local philanthropy without apparent double taxation.*

Tax incentives in a number of developed countries have made a lot of difference in encouraging corporate firms to contribute for community projects. KCDF plans to work in collaboration and in partnerships with other like minded actors locally in advocating for the creation of a more favourable policy climate that promotes local philanthropy.

**e) Building corporate partnerships:**

A key area which KCDF hopes to nature in the next strategic period is to develop relationships with progressive corporate firms, open to develop meaningful relationships with communities, but keeping sustainability concerns in focus.

We will in particular encourage and promote partnerships which enable such firms to divert some of their Corporate Social Responsibility (CSR) funds to communities who have established endowments aimed at ensuring they have resources for critical issues like being able to reach out to support communities badly affected by the HIV/AIDS epidemic.

Such initiatives could be intended to support orphaned children to continue with their education, maintenance and repair of earth dams which supply water to communities in remote arid areas and prompt access to seeds for communities

in dry areas whose poverty is perpetuated by unreliable rainfall among others.

This approach will encourage dialogue between corporate firms and organised communities such that their CSR money is given in a much more strategic and sustainable way and in response to considered priorities as set by the communities. We believe this approach is a more sustainable way than the previous 'harambee' route where communities have had to do fundraising after fundraising for each emerging need.

Other major institutional implications for KCDF include strengthening:

- It's communication portfolio and its capacity to venture into growing appropriate relationships with corporate firms to enhance its mission.
- The streamlining of the grant making processes to ensure continued efficiency and timeliness in being able to respond to communities promptly.
- The setting up of clear benchmarks with beneficiary communities, which will ensure grants made (either from endowments) or other donors' funds are truly having a positive impact on poverty levels and facilitating greater access to human rights for needy communities.
- Continuing to learn from the current institutional investment framework, with a view of ensuring the lessons drawn contribute to more efficiency in managing a growing endowment in a developing economy, which other developing countries can emulate.

# Pioneer endowment fund builders and how they did it

By Anthony Mugo

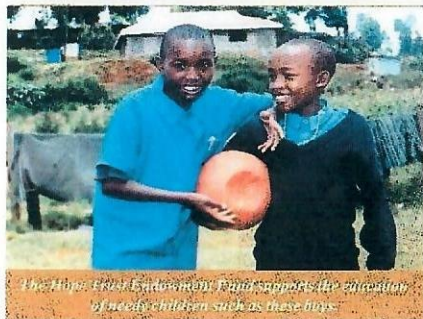
As Kenyans grapple with the problem of persistent poverty and declining standards of life, particularly in most rural areas and urban informal settlements, there are numerous instances where communities are taking control and changing their circumstances in varying and astounding ways. Being a Foundation that works closely with communities in various settings, KCDF has been particularly encouraged by these developments because we have always been of the conviction that all communities have

the inherent capacity to change their circumstances.

We are well aware of the challenge posed by over reliance on outsiders for development resources. As such, KCDF has been working with community groups to explore alternative ways of "looking inwards" and thinking innovatively to mobilise local resources. From the Foundation's perspective, endowment building is the most certain way of guaranteeing eventual self sustainability of community development initiatives. This approach has been yielding encouraging results as the following stories attest.

## The Hope Trust Endowment Fund

A group of professionals working in Nairobi decided to get together and do something to support disadvantaged communities in the poorer areas of the Nairobi. They set up The Hope Trust Fund in 2002. They immediately embarked on fundraising by talking to their friends, company executives and others asking them to contribute whatever they could to support the initiative.



The Hope Trust Endowment Fund supports the education of needy children such as these boys.

"We realised that it will not always be easy to get the same people that supported us in 2002 to do so year in year out. By setting up a permanent endowment, we are able to guarantee the support of some community initiatives on a continuous basis without always having to hold *harambees* every year," says Ms. Gachukia.

## South Imenti Development Association

The journey towards setting up of a community endowment fund for South Imenti began in 1999 by way of a capacity building process through which the community was able to confront their most pressing problems in a collective manner.

South Imenti people were keenly aware that many among them could not afford to educate their children without the involvement of wider community. For years, the only way such children could go to school was through *harambee* (Kiswahili for "pooling together") contributions by well wishers and local leaders. "We realised as leaders that we were perpetrating poverty. We were not helping the community because we had to hold *harambees* every year," says Hon. Kiraitu Murungi who is the local Member of Parliament as well as Minister for Justice and Constitutional Affairs.



The SIDA Fund will support secondary education of needy children from South Imenti.

The move to organise themselves first came in 1993 when the South Imenti community formed the South Imenti Development Association (SIDA). Just by the mere act of getting together into an association, their ability to address their own problems was greatly strengthened. For the first time, they were able to put their heads together and to think collectively about the best way of addressing common issues.

According to Mr. Cyprian Riungu who is the Chairman South Imenti Sustainable Education Fund (SISEF), a Project of SIDA, the period also served as a learning opportunity. "We discovered in our community that this country is suffering from poverty of ideas. There is a lot we can do if we embraced such solid principles as building endowments. As a nation, had we put aside a fraction of the money we raised from *harambees* into endowments, we would not even be knocking on doors of donors today," he says.

At first, it did not seem possible to raise so much money. Eventually, SIDA came up with the plan of asking each primary school parent to give Kshs 50 (fifty shillings) and each secondary school parent to give Kshs. 100 (one hundred shillings).

