

Building Communities on a Solid Foundation



**Kenya Community
Development Foundation**
Investing with communities
for lasting change

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Annual Report 2005 - 10th Anniversary Edition

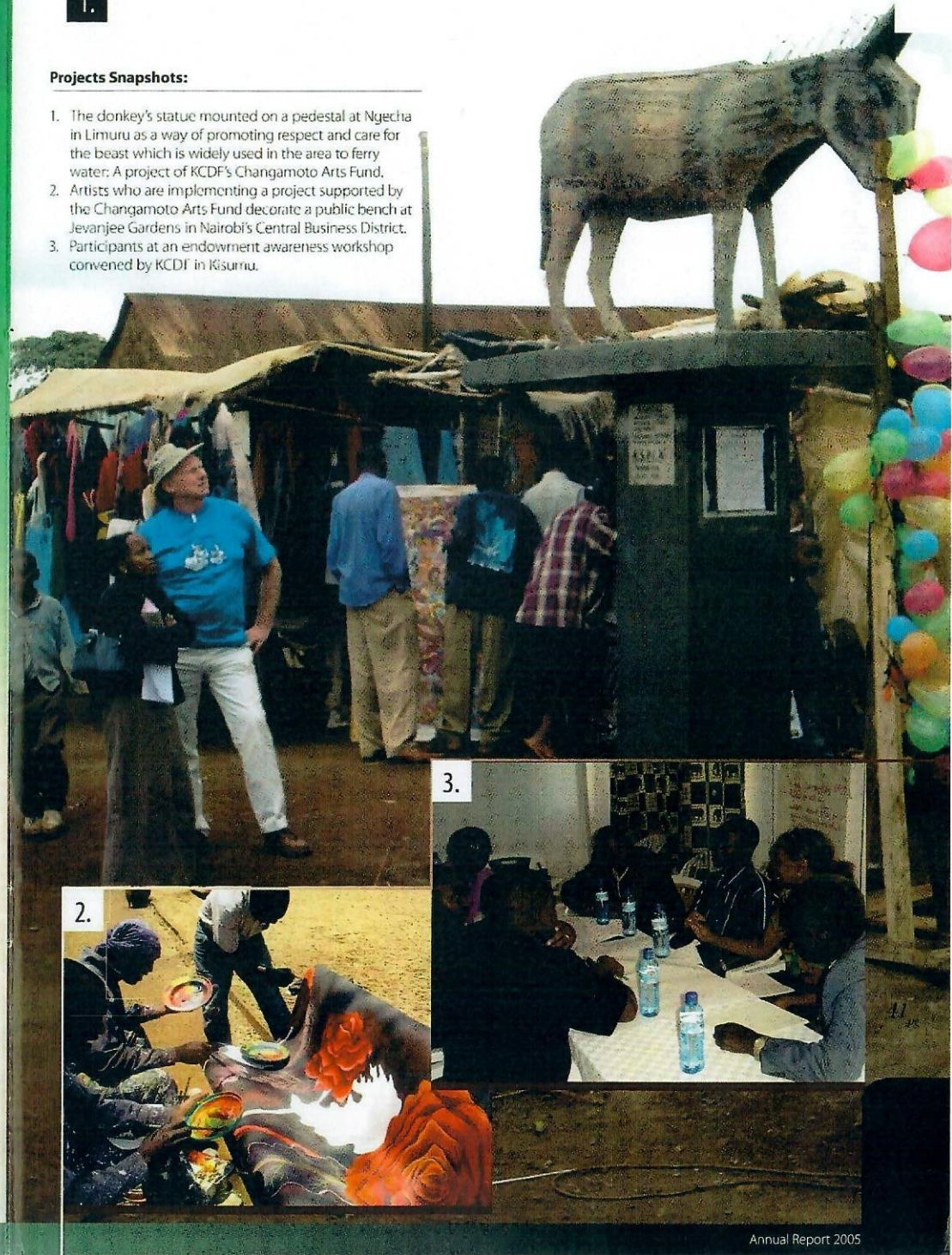


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1.

Projects Snapshots:

1. The donkey's statue mounted on a pedestal at Ngecha in Limuru as a way of promoting respect and care for the beast which is widely used in the area to ferry water: A project of KCDF's Changamoto Arts Fund.
2. Artists who are implementing a project supported by the Changamoto Arts Fund decorate a public bench at Jevanjee Gardens in Nairobi's Central Business District.
3. Participants at an endowment awareness workshop convened by KCDF in Kisumu.



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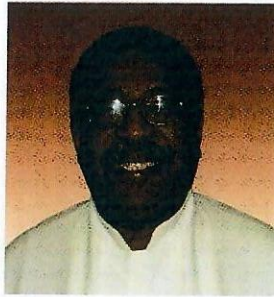
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From the Chairman



Prof. Mohammed Said Abdullah

We are pleased to present the 10th Anniversary issue of the KCDF Annual Report. Looking back over the short history of this Foundation, we are proud of the strides made and the achievements which are highlighted in this report. We salute all the visionaries who started this humble journey and believed in the noble vision, boldly embracing mission of KCDF.

In spite of the difficulty in trying to capture the experiences of KCDF's Management Committee (its evolution into a full-fledged Board), the staff as well as our early grantees, we have managed to profile a number of them. These accounts present important lessons that we have learnt along the way and will hopefully provide a better understanding of the bedrock on which KCDF now stands.

The story of KCDF can never be complete without the mention of the help, guidance and support which we have received over the years from the Ford and Aga Khan foundations and indeed other partners including: Allavida, Commonwealth Foundation, Bernard van Leer Foundation, International Development Research Centre (IDRC), NOVIB (Oxfam Netherlands), the World Bank, Plan Kenya, The Rockefeller Foundation and UNDP. These partners demonstrated immense faith in the potential of Kenyans to nurture an institution to support communities in tackling poverty and underdevelopment.

Over the next ten years, we would like to throw a challenge to Kenyans to recognize that KCDF is their organisation. We will seek to urge all Kenyans to support KCDF's work by helping to strengthen its endowment fund. In the same vein, we will strive to reach out to other stakeholders, including the private sector to be a part of this effort.

"We are determined to walk our talk and to be there in perpetuity for the benefit of Kenyan communities as we transform Kenya into a shining example of a wealthy"

The KCDF Board of Directors has been well aware of the Foundation's mandate and particularly the need to broaden the stakeholder base. We are aware that the challenge of poverty in Kenya is indeed immense. We therefore hope that the KCDF model will be emulated across the country in order to create a multiplier effect of this work. KCDF is prepared to play a supportive role in similar initiatives, hence the effort to promote community endowment funds aimed at sustaining community identified priorities.

Being a public foundation, the Board has continued to explore ways of involving more actors in the affairs of KCDF. To this end, we have embarked on a "Friends of KCDF" and Sponsors' recruitment drive. These are individuals, companies and organizations who would like to contribute towards KCDF's mission and vision in a more direct way, particularly by contributing towards the growth of the endowment fund. Such contributions can also be made to any of the funds focusing on key Kenyan initiatives like the Girl Child Fund or the Food Security Challenge Fund.

A "Friends of KCDF" chapter was recently incorporated in the United States and it has received recognition by the US government as a vehicle for giving and was therefore awarded a tax exemption status. Donations to KCDF will therefore receive tax benefits. Many might not know that in Kenya, the Kenya Revenue Authority (KRA) already exempts KCDF from paying withholding tax on returns from its endowment in recognition of the work the Foundation undertakes towards poverty reduction. The recent provision by the Minister of Finance not to tax corporate shillings that go towards "charity" also supports this spirit and the Government therefore deserves commendation.

Together with our international friends, Kenyans living abroad, Kenyan communities, relevant government arms and line ministries, we are very confident that KCDF will be in a position to sustain the Foundation's operations and grant making solely from the endowment fund within the next decade. We are determined to walk our talk and to be there in perpetuity for the benefit of Kenyan communities as we transform Kenya into a shining example of a wealthy, self reliant African nation within the coming generation.

Prof. Mohammed Abdullah, Chairman, KCDF

"We would like to throw a challenge to Kenyans to recognize that KCDF is their foundation and support its work by helping to strengthen its endowment fund"

C.E.O's Message



Janet Mawiyoo

Ten years ago, KCDF came into being as a small entity striving to do what many did not believe could be done by an African institution: a Kenyan grant making foundation mobilizing resources for long term sustainability of development initiatives.

The vision of a few development practitioners committed to hard work and good leadership, and the support of the donors has led to the rapid growth of KCDF.

As a result, the foundation has become a respected and unique institution, that has not only been mobilizing funds and making them available for various development projects throughout Kenya, but also playing a unique role in helping community organizations create permanent funds for the long term sustainability of their work. KCDF is clearly a living example that Africa is capable of developing home grown solutions in responding to the challenges facing the continent.