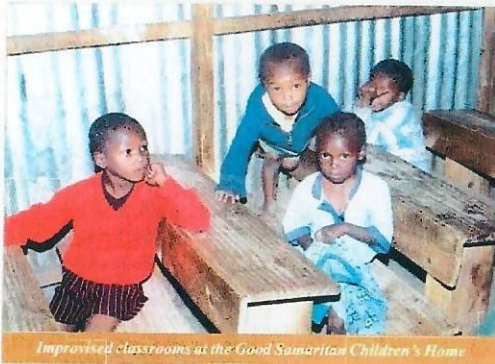
"When people from South Imenti who work in Nairobi heard about our fund raising plans, they said they would match whatever those in Meru managed to raise through this method. Collections from South Imenti raised approximately Kshs. 2.0 million. The *harambee* by South Imenti people living in Nairobi raised Kshs.3 million. Spurred by this new spirit of mobilising resources for future security, the Nkubu County Council contributed Kshs. 800,000. That way, the community managed to put together Kshs. 5.8 million as the initial principal capital for the endowment," says Mr. Riungu. They plan to get their first grant from the endowment in early 2006.

## ACK Eldoret, Christian Community Services

This is a unique community initiative that is partially supported by the Anglican Church of Kenya. Through the Anglican Church and its networks, the community has set up an endowment for the sustainability of its various community projects. The programme was established in 1984 to integrate response to social concerns of the people with preaching of the word of God and enabling them to discover their potential to achieve dignified life and a just society.

The organisation covers seven districts namely: Nandi, Uasin Gishu, Keiyo, Marakwet, Trans Nzoia, West Pokot and Turkana. The organisation undertakes projects that include Integrated Rural Development, Development Awareness, Small Business, Water and Sanitation and runs the Christian Intermediate Technology Centre. It also runs a programme known as Child to Child Training in 40 project areas in the region, teachers are trained to train others in general health issues, environmental sanitation, personal and household hygiene and causes of serious diseases, especially HIV/AIDS.

## Good Samaritan Children's Home



Improvised classrooms at the Good Samaritan Children's Home

This is one of many untold stories about community resilience and determination in the face of seemingly insurmountable day-to-day difficulties encountered in slum life. Mr. and Mrs. Thuo, a couple who moved into the Mathare slum village 3B in 1987 decided they would do something to help the many destitute children they encountered daily in their neighbourhood. Quite interestingly, it was their then 8-year old son, Simon Mwangi, who would bring destitute children home after realising that they did not have anywhere else to go or food to eat.

In 1991, the home started giving supper to six children on a continuous basis. Inspired by the biblical story of the Good Samaritan, they named the new centre Good Samaritan Children's Home. The Home itself is quite humble and not immediately distinguishable from the numerous shacks in which other Mathare slum dwellers live.

About five years ago, two benefactors of the home namely, Dr. Pamela Lynam and Ms. Mieke Naessens-Vlieghe learnt about the home and decided to explore ways of supporting it. "Most of the children who passed through the home could not proceed with their education because of financial constraints. It is sad that this couple [Mr. John Thuo and Mrs. Mercy Wangechi], who themselves could hardly take care of their own needs put in so much effort rehabilitating the children only to watch helplessly as they slid back to crime and poverty soon after leaving the home," says Dr. Lynam.

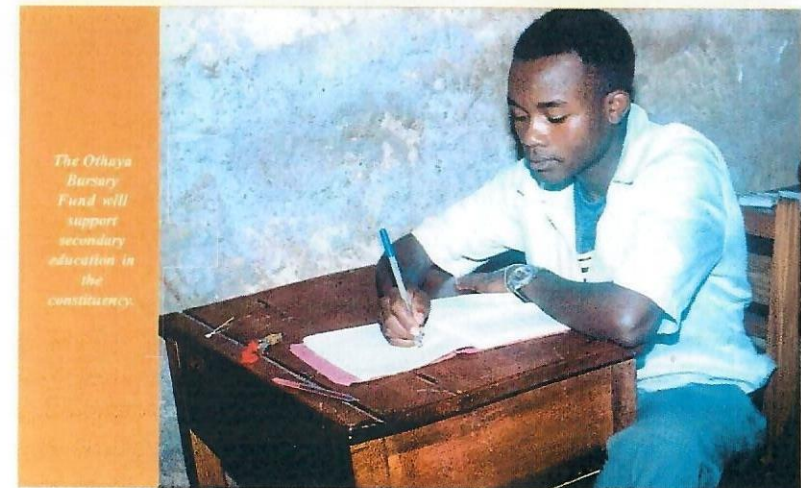
The two of them decided that they were going to do more than just give handouts to the couple's efforts. They made appeals to friends in and outside Kenya and managed to raise Kshs. 600,000.00. "The goodness with the KCDF endowment is that one can start it with any amount and build it over a period of two years up to the minimum required to set up an endowment which is Kshs. 500,000.00," notes Dr. Lynam.

## Othaya Bursary Fund

"In our area, no woman would ever be married without being shown her stock of storage maize for planting. Every homestead had maize seeds kept in the *Thingira* (traditional Kikuyu house). This special maize was never utilised except for planting," explains Mr. Muto Kabuya an official of Othaya Development Association (ODA). The example of maize which was traditionally stored exclusively for planting among the Kikuyu captures the spirit of endowment fund building appropriately. The principal amount is never spent, rather it is the yields, the returns or "fruits" that are utilised for the purpose for which the fund is set.

"The endowment principle works in the same way. It is sad that our politicians have resorted to giving us short term gains for their long term jobs," laments Mr. Kabuya.

The setting up of the Othaya Bursary Fund in the 2003/2004 period followed a model similar to that of the South Imenti Community Fund. Each secondary school parent gave Kshs. 100, each coffee farmer gave Kshs. 200 and each tea farmer Kshs. 300. Businesses in Othaya Town also gave on average Kshs. 300. Others who contributed included secondary schools, development groups such as the Othaya Family Helper Project and the Othaya Farmers Association. Through this initial effort a capital amount of Kshs. 6.3 million was realised. This amount has continued to grow as others have added their contributions including professionals from Othaya who work in Nairobi and elsewhere.



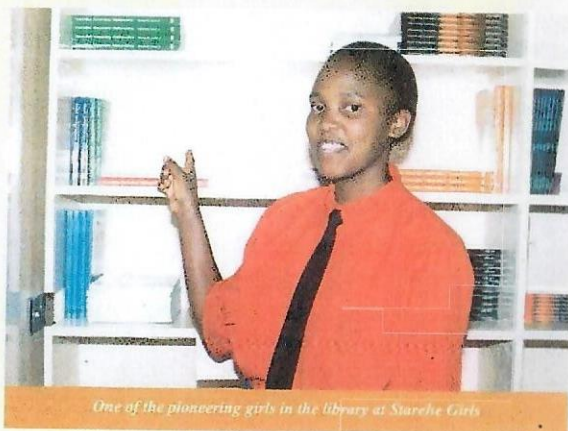
"We faced a lot of pressure in our constituency, particularly following the collapse of the coffee industry because most people previously relied on coffee to pay school fees for their children. As a result demand for bursaries increased so much that the money available from the government was inadequate. Since there will always be people in the community too poor to raise school fees for secondary education, we decided to set up an endowment as a permanent solution to this problem for the present and future generations," says Mr. Kabuya.

Othaya Bursary Fund is a Project of ODA, the agency that has been formed to coordinate development in the constituency. The ODA is ran through committees with the Bursary Fund being managed by the education committee. Other committee focus on agriculture, water and infrastructure.

## Starehe Girls' Centre

The most recent endowment fund builder with KCDF is Starehe Girls' Centre. Modelled along the lines of Starehe Boys' Centre, one of the highest performing national schools in Kenya, Starehe Girls' Centre Trustees started an endowment now worth Kshs. 4 million. The fund will be supporting scholarships for needy but bright girls admitted to the new school in the future.

"We realised that Starehe Girls needed to set up an endowment right from day one when we admitted the first group of 72 girls to the school. From the endowment, which we will continue to build and strengthen, it will be possible to get a good number of scholarships on a continuous basis hence ensuring that no girl admitted to Starehe Girls' Centre will fail to complete her secondary education," says Mrs. Eunice Mathu, a Trustee of Starehe Girls Centre.



One of the pioneering girls in the library at Starehe Girls

Another Trustee, Ms. Margery Kabuya asserts: "It's a total crisis to think we can rely on donors for local needs. I think it's morally wrong. We cannot continue to talk about dependency and erosion of the Africa heritage if at national and community level we are still dependent on external donors."

To raise the initial capital required to guarantee the opening of the school, the first group of 250 founder members gave Kshs. 10,000.00 each against an immediate financial requirement of shs. 4.3 million. Despite the pressure to commit most of the money immediately, the Trustees of Starehe Girls' Centre saw the value of setting aside a portion of what they were able to mobilise for a permanent fund. As a result, a number of scholarships for needy girls are forever guaranteed.

## Others

In a number of communities in places as diverse as Malindi, Garissa, and Machakos, community leaders are exploring innovative ways of mobilising resources, building resource networks and involving local leaders.

With the NARC Government having introduced a number of funds at community level including Constituency Development

Fund (CDF), Constituency Bursary Fund (CBF), Constituency Aids Funds among others such as Local Authority Trust Fund, there are increasing opportunities for community-level initiatives to tap into these resources and set up permanent endowments. KCDF is strongly persuaded that this is the only way that communities will eventually move away from perpetual donor dependence.

The writer is the Communications and Asset Development Manager, KCDF

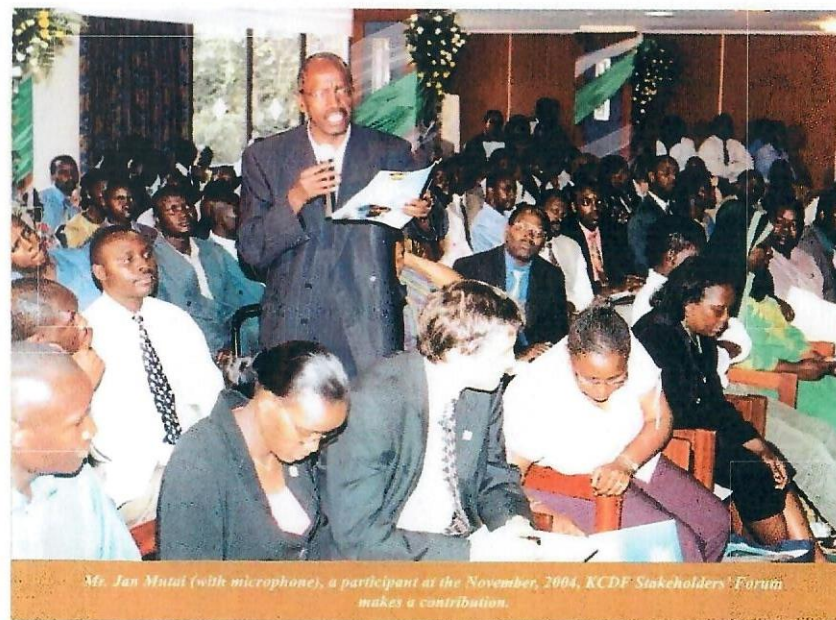
## Matching Grants: Their Role in Building Community Endowments

Over the period 2002 – 2004, KCDF was running an endowment challenge through which community development projects wishing to set up endowment funds received a shilling-for-shilling match on a first-come-first-served basis. The experience with the matching grant, which has since been exhausted, provided the following lessons:

### Matching alone is not a reason to set up endowments

Some fund builders were initially under the impression that the availability of a matching

grant is in itself a reason enough to set up an endowment fund. Contrary to this perception, the decision to set up an endowment fund should be made by an organisation on the basis of its own needs to operate beyond present donors. Since endowments are built over long periods and permanently, they provide one way of ensuring that projects survive beyond existing funding partnerships. Building an endowment is therefore in the interest of the community being supported and not the donor. Communities therefore ought to recognise the value of setting up funds with or without matching funds.