The foundation has grown from having four core staff to a more balanced team of eleven highly motivated professionals who together combine an excellent mix of management, programme, fundraising, finance and investment, and communication skills. Over the years, the foundation has not only widened its range of supporters, but also developed its local credibility to a point where more and more non profits are engaged in practical discussions about how to position their organizations to be able to achieve their mission in the long term, when external aid may not be forth coming.

The KCDF Trust which holds all funds and assets destined for the KCDF endowment, is now responsible for managing the fast-growing endowment currently at Ksh.120 million, a clear demonstration that the foundation is committed to its mission. The foundation has made grants worth more than US \$ 2 million since its inception, with key areas supported including institutional capacity development, education, youth development, HIV/AIDs and food security.

It has over the same period widened its networks not only for learning, but also to enable it to pursue its goals through strategic partnerships with other like minded

organizations locally and internationally, thus enabling it to concentrate on its core business of grant-making and asset building. A new focus of work, is reaching out to the corporate sector in recognition of the untapped potential for this sector to contribute in strategic ways in addressing development priorities in the country.

In the next decade, the foundation will seek to strengthen and consolidate various initiatives aimed at getting the public more engaged not only in philanthropic efforts but also in contributing their ideas and resources to areas which continue to be a challenge to the country. In particular, KCDF will seek public support to give more prominence to two key areas: food security and the girl child.

- **Food Security** continues to regularly attract a significant amount of resources for relief interventions from a wide variety of actors, due to the regularity of famines in Kenya. The foundation plans to launch a Food Security Challenge Fund which will not only give focus to raising resources especially from Kenyans to make grants for creative food creating initiatives, but also create a permanent fund for the same.

- **The Girl Child** Despite progress made in this area in recent years, many girls in a number of districts in Kenya continue to be unable to access equal opportunities in education and other spheres of life due to a combination of factors including cultural practices. KCDF will seek public resources to go towards a country-wide initiative that will make creative grants to ensure this problem is addressed on a long term basis.

KCDF will continue to strengthen the mechanisms in the foundation that promote public accountability and to get Kenyans to increase their ownership of the foundation and become part of this initiative to transform communities.

In conclusion, over the next ten years KCDF will seek to be a leading African example, of a strong institution of outstanding international repute, in working to alleviate poverty in a way that reinforces the capability of communities to resolve their issues. We thank all those who have continued to travel this journey with us and look forward to your continued association and support to strengthen our institutional mechanisms to tackle poverty in Kenya and beyond.

Janet Mawiyoo
CEO - KCDF

Perspectives of the First Ten Years

Interviews and stories by Dismas Mokua and Anthony Mugo

The Chairman's Perspective



Prof. Mohamed Abdullah

Prof. Mohamed Abdullah is a consultant kidney specialist and lecturer at Aga Khan University Teaching Hospital in Nairobi. Besides being the Chairman of the Board of KCDF, he is also a member of KCDF Trust.

The biggest challenge facing KCDF after 10 years of its progressive establishment is the creation of an endowment fund to meet its running and project costs. In an interview, KCDF's Chairman, Prof. Mohamed Abdullah, noted that the foundation still has a challenge to build an endowment fund big enough that its yields will be sufficient to run its secretariat (which reaches out to communities country wide) and meet project costs so as to achieve one of the overriding goals of setting it up: being a grant making organization with a growing endowment to support poverty reduction work in Kenya.

"We want KCDF to be autonomous and self reliant so that its perpetuity is guaranteed for the benefit of Kenya's communities" said Prof. Abdullah. He also saw a need for KCDF to extend local partnerships in the course of the next decade due to the vastness of the country and the need to involve a wider section of the populace in creating local wealth for social and economic development. "We need to have many more like-minded partners so that self-perpetuating sustainable development initiatives can be located close to all communities in Kenya."

He, however cautioned about the need for such expansion to be well managed in order to ensure that the values that KCDF holds dear are not lost in the process. These include dignity and rights of every human being; working with others; commitment to social justice philanthropy; honesty and transparency; learning and innovation and; equity.

"There are numerous examples of situations where un-managed growth has resulted in the lack of focus on the original intentions of the parent organization", he noted, adding that KCDF must be wary of this possibility while strategizing on its growth plan over the next decade.

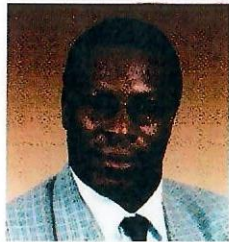
In the public light, Prof. Abdullah is of the view that KCDF must now reposition itself amongst key targets so that it commands greater understanding by an increasing array of stakeholders. This is particularly critical in the area of engaging with the corporate sector which commands substantial resources some of which can be accessed by communities.

"It is somewhat regrettable that that most corporate giving is not driven by the need for sustainable impact of resources available for corporate social responsibility but by potential for short term recognition of companies as good corporate citizens," he noted. According to him, the corporate short term giving mentality means that KCDF is treated equally with other bodies seeking corporate support, yet it has a focus on long term sustainability of assets particularly in form of endowment funds. "People need to realize that KCDF is a development organization interested in sustainable long-term development work and hence trying to champion organized giving."

He acknowledged that Kenyans are not familiar with organized systematic giving but have been used to Harambee (pooling together) which has not had the desired impact on community development due to lack of accountable mechanisms for its management. He also noted that Kenyans are not accustomed to giving to organizations. As a consequence, KCDF partners and associates have been preaching a new gospel, which Kenyans will require time to assimilate and adopt.

"We need to have many more like-minded partners so that self-perpetuating sustainable development initiatives can be located close to all communities in Kenya."

The View of a Founding Member



Aleke Dondo

Mr. Aleke Dondo is the Deputy Managing Director of Kenya Rural Enterprise Programme (K-Rep), a national NGO specializing in Small and Micro-Enterprise development.

One of the founding members of KCDF whose association with the foundation's concept goes back to 1996, Aleke Dondo, is full of pride for what has become a nationally respected grant making foundation in 10 short years. "The fact that KCDF has survived ten years with an idea that was largely new in the community is a great achievement" said Mr. Dondo during an interview. "The biggest challenge so far has been to make people accept the fact that a local entity can effectively and efficiently manage development funds in a sustainable manner".

In a country that has achieved only mixed success in the fight against corruption and financial impropriety, institutions and individuals find it hard to place reliance on local organisations in financial management. This is the principal reason why anybody who seeks to raise and distribute funds is met with considerable apprehension. According to him, this state of affairs has meant that KCDF has had to live to very high standards of accountability and governance in order to build the public trust necessary for Kenyan communities to entrust with the investment of their development resources.

Mr. Dondo says that retaining good staff is another challenge that KCDF has had to overcome in the last ten years. "We have been strict with our human resource procedures. We have created an environment where we only attract top talent, however maintaining top talent is a fairly tricky challenge" said Mr. Dondo.

He observed that the organized and systematic fundraising as a new idea in Kenya initially met with hostile reception but now communities are slowly embracing the concept. "A number of international bodies, particularly Ford Foundation immediately appreciated what we were doing and gave us critical support." The cumulative effect of the challenges has enabled KCDF to achieve its stated objectives with great success. "With hindsight, the challenges have sharpened us to meet our objectives. We can confidently say that the obstacles made us re-look at our strategy to ensure that we survive the first ten years and keep going strong and being true to our ideals," he noted.

By attracting fund builders to KCDF and assisting them with investments, KCDF is slowly changing the mind set about sustainable philanthropy in Kenya and there is hope that the same community groups will embrace sustainable development. "At the end of the day, we are really looking at communities taking control of their development issues. We want communities to have a bigger say in the management of their development affairs" said Mr. Dondo.

He sees KCDF's future shining bright by changing the donor climate and giving Kenyans more responsibility in the management of development. "We are happy to see that the Government is decentralizing development by giving communities more powers to manage funds such as the Constituency Development Fund (CDF) and those decentralized to local authorities. This is a good sign of where we are going" he said expressing optimism about the foundation's growth over the next decade and beyond.

"KCDF has had to live to very high standards of accountability and governance in order to build the public trust necessary for Kenyan communities to entrust with the investment of their development resources"

The Ford Foundation: It Has Been a Worthy Partnership



Dr. Tade Aina

Dr. Tade Aina is the Representative of the Ford Foundation Office for Eastern Africa.

The Representative of the Ford Foundation, Office for Eastern Africa, Dr. Tade Aina is appreciative KCDF's progress as a local grant making foundation over the first ten years. In his opinion, KCDF has demonstrated that it is capable and competent to deliver its mission. Based on the status and reputation so far established, KCDF can easily position itself to share its experience with the government on the issues of efficient management of devolved community funds such as Constituency Development Fund (CDF).

During an interview, Dr. Aina felt that KCDF has come of age to review its strategy and engage in policy development as it works with grassroots organizations in community level planning to support Government's initiatives. "That is why KCDF should now look at the possibility of acting as a government advisor or consultant on the utilization of community resources such as CDF" said Dr. Aina. "KCDF has a professional and rigorous team that has been successful in resource mobilization and capacity building. This infrastructure and expertise could be very useful in assisting Government roll out the CDF initiative". The Kenyan Government has been devolving funds to the communities using CDF and others such as Local Authority Transfer Fund (LATF) and some observers have felt that the Government alone may not have the requisite capacity to implement them optimally.

However for KCDF to meet the challenges, the foundation that Dr. Aina describes as "the first public development foundation of any viability and relevance in Africa" needs to overcome critical challenges to offer value added services. Firstly, KCDF needs to have an endowment of its own so that it can remain visionary and professional. "I am hoping to come back to Kenya after ten years and see KCDF with an endowment of US\$ 30 Million so that it is able to effectively drive human development and social justice initiatives in Kenya," he said. He noted that KCDF needs to generate its own funds and continue strategizing on how to remain smart in human development and to add value to what it touches and get surplus for continuous investment.

He opined that the key challenges for KCDF over the next ten years will include: nurturing similar regional local foundations; enhancing its visibility and profile in order to get vital support from a broader range of stakeholders including individuals and; continuously building its endowment using local and internationally sourced resources while building confidence among Kenyans on its special place to mobilize and make grants to communities through out the country.

"KCDF has come of age to review its strategy and engage in policy development as it works with grassroots organizations in community level planning to support Government's initiatives"

The Aga Khan Foundation's View: AKF was KCDF's 'Surrogate Mother'



Arif Neky

Mr. Arif Neky is the Regional Chief Executive of Aga Khan Foundation (AKF) in Eastern Africa.

Catalyzing indigenous philanthropy is one of the biggest challenge facing KCDF after 10 years of successful community development work. This was the view of Mr. Arif Neky, during an interview. AKF has had a special nurturing relationship since KCDF was set and incorporated as one of its "projects" between 1997 and 2001.

"KCDF has demonstrated leadership in community development. It must now play a leading role in mobilizing local and international funds for community development across the country" said Mr. Neky, who termed AKF as KCDF's "surrogate mother". AKF created the requisite environment for KCDF to thrive by giving it infrastructural and financial support. It remained active in the management committee until KCDF's independent registration.

"Initially we spent a lot of time and resources to ensure that KCDF was placed on a strong pedestal. Then we started pulling back as the baby started growing. We signed grants for KCDF and monitored and evaluated the progress. We are delighted that KCDF has now requisite maturity and has taken full responsibility" said Mr. Neky.

While happy with KCDF success so far, Mr. Neky feels that KCDF must continually ensure that it remains relevant and identifies with community aspirations so that it does not lose focus. "We are proud to be associated with KCDF. It is a huge success story so far, and we pray that it lasts many more years. The challenge now is to go beyond individuals and establish a permanent endowment fund to run its own affairs. That is why it is important to create a proper legal framework that clearly defines the arrangement between trustees and the foundation" observed Mr. Neky. He felt that the legal framework must be informed by a lot of thinking and transparency to ensure accountability and longevity of the organization.

"KCDF must walk the talk of transparency and it is important that we make our fears known right from the word go" said Mr. Neky. "Our interest at KCDF is to ensure that it remains faithful to its ideals and that the high principles are upheld at all times. KCDF must not be self-serving. It must remain faithful to its founding ideals of alleviating human suffering and poverty".

Mr. Neky said that KCDF must now get like-minded foundations to come together and improve capacity and practice of grant making so that communities can identify and relate with grants. He was in agreement with KCDF Chairman Prof. Mohamed Abdullah that over the next decade, KCDF needs to support the growth and strengthen upcoming like-minded regional community foundations so that the entire country can benefit from systematic individual and corporate giving.

"We are delighted that KCDF has now requisite maturity and has taken full responsibility"

The View of the Founding CEO



Monica Mutuku

Ms. Monica Mutuku is the Secretary of the East Africa Association of Grantmakers (EAAG).

Monica Mutuku, the Founding Chief Executive Officer of KCDF remembers with nostalgia the birth of the foundation and recalls that only ten years ago KCDF was merely an idea. "As it were, there was nothing then save for the brilliant idea. We started from scratch because we did not have resources for an office. Our first base was at Aga Khan Foundation where KCDF was running as a project," said Ms. Mutuku.

Having found a base, the next challenge was to come up with a strategy for the foundation that would help test ideas that had been formulated by the founders and at the same time expand awareness about its work and therefore build a track record. "Our main option at that point was to immediately embark on grant making. We were very aware of the high public expectation of organisations handling grant funds and we wanted to keep high levels of governance right from the outset," she noted reflectively, adding that capacity building work had to go side by side with grant making to ensure effectiveness of the grants.

The foundation made a significant amount of capacity-building grants over the first three years at which point a fresh look was taken on the second phase KCDF's core programme areas, namely, asset development. "We became acutely aware that the idea we were trying to sell, that of setting up permanent endowment funds for communities, was a new one in Kenya," she recalled. Fortunately, the Ford Foundation challenged the nascent foundation to push forward and committed the equivalent of Kshs. 50 million as a challenge fund.

In order to meet the challenge, KCDF created a matching formula where community groups could be matched on a shilling-for-shilling basis as an incentive to get them to start endowments. The first group to recognize and take advantage of this opportunity was the Hope Trust Fund which started an endowment with Kshs. 3.2 million in 2002. The Hope Trust example was followed by other pioneer "fund builders" who included ACK Eldoret Diocese Christian Community Services, Good Samaritan Children's Home, South Imenti Development Association, Othaya Development Association (ODA) and Starehe Girls' Centre.

Looking ahead at the next decade, Ms. Mutuku noted that KCDF has been on the right track as evidenced by scaled up support expected from the Ford Foundation and The World Bank. More importantly, an increasing number of Kenyan individuals, corporate companies and other institutions are contributing to KCDF's endowment or starting their own within KCDF. This, to her is good sign because ultimately, the foundation belongs to Kenyans and will address local problems in perpetuity. On a parting note, Ms. Mutuku said: "KCDF must remain faithful to its founding ideals. As a grant making institution that is managed properly, it must continue raising money for the endowment. This is the only way it will remain successful in empowering Kenyans to take responsibility for their own development".

"Our main option at that point was to immediately embark on grant making. We were very aware of the high public expectation of organisations handling grant funds and we wanted to keep high levels of governance right from the outset"

A staff member's perspective: It was not an easy start

By Catherine Kiganjo



Catherine Kiganjo

Since April 1997, I was part of the management team involved in the setting up of the foundation and I have seen it grow from its roots. Under the directorship of Ms Monica Mutuku, the foundation set up office, recruited and inducted new staff members namely: Ms. Beverley Nuthu, Ms Nora Mwaura, Mr. Francis Kyai and myself. The team then embarked on the business of formulating policies, overseeing the coordination of the Management Committee and laying the foundation for making of the first grants.

Between 1997 and 2000, KCDF laid emphasis on grant making for capacity building. Though it was not the only organization engaged in capacity building, KCDF's approach was participatory and was guided by the philosophy of "going beyond fishing." The philosophy was derived from the truism that: *if you give a person fish, you have fed them for a day. If you show them how to fish, you have fed them for a lifetime.* The philosophy of going "beyond fishing" took this reasoning further and emphasized the value of empowering communities to question inappropriate policies such as those that would lead to pollution of the river upstream rendering knowledge of how to fish irrelevant. The emphasis of capacity building was on empowering communities to demand appropriate development interventions that address their felt needs, from different stakeholders, especially the government.

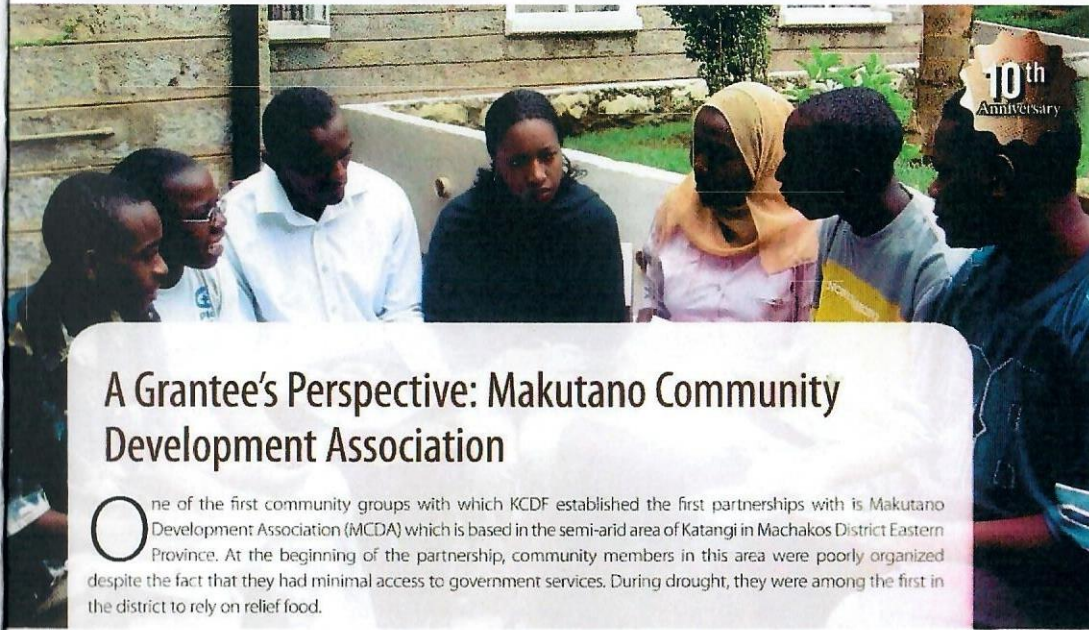
The following steps were followed as general rule before capacity building grants were made: receiving applications, shortlisting, get-acquainted workshops, field visits, capacity assessment, proposal preparation, approval of grants, detailed implementation plans and disbursement of grants. This process enabled the grantee organization to own the interventions that got supported.