Mr. Jan Mutai (with microphone), a participant at the November, 2004, KCDF Stakeholders' Forum makes a contribution.



Mr. Cyprian Riungu (right) of South Invent Development Association (SIDA) explains a point to Mr. Mutto Kaboya of Othaya Development Association as Mr. Arthur Namo KCDF Board member looks on during the inaugural fund builders' meeting in February 2005.

### Matching grants can stimulate building of community assets

Matching grants are usually given to support projects that are of interest to specific donors. For example, a donor such as a commercial company, with an interest in supporting projects to combat HIV/AIDS as part of its corporate social responsibility programme might give a matching grant for those projects. Many donors also give a matching ratio such as 1:1 or 1:2 such that each shilling raised by the project receives either one shilling from the grant or two shillings depending on the set matching ratio.

Matching in this case achieves two purposes. Firstly, it is an avenue for the donor to support community projects while providing a basis for sustainability. Secondly and in instances where donors decide to stop support for projects, a matching grant can help projects set endowments for maintenance. For example, a community water project might set up a fund to maintain water wells, dams or pipe systems while farming communities could set up endowment funds to acquire quality seed.

\* Social justice in this context means the ability of communities to control processes through which they meet their basic human needs.

### Matching grants used well can enhance access to social justice\*

Given adequate flexibility, matching grants can be used to leverage community projects that might not fit into the often rigid criteria set by many traditional donors. Yet experience continues to show that specific community needs and the approaches taken by different communities to address those needs might vary quite widely even between communities inhabiting apparently 'similar' environments. The ability of communities to set priorities for their development is an increasingly recognised prerequisite for the meeting of their basic social and economic needs. Matching grants in this sense are a vital element for facilitating access to social justice by the poor.

KCDF will therefore strive to interest development partners and the corporate sector in providing matching grants. The Foundation's expertise in working with communities and capacity to establish community endowment funds guarantees mutually beneficial partnerships in the fight against poverty and underdevelopment.

## Strategic Partnerships For Endowment Building

By Beverley Nuthu

Modern society is undergoing a process of transformation of unprecedented magnitude and speed which affects all spheres of economic, social and political life. This transformation is driven by the combined forces of globalisation and rapid technological change, particularly by innovations in information and communications technologies. The result is a highly competitive global economic environment. The new global economy is based on market principles, liberalised trade, the relocation of production and the very rapid international movement of information and capital. This provides

exciting new possibilities for economic and social growth but also poses urgent challenges because of growing marginalisation and exclusion of majority of Kenyans who remain poor.

We at KCDF seek to strengthen partnerships with communities by building of assets in the form of endowment funds so as to 'make tomorrow more secure' and reduce this growing economic gap. The guiding principles of the KCDF endowment are:

### → Steady growth

KCDF is committed to facilitate the steady growth of the endowment fund.

...continued on page 18



Three SIDA officials (left), among them Dr. Moses Mutwiri, Dr. Sirika Kithinji and Cyprian Riungu, receive a cheque from Ms. Katharine Pearson of US-based Center for Rural Strategies as KCDF, CEO, Janet Mavinyo (right) looks on.

...continued from page 15

That is why the KCDF Trust has ensured that the endowment is managed by one of the best investment managers in Kenya.

- **Long term investment**  
KCDF attaches great value to long term planning for communities and the setting of long term goals in a participatory manner. A key element of endowment is the fact that they grow over time and that they are invested permanently. They therefore allow communities to set long term objectives for their development projects.
- **Ethics**  
Being a Foundation with a nationwide mandate, KCDF is sensitive to Kenya's diversity in terms of ethnic, religious and other social economic realities. These considerations guide in the making of investment decisions to ensure that they do not go against ethical values of the fund builders.
- **No speculation**  
Whereas many investors, particularly in the equity market are quite ready to invest for short term gain, KCDF's investment principle does not allow endowment funds to be invested speculatively. KCDF's investment is anchored more on steady growth and low risk of depreciation of capital.
- **High responsibility**  
The fact that KCDF accepts public funds mainly makes the Foundation place a particularly high premium on the responsibilities bestowed upon it by the public trust. The KCDF Trust is therefore well aware of this enormous responsibility. That is why for example it is committed to regular reporting (at least once quarterly) on the status of the endowment.

→ **Stability**  
The value of stability is one that gives fund builders assurance of a steady return from their endowment. The KCDF endowment assures fund builders of predictability to enable them to plan for their projects with certainty.

→ **Protection of capital**  
Closely linked to the value of steady growth and stability is that of protection of capital. KCDF is always keen to ensure that the investment managers make a return that at a minimum protects the fund from inflation. At the same time, KCDF ensures that a minimum of 40% of the returns is reinvested both to protect the capital and to ensure steady growth.

→ **Value investment**  
KCDF focuses more on long term value of investments rather than their potential for short term returns. Care is also taken to ensure that investment is made through instruments with long term future income promise. For example, investment in equity (Nairobi Stock Exchange) is guided by the need to invest only in blue chip stocks.

Keeping up with the fact that social justice philanthropy is not simply good intentions but it is as much about how you do something as it is about what you are doing. We recognized that there was need to access professional services for managing the endowment to international standards. We chose to find some of the best in the Kenyan market. This strategic move sought to combine the unique resources and capability of either partner while allowing each organisation to focus upon what it does best. The overall objective of our partnership with each partner is to mobilise a collective effort to enhance the relevance, effectiveness, efficiency, equity and sustainability of the endowment fund in the areas of investment, custody and administration. Our partners' details are given below.

Brenda Hanzl and John Hunsaker, the *Social Justice Spectrum*, January 2004.



### Endowment Fund Custodians

NIC was incorporated in Kenya on 29<sup>th</sup> September 1959, when Standard Bank Limited ("Standard") and Mercantile Credit Company Limited (both based in the United Kingdom) jointly formed the company. The company was amongst the first non-bank financial institutions to provide hire purchase and instalment credit finance facilities in Kenya.