In many senses, we had to learn the most effective processes as we went along. It was not always the case that the Management Committee and staff saw things the same way. There were instances when the recommended organizations for grants were rejected at Management Committee (MC) level forcing staff to go back to the drawing board to strengthen the justification for supporting identified organizations. Over time, the necessary trust and faith was built between the MC and the staff particularly following the development of the second strategic plan in 1999.

We have since come a long way as a foundation and systems for all elements of work have now been set up with the experience gained over the years.

The writer is the Programme Officer in Charge of Institutional Development and Governance.

"Though it was not the only organization engaged in capacity building, KCDF's approach was participatory and was guided by the philosophy of going beyond fishing"



A Grantee's Perspective: Makutano Community Development Association

One of the first community groups with which KCDF established the first partnerships with is Makutano Development Association (MCDA) which is based in the semi-arid area of Katangi in Machakos District Eastern Province. At the beginning of the partnership, community members in this area were poorly organized despite the fact that they had minimal access to government services. During drought, they were among the first in the district to rely on relief food.

"MCDA was founded with an aim of eliminating the many problems that faced our people," said Mr. Raphael Masika, the Director of MCDA. Founded in 1995, MCDA has a mission to enhance the unity and empowerment of the local community to take collective responsibility in addressing development needs. Mr. Masika said that inadequate water, poor infrastructure, food insecurity due to recurrent drought and lack of girl child education especially in secondary schools have been the main problems facing the community.

Following the start of the partnership with KCDF, the capacity building support helped the organization to re-define its vision and mission and lay a strategy for getting the community out of extreme poverty. "When we analysed our problems in a participatory way, we were able to set our priorities and to address our most pressing needs, the most urgent of which was access to safe drinking water for human and animal consumption," Mr. Masika recalled.

The community started scooping the first of its earth dams as a measure to ensure supply of water during the dry season. During the rainy season, seasonal rivers spring up but dried up as soon as the rains ended. The challenge was to harvest that water before all of it got lost when the rivers dried up.

As a result of enhanced capacity, particularly in community and resource mobilization, MCDA managed to grow other partnerships with other donors over time. To date, they have built no less than eight dams making more than half of the community self reliant for water. With the support of the Catholic Church's Machakos Diocese, they have built a secondary school that admits more than 300 students from the local community.

From 2004, MCDA started building an endowment fund with KCDF with the aim that yields from it will be going towards maintenance of their dams, provision of quality seeds for planting and seedlings for drought resistant tree varieties. "Endowment building is one of the most certain methods of guaranteeing self sustainability of community development initiatives," said Mr. Masika.

To cater for their pressing regular needs for income, the community has set up a village bank that enables parents to borrow loans and pay school fees for their children as well as a food bank. The number of community members who are active in MCDA activities has grown from a few hundred people to 5,000 villagers. MCDA plans to expand its reach to the entire Katangi division much more comprehensively and ultimately involve a targeted 70,000 people.

"Following the start of the partnership with KCDF, the capacity building support helped the organization to re-define its vision and mission and lay a strategy for getting the community out of extreme poverty"

Addressing Governance and Accountability Challenges at KCDF

By Janet Mawiyoo



Janet Mawiyoo

In Kenya today, stories of corruption and poor governance fill our newspapers everyday. Many workers especially in the 1990s found themselves in non-functional pension schemes, not to mention the many retired people who have spent years in the past chasing their petty benefits from the National Social Security Fund. As a result, a lot of Kenyans view many leaders and managers of public institutions, with a lot of suspicion because of fear that they may use their positions for personal gain. This has resulted in a situation where every new initiative is first looked at with suspicion, and it takes considerable time to build the public confidence.

KCDF has had to grapple with this situation since it was set up, and tries to work with a lot of consciousness around the need to operate above reproach, an issue which must characterize all aspects of its work. Various efforts have been made over the years in ensuring the foundation remains an accountable and well governed public institution, as shown below:

• **Integrity and diversity critical in board selection:**

A Management Committee was instituted from the very beginning which was made up of Kenyans of high integrity, who had already demonstrated a commitment to promoting development, and were active philanthropists in their own right. The first group also had the representation of the first donor who supported the foundation namely, the Aga Khan Foundation (AKF) and the Ford Foundation. These donors however subsequently voluntarily relinquished their places once the foundation was separately registered, to allow Kenyans to take full control of the management of the emerging foundation. The Management Committee was then converted to a Board of Directors in accordance with the Companies Act.

Much effort and time continues to go in the selection of Board of Directors, and to ensure there is good representation of the diversity found in Kenya, considering gender, regional balance, race, religion, among other considerations such as the added value (expertise and skill) each member brings to the table. Thorough research is done on any individual proposed to join the Board whenever there are gaps to be filled, to ensure they are people of integrity and who fully understand the demands on their time and their expected contribution if they accept to join the Board. Unlike in many other public organizations, being a Board member of KCDF is not just a privileged position, but an opportunity to give back to society and to give selfless service to the public.

• **Formation of two governance entities:**

A major challenge has been to ensure that there is an institutionalized mechanism of ensuring a check and balance system, considering the role of the foundation in mobilizing resources for grant making on one hand, and for investment (growing assets for sustaining development work) on the other. A lot of tough debates took place in trying to find out what would be the proper set up and legal framework, which can provide this assurance to Kenyans, and which would not only facilitate objective operations, but also be seen to be free of manipulation by any unscrupulous individuals. A decision was reached in 2001/2 which saw the establishment of two separate

"KCDF has had to grapple with this situation since it was set up, and tries to work with a lot of consciousness around the need to operate above reproach, an issue which must characterize all aspects of its work"

entities: One, the Foundation (KCDF) which has a Board of Directors which oversees its operations in moving the key strategic areas of the foundation's work around mobilizing resources for grant making, and two, a TRUST with six Trustees who are responsible for growing and taking care of endowed resources both for the Foundation and other community organizations and non-profits who have taken the endowment route. The down side to this arrangement especially in the initial years, has been the increased work load in coordinating meetings by the secretariat of two entities, which can get quite demanding.

• **Checks and balances in endowment management:**

Another area where the issue of checks and balances has been found necessary is in establishing an institutional framework for managing the endowment. The Trustees decided to appoint, through a competitive process, an independent Fund Manager for the endowment fund, a Custodian for the fund and an Administrator, although this structure was not a requirement for this type of fund. The Trustees also meet every quarter to get the Fund Managers report on the progress in the investments, and are able to make timely decisions on any aspect of the fund development.

• **Governance instruments:**

Another aspect which KCDF has addressed in its efforts to ensure high levels in its governance is in developing through a consultative process, key governance instruments which guide the behavior of Board members. This process though time consuming was found necessary in ensuring Board members fully understand what is expected of them and are able to undertake an annual appraisal of themselves against indicators they have set for themselves each year. The instruments which guide their way of doing business include: Board contracts which each Board member signs when s/he joins the board, conflict of interest policy, disclosure policy and an anti-discrimination policy among others. The Board has also been able to deal with such tough areas as tenure of office, and to establish a transition arrangement that ensures continuity in the work of the foundation. The foundation has had unqualified audit reports throughout its period of existence. Annual audits have also been instituted since Y2004/5, for the endowment fund under the KCDF Trust.

• **Strengthening mechanisms for public accountability:**

In recent years, KCDF has also found it necessary to explore various mechanisms for engaging the public, as part of raising the levels of accountability to the public and increasing the participation of Kenyans in the life of the foundation. This led to the revising of the Memorandum and Articles of Association, to incorporate a legal mechanism for recruiting members of the public to become 'Friends of KCDF' or 'Sponsors of KCDF' to widen the 'ownership base' of the foundation in the country. Such sponsors are purely individuals, corporate firms, or other organizations who identify with the work of the foundation and are willing to make their contributions (financial and otherwise), in addressing some of the development challenges the country continues to experience, keeping a long term perspective of the problem they want to tackle. In addition, the foundation has formalized (even in its Articles of Association), holding regular forums such as Stakeholder forums, fund builders meetings, etc in an effort to provide opportunities for the public, friends or sponsors of KCDF, partners, grantees and donors of various kinds, to engage the foundation, and get views on its performance, as well as get ideas on how to improve its operations.

In conclusion, one great learning for us as an institution, is that transparency and accountability must start with us as individuals, and then be applied in the total life of the Foundation/Trust as organized and formal entities for the public good. We must then move the expected high standards, values etc, as a culture (an internalized a way of doing things) into our wider society and allow that practice to permeate all aspects of our social, political and economic life.

We recognize that as social institutions, we do not have the moral authority to insist on high standards among communities we work with, if we are not setting examples ourselves. This process seems to work faster if we also seek to develop and promote an open questioning culture in our institutions, which puts those in leadership under pressure to be accountable as they play their public roles.

"One great learning for us as an institution, is that transparency and accountability must start with us as individuals, and then be applied in the total life of the Foundation/Trust as organized and formal entities for the public good."

The evolution of programming and grant making

By Felix Mutua



Felix Mutua

During the early years, KCDF programme activities focused on grant making for organizational and community capacity building. This strategy was instrumental in giving the fledgling foundation experience in grant making; first hand knowledge about community development needs throughout Kenya and recognition by community development actors as a credible Kenyan grant maker.

From the outset, KCDF aimed at using the grant making process to build independent local organizations and communities rather than keeping them dependant on external assistance. The key emphasis was on strengthening

the community to sustain the projects and processes they put in place, through KCDF grants and other means. During its early years of existence, the KCDF grant making programme concentrated on community capacity building, which was broadened over the years to include enhancement of the communities' ability to organize themselves politically, economically, socially and culturally.

The capacity building work supported included community actions to rehabilitate infrastructure, access education and health, acquire skills to engage in advocacy work, improve their livelihoods and deal with other donor-advised funds. KCDF also provided technical, financial and practical support in areas such as community organization, better understanding of various participatory methodologies and related issues of gender and reaching the most disadvantaged members of the community.

In its first three years of existence, KCDF concentrated on supporting and strengthening intermediary community development organizations including small and medium sized NGOs, CBOs and community development associations, including associations of women's groups, youth groups and self-help groups that focused on community development rather than on narrow members' interests. These were organizations that had clearly shown potential to make an impact in their target communities.

KCDF helped to build the institutional capacity of these organizations through the provision of a broad range of development assistance (financial and technical) targeted to areas identified in a collaborative assessment exercise using the KCDF's Capacity Assessment Tool, which was developed with partners. These early grants from KCDF helped to nurture the grantee organizations, some of which have remained strong actors in their localities to date.

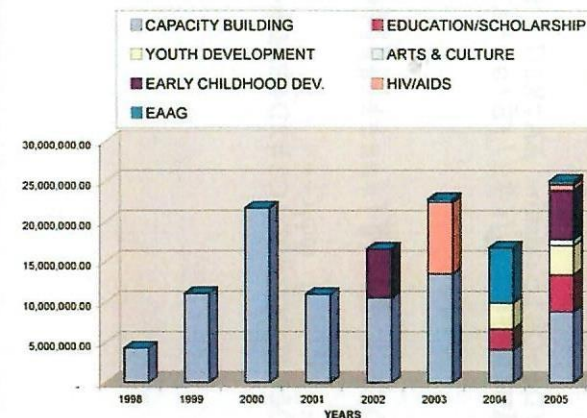
KCDF has over the years gained immense experience and learnt useful lessons in grant making and capacity building for community-based organizations, which have shaped the evolution of grant making programme. During the review sessions in the preparation of the current Strategic Plan in 2004, it became clear that KCDF's niche is not in general or broad capacity building but rather in capacity building for asset development, specifically endowments. It was also noted that there are many actors mainly providing general capacity building services to which organizations seeking this service could be linked.

"KCDF aimed at using the grant making process to build independent local organizations and communities rather than keeping them dependant on external assistance"



KCDF Grants Bar chart

KCDF GRANTS DISTRIBUTION TO PARTNER ORGANIZATIONS 1998 - 2006 IN KSH



Notes

In order to make itself known from the start, KCDF invested a lot of resources in capacity building of local organizations. After 2003, a shift began to happen towards affirmative action for asset development and expanding and diversifying its grant making work.

By the end of 2004 KCDF managed to mobilise nearly Ksh. 50 million from various communities for endowments.

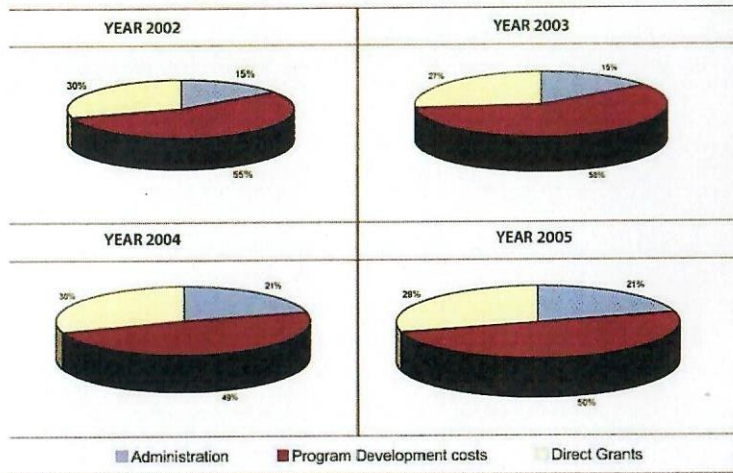
It also became clear that capacity building for asset development is the area that has not received much attention. In the current plan period (2005-07), the Foundation since moved on to focus its capacity building work on asset development of communities. This means that capacity building support is now provided on the basis of demonstrated willingness and preparedness by the organization to embrace endowment building as one key sustainability strategy.

Over the years, the Foundation has continued to strengthen its grant making systems and procedures. In the current strategic plan, streamlining the grantee identification and selection processes has been identified as a key area of intervention. In 2005, remarkable progress was made in this regard. The two key partner assessment tools (get-acquainted and organizational capacity tools) were reviewed, tested for effectiveness and used in subsequent assessments. In addition, ten key steps have been identified in the partner identification and grant making process which are in use.

These steps include: publicizing the grant, applications and short listing; conducting get-acquainted /initial assessment visits; final selection; capacity assessment workshop for selected grantees; proposal preparation; grant approval; preparation of detailed implementation plans; disbursement of grants; implementation, monitoring & evaluation; ongoing partner support, mentoring and follow-up. The identification/selection process and tools have been strengthened (as indicated above) with a view to ensuring that the grantees that are eventually selected have strong governance, effective community participation and rootedness and are making a significant difference/impact in their target communities.

KCDF costs distribution chart:

ADMINISTRATION, PROGRAMME DEVELOPMENTS AND DIRECT GRANTS



LEGED

1. Administration Costs

These comprise of basic operational organizational costs such as staff utilities, legal costs, insurance, audit costs, administration staff, vehicle running costs & maintenance costs, office supplies and travel costs.

2. Program Development Costs

These comprise of direct costs in strengthening partner organizations e.g., training, workshops, strategic planning meetings, monitoring & evaluation visits, program personnel costs and consultant payments for support services.

3. Direct Grants

These comprise of direct grants made to partners for furtherance of their work in poverty alleviation areas.

Ever since the Foundation made its first capacity building grants to community organizations in 1998, tremendous progress has been realized in its programming. The programme portfolio is now robust and comprises a variety of programmes under the three types of grants namely pass-through/donor service grants, capacity building grants for asset development and grants from the community endowment funds.

Ongoing programmes are mostly under the pass-through /donor service category, namely: Early Childhood Development (ECD) with partners in Malindi, Kilifi, Garissa and Mwingi districts (supported by through a grant by Bernard van Leer Foundation); Kibera Youth Programme (supported by an Allavida grant); CBO Capacity Strengthening in Thika and Embu (supported by Plan Kenya funding); Arts and Culture and Education Scholarships (both supported by the Ford Foundation). Another programme (HIV/AIDS, Community Capacity Building and Human Rights for Organizations in Nyanza and Western Kenya) which was supported by NOVIB (Oxfam Netherlands) is being concluded after successful implementation and summative evaluation. Key priority /thematic areas for KCDF's programming have now been clearly identified as Youth Development, Education (Scholarships), Early Childhood Development, CBO Organizational Strengthening, Arts and Culture, HIV/AIDS and Community Transformation for Asset Development.