NIC became a public company in 1971 and is currently quoted on the Nairobi Stock Exchange with approximately 20,000 shareholders. Barclays Bank of Kenya Limited (BBK) acquired 51% of NIC's total shares through the acquisition of Mercantile Credit Limited in the 1970's and Standard's shareholding in NIC in the 1980's.

Between 1993 and 1996, BBK divested its shares, selling 38% of its shares to the public in 1994, and the remaining 20% in 1996 to the First Chartered Securities Group (FCS).



### Corporate & Pension Trust Services Limited

Corporate & Pension Trust Services Limited is a subsidiary of Alexander Forbes Financial Services (EA) Limited, the leading actuarial consultancy and

### Approach To Custodianship

NIC Bank is licensed in accordance with the Retirement Benefits Act 1997 and have embraced all the regulations. NIC Bank's role as Custodians is to ensure that all assets under our care are properly controlled and that they are only released from safekeeping in accordance with authorised instructions from the client or his appointed representatives [Fund Managers]. The range of services that are provided are as follows:

- Settlement of trades.
- Safe keeping of securities
- Portfolio valuations
- Reporting and communications
- Inward and outward remittances (cash transfers)
- Foreign exchange conversion
- Registration of securities
- Corporate actions
- Income collection
- Tax reclamation
- Proxy voting

pension scheme administrator in Kenya. The main object of company is to operate as a trust corporation. The services that Corporate & Pension Trust Services Limited provides to the KCDF Trust as an Administrator includes:

- Attending Trustee meetings, taking minutes and maintaining the minute book;
- Maintaining proper books of accounts;
- Advising KCDF on the statutory requirements of the Trustee Act 1982, the Income Tax Act and any other relevant legislation;
- Monitoring the investment of the Trust assets;
- Ensuring compliance with the requirements on the administration of the Trust assets as set out in the Trust Deed & Rules;
- Providing the KCDF and the Commissioner of Income Tax with statutory information as required by the Income Tax Act; and
- Communicating with projects on the performance of the Trust as requested by KCDF from time to time.

*The writer is the Finance and Investment Manager, KCDF*



### Asset Managers

Old Mutual Asset Managers in Kenya was established in 1997, specializing in the full-discretionary fund management of institutional assets including equities, off shore and interest-bearing assets.

Old Mutual is Kenya's leading fund manager with over Kshs. 46 billion in assets under management for a range of clients, including charitable trusts, endowment funds, pension schemes and corporate funds. It forms part of Old Mutual's worldwide operations, being a fully owned subsidiary of Old Mutual Plc, a global financial services group

and one of the largest listed companies on the London Stock Exchange.

Old Mutual's team of professionals strives to deliver consistent performance, believing that the bedrock of successful asset management lies in its unwavering commitment to a structured and disciplined research methodology. The fundamental basis on which the KCDF Trust funds are managed encompasses the premise that the Trust Fund has a long term horizon and that its principal aim is to generate a high level of income in order to meet the fund builders' needs, while at the same time taking into account the conservative risk profile of the Fund.

*"Nobody would have remembered the good samaritan if he had only good intentions. He had to have money as well."*

*Maragaret Thatcher*

## Strategic Partnerships For Endowment Building

By Felix Mutua

In recent decades, development agencies have increasingly moved away from charity and relief work and focused more on capacity building. This has indeed constituted a paradigm shift aptly captured in the maxim "Give a man a fish and you feed for a day, but teach a man to fish, and you feed him for a life time". This shift to capacity building has mainly emphasised training aimed at empowering communities through acquisition of requisite skills.

KCDF has attempted to take the fisherman paradigm a step further through an approach called "Beyond fishing". This approach emphasises the importance of helping the fisherman to gain access and increased control over all the resources to which he has a right. The approach also emphasises helping Community Based Organisations (CBOs) and local Non-Governmental Organisations (NGOs) do what they do better.

We at KCDF have learnt some useful lessons from our experience so far, working with organisations and communities to strengthen them through grant making. Some of the key lessons learnt are as follows:

### Careful selection of partners

We have learned that it is important to select partners with whom we share a common vision of empowered communities and who are characterised by community ownership, good governance, recognition

and careful use of natural resources available within their community. We have realised that if there are divergent views on some of these most basic issues, or if the organisation is not really rooted in the community and representative of the whole community, or if there are selfish interests of some of the key persons involved, whatever efforts are made are destined to be fruitless.

### Value added to grant making through "hands on" support

Although our central tool in community development is grant making, we have learnt that a somewhat "hands on" approach, whenever possible, adds value to the grants. Working together with individuals and teams during visits and workshops and giving thoughtful feedback on reports and inquiries from partners enhances the effectiveness of the grants. It also leaves the organisation with improved skills, systems and approaches that will outlive the grant period, making a sustainable difference in the way the organisation operates and the impact they have in the community.

### Importance of collaboration with other donors in the community/organisation

We have seen the value in appropriate and well-planned collaboration with others involved in the same community or organisation. Every organisation has its own strengths and weaknesses. Where donors' efforts are not coordinated, the community suffers from duplication and confusion, and remains with unmet needs. However, good collaboration, in which an empowered

community or organisation serves as a gatekeeper, taking the lead in bringing stakeholders together, offers opportunities for meeting more of the community's needs in an integrated way.

#### **Helping organisations and communities do what they do better**

KCDF has learned through experience that while a donor organisation has an important role to play in community development, as "outsiders", we are not in the best position to implement at community level. Efforts at implementation by outsiders tend to be expensive, often inappropriate and certainly not sustainable. Our approaches are: to help those who are at the grassroots community level to do what they do better, giving support to their own efforts both through funding and other assistance such as planning, monitoring and evaluation.

#### **Value of embedding early childhood development in a holistic approach to community development**

Our experience at KCDF has shown that by building the capacity of organisations and communities to improve their quality of life in general, we are also supporting them to meet the needs of their children. Young children can benefit from a variety of developmental, social and cultural interventions. A case in point is KCDF's work (with support from the Bernard Van Leer Foundation) with two projects in Nyuat and El-barta areas in Samburu district of Kenya.

Capacity building by KCDF has made a real difference, both through interventions that enrich life in the community in general and through improving the skills of caregivers specifically. CBOs are now able to establish and run their own early childhood development projects, while parents have successfully taken up full management of the local day-care centres. This is an outstanding example of how addressing wider

developmental challenges in a holistic and coherent way can help to enhance the well-being of children.

#### **Capacity building is not an end in itself**

We have also learnt that while capacity building is a good community empowerment strategy, it should not be seen as an end in itself. A pertinent question that needs to be asked is after capacity building, what next? We have learnt that broad/general capacity building may not necessarily enable communities to gain more access and control over their local resources.

It has also been established that in many cases, resources are available within the community but because they have not been recognised as such, they are not used for the benefit of the community. It is in recognition of this that KCDF in the new Strategic Plan (2005-07) puts a clear link between capacity building and asset development. Henceforth, our capacity building support will thus be on the basis of demonstrable preparedness by all the applying organisation's stakeholders to embrace endowment building as a sustainability strategy.

*"We can demonstrate our humanity only by honesty in utterance, nobility in conduct and excellence at work."*

*Philip Ochieng, Sunday Nation, January 20, 2002*

## **Lessons and Strategies for Future Partnerships**

After a reviewing existing partnerships prior to 2004, it emerged that there is need to link capacity building with asset development at the point of beginning future partnerships. KCDF is well aware that there are many organisations that support emerging community-based organisations and building of their capacity as they mature. Given the Foundation limited ability to offer such "hands on" capacity building, it is prudent that future partnerships will only be formed with organisations that have reached the level of implementing sustainability strategies for work beyond their existing donors. In particular, organisations prepared to embrace endowment building as a strategy for sustainability.

In terms of coverage and presence in various parts of the country and in line with the Foundation's national mandate, another lesson to emerge was the need to ensure a large geographic spread of the various grantee partners. Given that KCDF has one national office, the need to form working relationships with other like-minded organisations, particularly international NGOs with wider national coverage was identified. Such organisations are not only in a better position to provide capacity building support over wider geographic locations, but are also well placed to identify partners ready to implement

endowment-based sustainability strategies.

For scholarships, it was noted that most of the initial beneficiaries tended to be urban based. Efforts will be made to achieve more equitable geographic distribution. At the same time, organisations having scholarship schemes and indeed all other grantees will be encouraged to put more effort towards setting up mechanisms for sustainability and to take advantage of KCDF's readiness to assist them build endowments to enable them continue giving scholarships after their present donors stop their funding.

Another key strategy to emerge is the streamlining of grant making systems and procedures. Previously, the process of assessing the capacities of potential organisational partners was based on the need to leave organisations doing what they do better without making endowment-based sustainability strategies a pre-condition for such support. Having defined the Foundation's niche much more precisely, the capacity assessment procedures have now become less tedious and less resource and time consuming.

## Janet Mawiyoo Appointed KCDF CEO

Ms. Janet Mawiyoo (Pictured) took over as the Chief Executive Officer of KCDF on August 16, 2004. Janet who has held several senior management positions in the development sector was previously Country Director, Action Aid Tanzania where she was for over five years.

She brings a wealth of experience in organisational development and institution building. She holds a BA (Social Work) from the University of



Nairobi, an MA (Economics) from Manchester University with specialisation in Development Administration and Management and a post Graduate Diploma in Organisation Development. KCDF hopes to gain from her experiences in development and that she will guide the Foundation to a higher level of growth.

## Monica Mutuku Leaves KCDF

After eight years of pioneering work, KCDF founding Chief Executive Officer, Monica Mutuku, retired in August 2004. She joined KCDF in 1997 having worked at UNICEF Nairobi for a number of years. Monica oversaw the establishment of the first Management Committee of KCDF at the time when the Foundation was established and taken up as a project of the Aga Khan Foundation. She set up the Secretariat and recruited the first group of professional staff. During these early years, KCDF made community capacity building grants in some of the most underserved areas in the country.

Monica also oversaw the laying of the necessary institutional framework for the KCDF endowment fund and the establishment of strong and continuing relations not only with the two main initial funding partners namely: Aga Khan Foundation, Ford Foundation but also others as listed elsewhere in this report.

A colourful send off party for Monica was held on October 27, 2004. Board members, trustees, staff, grantees and endowment fund builders, all of whom were represented, paid glowing tribute to Monica. Prof. Mohammed Abdullah,

KCDF Board Chairman and Eng. Isaac Wanjohi, the Chairman of the KCDF Trust underscored Monica's strong commitment to the development paradigm of going "beyond fishing" which is derived from the development adage "Give a man a fish and you feed him for a day, but teach a man to fish and you feed him for a lifetime."

They noted that Monica not only strived to implement programmes in that spirit by going further to give the fisherman - represented by communities with which KCDF works - capacity to "control" and "sustain" development activities. Monica remains active in the grant making world as the Secretary of the recently formed East Africa Association of Grantmakers (EAAG).



Board member Elvina Mutua presenting a gift to Monica Mutuku (left) at the farewell party.

## KCDF Holds Inaugural Stakeholders' Forum

A successful inaugural stakeholders' forum for KCDF was held on October 24, 2004 at Pan Afric Hotel. The Symposium whose theme was *Can Local Resource Mobilisation Result in Lasting Change* brought together a wide range of the Foundation's stakeholders who included the corporate sector, existing and potential funding partners, grantees, endowment fund builders and civil society representatives among others.