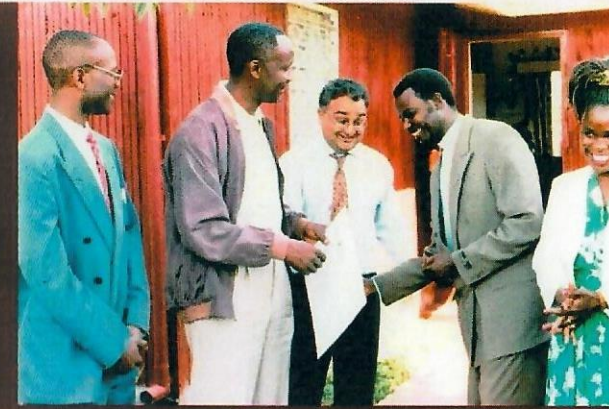
The writer is the Programme Development and Grant Making Manager, KCDF

Picture speak:

Highlight of events over the last 10 years

10th
Anniversary

1998



The then Vice-Chairman of the Management Committee, Elkanah Odembo (second left) hands over a cheque in the amount of Kshs. 842,430.00 for one of the very first grants that that KCDF made to Dandora-based Community-Based Organisation, Welfare Advisory Committee (WAC) on October 6, 1998. With him is the Aga Khan Foundation representative Mirza Jahani (Centre) and WAC officials.

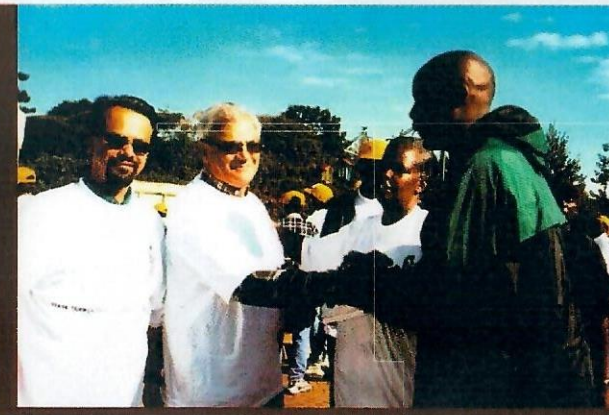
1999

The first Management Committee (MC) of KCDF. They are from left: Katharine Pearson, the Ford Foundation Representative, Mirza Jahani, the representative of the Aga Khan Foundation, Prof. Mohammed Abdullah, Noor Shariff, Monica Mutuku, Elkanah Odembo, Elvina Mutua, Tom Miller, the late Harry Mugwanga and Aleke Dondo. The MC was transformed to a Board of Directors in 2001 when KCDF was registered as a company limited by guarantee and not having share value, in August 2001



2000

The then Vice-Chairman of the KCDF Management Committee, Elkanah Odembo (right) confers with fellow MC member Pyrali Nanji as the then KCDF Director Monica Mutuku and the Regional Executive Director of the Aga Khan Foundation Arif Neki look on. This was before the flagging of a KCDF fund raising walk in 2000. Nearly Kshs. 5 million was realized, clearly showing that Kenyans are willing to support their own development initiatives. The funds went to support KCDF's endowment fund which currently stands at Kshs. 45 million.



2001

KCDF Board Chairman, Prof. Mohammed Abdullah (left) receives formal documents from Hon. Wycliffe Osundwa, the then Assistant Minister for Finance and Planning during the official launch of the Foundation. KCDF was registered as a company limited by guarantee and not having share value, in August 2001.



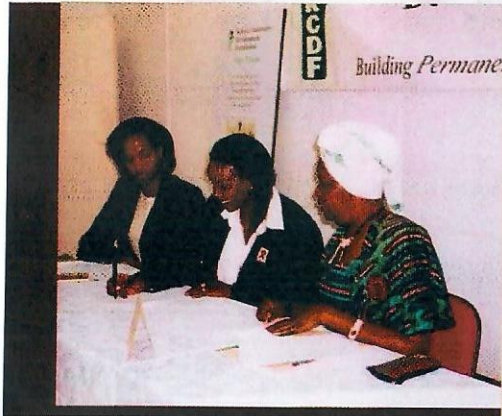
2005

The then Permanent Secretary in the Ministry of Planning and National Development (left), Mr. David Nalo, KCDF Chairman Prof. Mohammed Abdullah and Janet Mawiyoo, the second CEO since the foundation was formed (right) follow proceedings during the launch of the KCDF 2005 - 2007 Strategic Plan on May 31, 2005. The KCDF 10th Anniversary falls within this period.

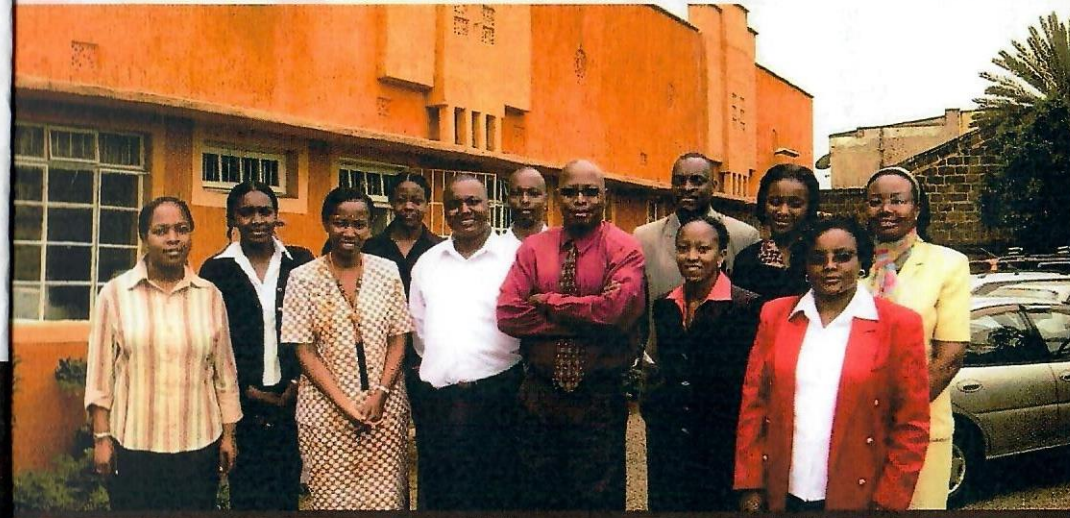


2002

Catherine Ciku Gachukia, the Chairperson and Susan Waiboshi, Treasurer of the Hope Trust Fund signs documents to formally start the Hope Trust Endowment Fund with KCDF in 2002. Hope Trust Fund, set up by a group of Kenyan professionals was the first fund builder with KCDF. They have been giving grants from yields of their endowment to support the education of children orphaned by AIDS in Kibera and to support income generation activities for women in selected slums in the city. The other fund builders are South Imenti Development Association (SIDA), Starehe Girls' Centre, Othaya Development Association (ODA), Genesis Community Development Assistance, Omega Child Shelter, Anglican Church of Kenya, Eldoret Branch - Christian Community Services, Good Samaritan Children's Home, Makutano Development Association and Kenya Professional Women in Agriculture and Environment (KEPAWAE).



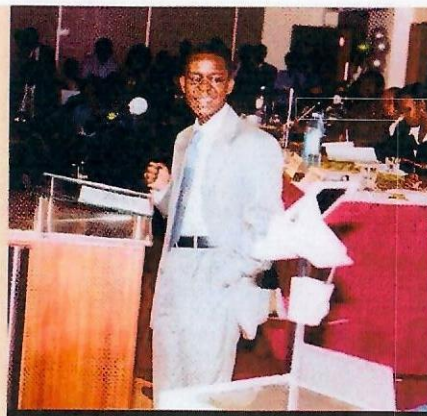
2006



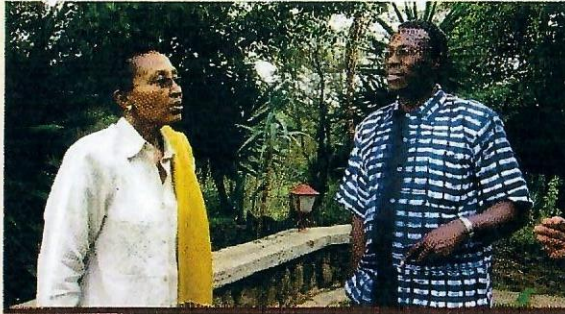
KCDF staff members pose in front of the building that has housed the foundation's offices for the last ten years. Originally owned by the Aga Khan Foundation (AKF), the building was officially donated by AKF to KCDF as a gift towards its endowment fund. This unprecedented gesture is a strong expression of confidence by AKF in KCDF's ability to grow its endowment in perpetuity and to remain the leading Kenyan grant maker for community development.

2004

Mwalimu Miti, the then Transparency International Deputy Executive Director (standing) makes a presentation during the inaugural KCDF Stakeholders Forum which was held in November 2004. The forums have since become annual. They present an opportunity for the Foundation's stakeholders to get together and share experiences. It is also one of the mechanisms the foundation is using to increase its accountability to Kenyans by deliberately creating opportunities for the public to interact with the foundation and get a good sense of what makes it work. It also presents an opportunity for KCDF to get views from the public on different issues.