From the large number of participants (estimated at more than 300) and the quality of the discussions, it was evident that Kenyans are keen to learn how local resources can be better harnessed and used to address the communities' felt needs of as they strive to end poverty among them.

Guest speakers and the topics they addressed were:

- Mr. James Mathenge, Chief Executive Officer, Magadi Soda Company, *Can the private sector make a profit and a lasting difference: The case of Magadi Soda Company.*
- Rosemary Mutunkei, Regional Community Affairs Manager, Barclays Bank of Kenya: *Can the private sector make a profit and a lasting difference: The case of Barclays Bank.*
- Mwalimu Mati, Deputy Executive Director, Transparency International 'Harambee': *Can present systems of giving create a lasting impact?*
- Monica Mutuku, Secretary, EAAG: *Are Kenyans capable of organised giving?*
- Dr. Michael Chelogoi and Ms. Faith Kisinga: *Key findings on the status of social justice philanthropy in Kenya - a research by Ufadhili Trust.*

The overwhelming interest in the KCDF Stakeholders' Forum was further proof that the decisions to make the forums annual is one that will serve both the Foundation and its stakeholders well.



## Endowment Fund Builders Share Experiences at Meeting

The first meeting bringing together all of KCDF endowment fund builders was held on February 23, 2005 at KCDF offices. It brought together fund builders, representatives of KCDF management, Trust and Board and the three professional service providers involved in the management of the endowment portfolio. The forum proved to be an invaluable opportunity for them to get clarification on technical issues relating to investment, fund management and custodianship from the respective providers namely Old Mutual Asset Managers, NIC Bank and Corporate and Pension a division of Alexander Forbes Financial Services respectively.

The key principles that guide KCDF's endowment building were clarified. Emphasis was made on the fact that the Foundation strives to ensure that communities build endowments as permanent long term assets that will enable them to sustain development projects without relying on outsiders while investing in growing assets for their future generations. It was a forum for candid discussions and proved to be a good opportunity to dispel any misconceptions particularly in relation to the issue of matched funds and the fact that building endowments is challenging but potentially a highly rewarding undertaking.

Fund builders represented were The Hope Trust Fund, ACK Eldoret Region, Christian Community Services, South Imenti Development Association, Oihaya Development Association, Good Samaritan Children's Home and Starehe Girls' Centre. In attendance were representatives of Mwingi-based Genesis Development Association which is in the process of developing and a community endowment fund.

## Overcoming Poverty is a Priority in Anti-Aids Battle

**T**his incisive essay was penned by Vivianne Namayi, a form 3 student at St. Teresa's High School in Butere-Mumias when she participated in an essay writing competition organised by Students AIDS Intervention Prevention and Education (SAIPE), a KCDF grantee.

Poverty must first be dealt with as it is one of the prime reasons in the rapid spread of HIV/AIDS.

A poor man who is the sole breadwinner of a family becomes frustrated and decides to go for drinking to put off the stress and forget about everything. Friends buy for him a lot of drinks which eventually make this man drunk, tampering with the normal mechanism. He may end up indulging in sex with strangers who have the virus. He gets infected as a result of poverty and in turn infects his wife.

Girls from poor families are married off to rich men in the society. In most cases, the girl is married off to provide school fees for her brothers from the dowry. This man maybe a person living with the virus and he ends up infecting the girl at an early age. This girl is infected because of the poverty at home.

Girls are sometimes lured into sex by older men. The girls are easily convinced as they are provided with money and other material needs that cannot be met by their poor parents. They get infected because of poverty.

There is also a belief among some men that if they sleep with virgins, they will get cured of the deadly disease. They go hunting for young girls from poor families because they can easily lure them with gifts. Older women also hunt for young boys whom they lure into sex and infect.

In most poor families, parents cannot afford the cost of circumcising their boys in hospitals. They resort to traditional circumcision. In some cases, one un-sterilized knife is used on several boys. Chances of HIV/AIDS infection from one boy to another are very high in this case.

There is this business of commercial sex workers; poor girls are pressurised by those in town to join them thinking there is a well-paying job. Parents allow their daughters to go to town thinking that they can make some money. The girls then join the profession unaware of the consequences. They end up getting infected.

Girls from poor families are employed as house helps in towns. The men they work for maybe carriers who decide to infect others. The girl maybe raped and threatened with death in case she discloses the information. The girl suffers in the hands of her employer and is infected in the end.

Actually, unless poverty is dealt with, the spread of HIV/AIDS is increased day after day.

## Financial Statement

For the year ended 31 December 2004



# 20 Events in



## Balance Sheet - as at 31 December 2004

Note	31 December	31 December	
	2004 Kshs	2003 KShs	
<i>Non-current assets</i>			
Property and equipment	7	3,167,940	612,045
Endowment Trust Funds	8	53,300,470	9,835,026
		<u>56,468,410</u>	<u>10,447,071</u>
<i>Current assets</i>			
Prepayments and deposits		780,401	821,242
Sundry debtors		194,524	163,631
Grants receivable	9	1,348,012	277,050
Investment in Unit Trusts	10	38,325,343	-
Treasury bills, bonds and deposits		-	21,038,038
Cash and bank		<u>11,782,575</u>	<u>27,243,769</u>
		<u>52,430,855</u>	<u>49,543,730</u>
<b>TOTAL ASSETS</b>		<b>108,899,265</b>	<b>59,990,801</b>
<i>Financed by</i>			
<i>Accumulated fund</i>		<b>18,448,110</b>	<b>3,907,090</b>
Surplus for the year		<u>546,321</u>	<u>14,541,020</u>
		<u>18,994,431</u>	<u>18,448,110</u>
<b>Endowment Fund</b>		<b>53,300,470</b>	<b>9,835,026</b>
<i>Current liabilities</i>			
Bank overdraft		-	320,948
Creditors and accruals		1,799,410	2,087,609
Deferred grant income	11	18,810,314	10,500,000
Grants payable	12	15,994,640	18,799,108
		<u>36,604,364</u>	<u>31,707,665</u>
<b>Fund Balances and Liabilities</b>		<b>108,899,265</b>	<b>59,990,801</b>