The KCDF Trust

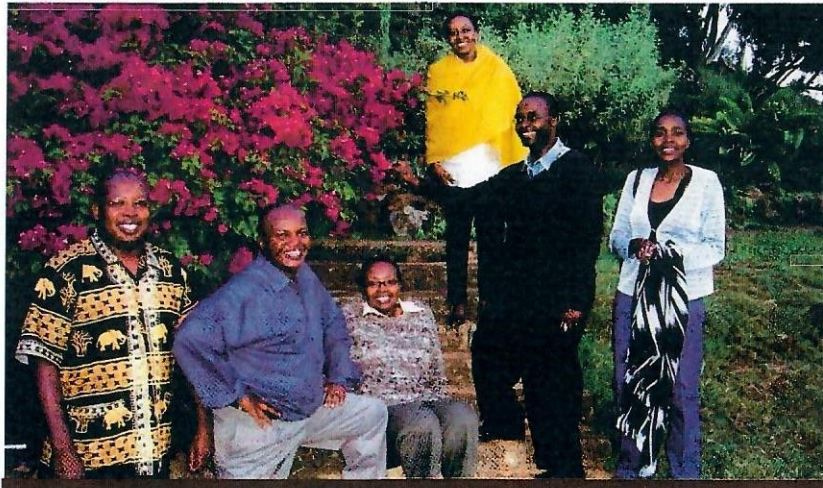


KCDF Trustees Atia Yahya (left) and Aleke Dondo

The KCDF six-member Trust was set up in 2002 and charged with the responsibility of managing and growing the endowment. The Trust is also responsible to developing the investment and other policies relating to the endowment. Some of the Trustees are also members of the KCDF Board in order to ensure a proper check and balance system. In growing the endowment, the Trust uses the expert services of three agencies namely: a fund manager, a fund

custodian, a fund administrator. These service providers are reviewed on a regular basis or as need arises. Currently the fund manager is Old Mutual Asset Managers (OMAM), Barclays Security Services, the custodians and Kingsland Court Trust and Benefits Services Ltd. the fund administrators.

The KCDF endowment fund grew from Kshs. 83,618,074 in 2004 to Kshs. 91,856,329 in 2005 as per the September 2005 audit report. This represents a total increase of approximately 11% with investments spread between Government securities, marketable securities, corporate bonds and offshore investments.



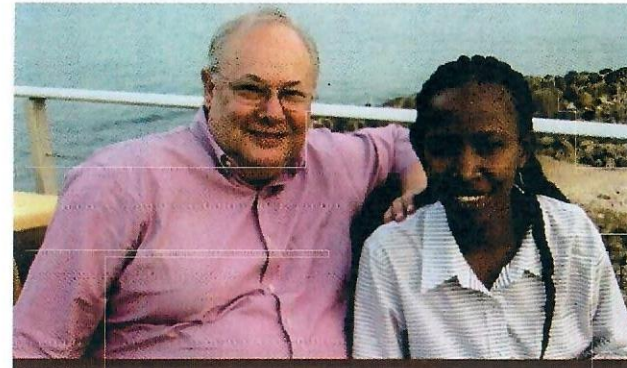
Some members of KCDF staff, Trust and Board at a planning retreat. They are from left: Anthony Mugo (Communication and Asset Development Manager), Felix Mutua (Programme Development and Grantmaking Manager), Doris Murimi (Finance and Investment Manager-seated), Atia Yahya (Board member and KCDF Trustee), Arthur Namu (Board member) and Catherine Kiganjo (Programme Officer, Institutional Development and Governance).

Staff, Board and Trustees retreats are held annually towards the end of each calendar year. They offer an opportunity for reflection on key milestones achieved, as well challenges encountered during the implementation of the Foundation's work. Key areas of focus for the following year are then identified and plans for future ongoing work are agreed upon.

Friends of KCDF - United States of America

In 2006, a Friends of KCDF entity was registered in the United States of America and given tax exempt status there. The new entity has US-based board members and the Chairman of the KCDF Board and the Chief Executive Officer are also members. Friends of KCDF will be an important facilitator for KCDF to raise funds from the Kenyan Diaspora in the United States of America.

The International Initiative to Strengthen Philanthropy (IISP)



Ford Foundation outgoing Senior Vice-President Barry Gaberman with KCDF Chief Executive Officer, Janet Mawiyoo at a meeting of the International Initiative to Strengthen Philanthropy (IISP) in Dakar, Senegal in 2006.

Mr. Gaberman has been the lead 'driver' of this initiative within the Ford Foundation. He has special concern for the growth of foundations around the world and was this year recognized by the US-based Council on Foundations (COF) by winning the Council's 2006 Distinguished Grantmaker Award. He has spent 35 years helping to build philanthropy in the United States and abroad. He is cited by the COF (Foundations News and Commentary, 2006 Awards Issue) as acknowledging: "I've been one of the strongest backers of civil society and philanthropic slice of it both in the United States and elsewhere."

The IISP was launched by Ford Foundation President, Susan Beresford in June 2005. It is an effort to build financial and programmatic capacities of supported foundations to enable them to be substantial players in poverty and social justice work in their areas of operation.

KCDF is one of only three such foundations that have been selected from Africa, the other two being the African Women's Fund based in Accra, Ghana and Trust Africa based in Dakar, Senegal. Both AWF and Trust Africa are Pan-African while KCDF covers only Kenya. The other foundations receiving support under the IISP are Arab Human Rights Fund, Bangladesh Freedom Foundation, Brazil Human Rights Fund, CAF Russia, Dalit Foundation (India), First Nations Eagle Fulcrum Foundation/Foundation for Civil Society (Russia), Fund for Global Human Rights, Foundation Rostros Y Voces (Mexico), India Foundation for the Arts, National Foundation for India, New Israel Fund, Puerto Rico Community Foundation, South Asia Women's Fund and Stefan Botary Foundation. The Ford Foundation will invest at least US\$100 million for the initiative.

The Girl Child Fund

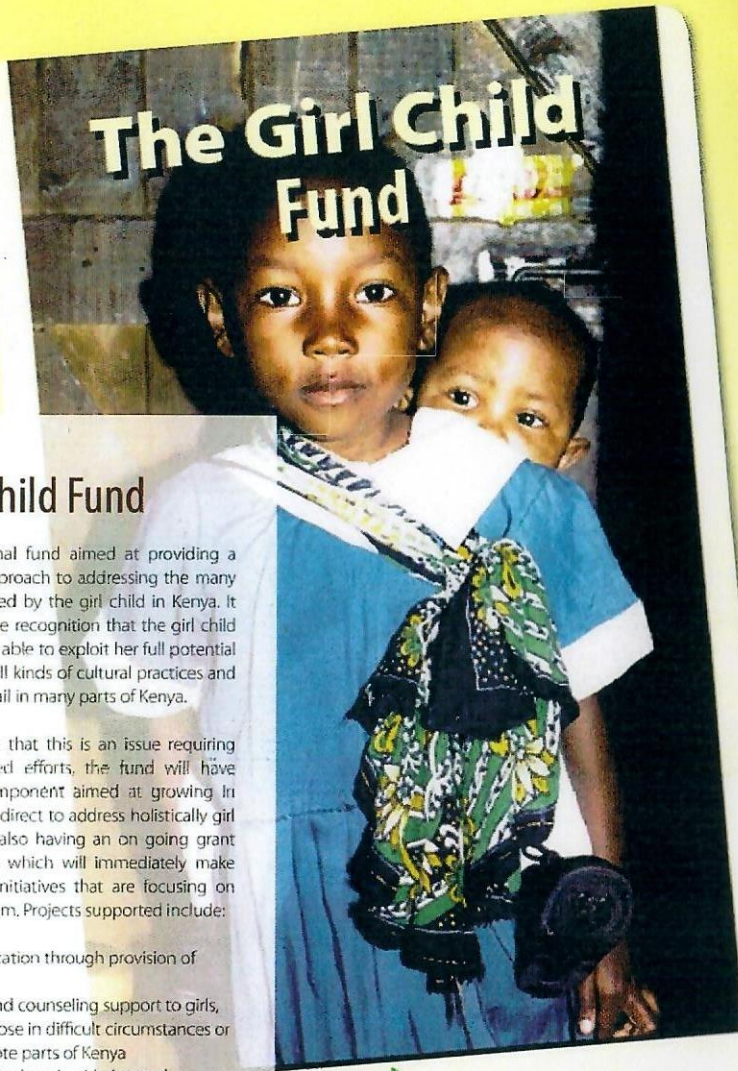
The Girl Child Fund

This is a national fund aimed at providing a permanent approach to addressing the many challenges faced by the girl child in Kenya. It has grown out of the recognition that the girl child is in many cases not able to exploit her full potential as a person due to all kinds of cultural practices and beliefs that still prevail in many parts of Kenya.