These accounts were audited by KPMG Kenya and they received an unqualified opinion. The full audited accounts are available upon request. They are also available on the KCDF website: [www.kcdfoundation.org](http://www.kcdfoundation.org)

## Statement of Changes in Fund Balances

For the year ended 31 December 2004

	Endowment Funds KShs	General Fund KShs	Total KShs
Balance at 1 January 2003	5,446,921	3,907,090	9,354,011
Funds received	3,868,859	-	3,868,859
Surplus for the period	<u>519,246</u>	<u>14,541,020</u>	<u>15,060,266</u>
<b>Balance at 31 December 2003</b>	<b>9,835,026</b>	<b>18,448,110</b>	<b>28,283,136</b>
Funds received	42,648,349	-	42,648,349
Surplus for the year	<u>817,095</u>	<u>546,321</u>	<u>1,363,416</u>
<b>Balance at 31 December 2004</b>	<b>53,300,740</b>	<b>18,994,431</b>	<b>72,294,901</b>

Endowment Funds comprise amounts set aside for permanent restricted capacity-building activities and are separately invested in various instruments through a Trust set up by KCDF

### KCDF grantees

- Al-Swafaa Youth Group
- Bamoke Youth Self Help Group
- Britty Youth Self Help Group
- CEYSUD Self Help Group
- Child Agenda Organisation
- East African Association of Grant Makers (EAAG)
- Ekama Youth Health Self Help Group
- Grandsons of Abraham
- GUUM Youth Group
- Jitahidi Community Self Help Group
- Kambimuru Self Help Group
- Kenya Network of Women with Aids
- Kibera Community Development Agenda
- Kibera Community Youth Programme
- Kibera Mashimoni
- Kibera Silanga Ushirika Group
- Kibera Youth Development Organisation
- Kibera Youth Self Help Group
- KICOSHEP-Stay Alive Self Help Group
- KIPAWAE
- Kuwinda Youth Christian
- Maasai Girls Education Fund
- Makutano Community Development Association
- Pastoralist Integrated Support Programme
- Pillars of Kibera Self Help Group
- Rehma Ta Allah Community
- Rescue Dada
- Shabab Youth Group
- Shangwe Africa Group
- South Imenti Development Association
- St. Georges Orthodox Youth
- Tuff Gong Youth Group
- Undugu Society of Kenya
- Undugu Youth Self Help Group
- Youth Development Forum
- Youth in Action Self Help Group

### KCDF funding partners

- Aga Khan Foundation
- Allavida
- Bernard van Leer Foundation
- Ford Foundation
- NOVIB
- Plan Kenya

### Endowment fund builders

- Anglican Church of Kenya, Eldoret Region, Christian Community Services
- Good Samaritan Children's Home
- Hope Trust Endowment Fund
- Othaya Development Association
- South Imenti Development Association
- Starehe Girls' Centre

### KCDF Staff Members

- Janet Mawiyoo** – Chief Executive Officer  
**Beverley Nuthu** – Finance and Investment Manager  
**Catherine Kiganjo** – Institutional Development and Governance Manager  
**Felix Mutua** – Programme Development and Grant Making Manager  
**Anthony Mugo** – Asset Development and Communication Manager  
**Redempta Njeru** – Finance Assistant  
**Jemimah Owande** – Programme Officer – Plan Project  
**Gladys Miriti** – Programme Officer – Early Childhood Development  
**Eunice Kagiri** – Programme Officer – Arts and Culture  
**Oliver Konya** – Logistics Assistant  
**Lucy Methu** – Administrative Assistant

### Friends of KCDF

(individuals who contributed to the KCDF unrestricted fund in 2004)

- Ms. Atia Yahya
- Mr. Jinaro Kibet
- Mr. Churchil Midwa
- Dr. Charles J. R. Opondo
- Dr. G. W. Ng'ayu
- Mr. Andrew Ndegwa
- Ms. Prisca Otieno
- Mr. Sammy Muthui
- Mr. Karim Jamal
- Mr. Sam Ncheeri
- Mr. Epimach Maritim
- Mr. Paul Ndung'u
- Mr. Sheetal Khana
- Mr. Gulsham Velji
- Mr. Mahesh L. and Mrs. Rina Shah
- Mr and Mrs. Gikunda
- Mr. Chris Getonga
- Ms. Monica Mutuku

## Our Vision

All Kenyans giving and working together with permanent resources for equitable development.

## Our Mission

To effectively mobilise resources for building permanent funds for grant making towards the development of communities.

## Our Beliefs

As a Foundation and in tackling the questions of poverty eradication and development, we believe that:

- Every human being has the potential to make a positive difference in their own lives and that of others around them.
- People's participation, ownership and control are vital to equitable and sustainable development.
- Every community has assets to use towards its own well-being as well as for national development.
- Meaningful development focuses on people, brings freedom, space, creativity and transformation.
- The poor are capable of achieving long-lasting improvements in their lives.
- Civil society has potential to influence social, economic and political change

## Our Values

### ■ Dignity and rights 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 disposition.

### ■ Working with others:

We value and are committed to quality and broad participation and collaboration with other like minded individuals or organisations.

### ■ Commitment to Social Justice Philanthropy:

We are committed to philanthropy that promotes social justice, integrity and respect for others in order to uphold the public trust and secure the rights of poor people.

### ■ Honesty and Transparency:

We value and promote transparency, honesty and efficiency in our dealings with others irrespective of their social standing.

### ■ Learning and Innovation:

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

### ■ Equity:

We strive to promote and address equity in all our endeavours in pursuing the goals and objectives of the Foundation.