Taking into account that this is an issue requiring long term concerted efforts, the fund will have an endowment component aimed at growing in perpetuity, funds to direct to address holistically girl child issues, while also having an on going grant making component which will immediately make funds available to initiatives that are focusing on curtailing this problem. Projects supported include:

- Girl child education through provision of scholarships
- Mentorship and counseling support to girls, particularly those in difficult circumstances or from the remote parts of Kenya
- Bringing out the best in girls, beyond academic excellence.
- Addressing retention of girls in schools such as improvement of hygiene and sanitary conditions.

Individuals, corporate companies and others such as civil society organizations can contribute to the fund. The fund is invested as part of KCDF's endowment. All donors are recognized and kept up to date about its status as well as projects supported.



The Food Security Challenge Fund

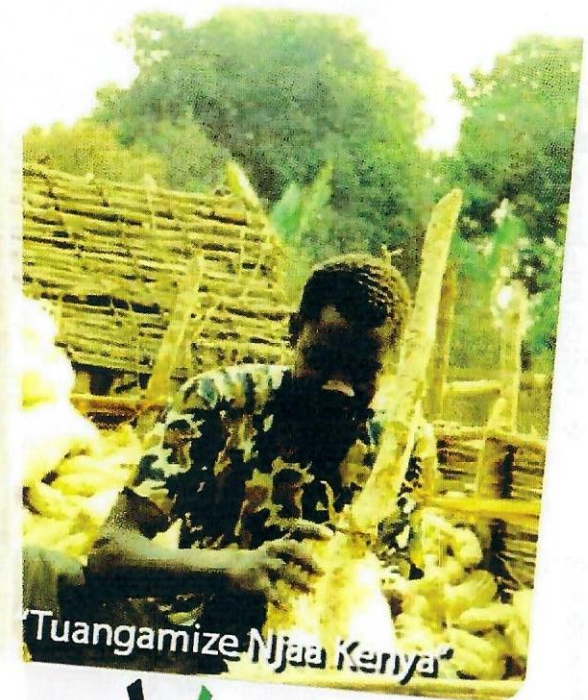
The Food Security Challenge Fund is a national initiative aiming at addressing food security among Kenyan communities and moving the national food response from food relief to food security. Famines have been recurrent in Kenya and the gap between major famines appears to be narrowing. Response efforts typically tend to be belated and focused on short term provision of relief food despite the existing early warning systems.

The Food Security Challenge Fund will have an endowment component that will be grown in perpetuity. Yields from it will be used to make grants to qualifying community-based projects for producing food. It also will have an ongoing grant making component that makes grants available to initiatives focusing on strengthening community-based food production. Projects supported are those that:

- Stimulate innovation for better services in agriculture and livestock production.
- Disseminate identified and researched best practices (practices like planting policies, animal rearing policies)
- Replicate and scale up of innovations to other similar areas (cross learning)
- Promote environment-friendly practices for sustainable food production
- Support policy and advocacy work related to food production and distribution
- Collaborate and link with agricultural and livestock institutions in adaptation of best practices of ensuring the goal of food security is achieved.

Individuals, corporate companies and others such as civil society organizations can contribute to the fund. The fund is invested as part of KCDF's endowment. All donors are recognized and kept up to date about its status as well as projects supported.

FOOD SECURITY Challenge Fund



Key issues in growing community funds:

A strategy

By Doris Murimi



Doris Murimi

Community groups investing in endowment funds, just like other business units, need to develop a Strategy to facilitate long term planning and execution of their community fund. The growth of endowment funds set up jointly by KCDF with community groups has

demonstrated the need for those groups to appreciate the value of well thought out long term strategies for achieving their visions. Development of strategies will enable community initiatives to address critical organizational issues, key among them being the scope of organization's activities.

The creation of a 'corporate strategy' involves matching an organization's activities to the environment to which it operates. Organisations also need to take stock of resources at their disposal to see how they can be used to achieve set objectives. This gives organisations a better sense of the long-term direction that they should take to achieve those objectives. The following key questions need to be answered:

- What business are we in?
- What do we aim to do?
- What is our purpose of coming together?
- Who are we?

Answers to these questions will determine how the organization will be run.

Secondly, the leaders must look at their development work as a "business strategy". The business strategy is the tool that sets up the vision of where the organization wants to be in three or five years time. The process of developing a business strategy requires stakeholders to ask key questions such as:

- How does the organization plan to grow its funds?
- For how long and for what levels of return?

Thirdly, the other critical element of strategy development is the 'operational strategy' a component that is concerned with how different functions within the organization contribute to the achievement of the overall corporate strategy.

The different functions must reinforce each other in achieving the agreed strategy.

The financial component of the strategy or 'financial strategy' is concerned with strategic decisions of a financial nature for all the three levels of strategic planning. The financial component involves making decisions about investing and obtaining finance to fund those investments. The purpose of investing should be clearly articulated and the following questions answered:

- Why should an organization want to build an endowment fund?
- What is it trying to achieve by investing?
- Will investment through endowments help the organisation meet its objectives?
- How much money should be invested?
- Will this cover the needs adequately?
- What must we do to ensure that these needs are covered by the investment?
- Have we developed targets that we can focus on?
- Is the expected investment yield meeting targeted objectives?
- If not, at what level of investment will they do so?

In the famous book Rich Dad, Poor Dad by Robert Kiyosaki, the highlight is on the comparison of two different investment strategies namely: aggressive and conservative strategies, but with the underlying emphasis that one should not focus on working for their money, but instead, they should make their money work for them. Money works when it is invested strategically – there must be a plan.

Having a financial strategy helps an organization recognize that the longer the investment period, the higher the yields and that the higher the amount invested, the higher the yield.

In conclusion, the fruits of investment are realized if a strategic plan has been formulated and followed. This enables the organization to meet its goals while focusing on the long term vision and therefore undertaking activities that enable it to get there.

The writer is the Finance and Investment Manager at KCDF

The financial strategy component or 'financial strategy' is concerned with strategic decisions of a financial nature for all the three levels of strategic planning...it involves making decisions about investing and obtaining finance to fund those investments.

Capacity building: Challenging conventional notions

By Felix Mutua



Felix Mutua

Capacity building has fast become a topic of much debate among Non-Profit Organizations (NPOs) and management support organizations (funders, associations, training centers and consultants among others) that provide services to them. Since NPOs play an increasingly important role in society, it becomes even more critical for them to perform effectively. Cognizant of this dire need, leaders and managers of most non-profits have demonstrated a growing interest in management practices that will help them build high-performing organizations, rather than just strong programmes.

However, in spite of the current emphasis on the importance of non-profit "capacity building", the sector lacks a widely shared definition. It has thus become increasingly difficult to identify some universally agreed parameters on what constitutes capacity building. The word means different things to different people/organizations, and the number of tools for accomplishing it are innumerable.

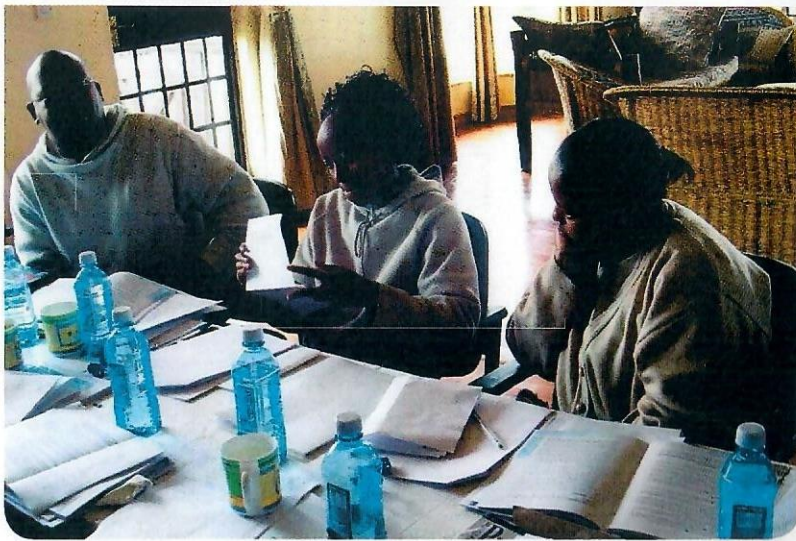
Some donors claim to have built capacity of their local partners simply by funding them. Others have "pushed" capacity building interventions that enhance and reflect their ideological positions, particularly in advocacy-related programmes such as good governance. Yet to other international funders, training local partners to handle their books of accounts in ways acceptable to them (funders) constitutes "capacity building". For some NPOs, capacity building is equated with endless training for their staff and volunteers, which appears to be viewed as an end in itself, without some reflection on the impact of the training has had to the effectiveness of the organization in real terms.

In challenging some of the conventional notions on capacity building, perhaps the first pertinent question to ask is: who defines the capacities that need to be built? Is this done through a participatory process by the local organization and its key stakeholders or is it the donor and /or the service provider? What needs to be acknowledged is that every organization is capable of building its own capacity. Donors and service providers need to genuinely recognize that a client organization is in charge of its own capacity building, and that their role is to lend help and expertise. Those that work with an organization's unique needs, instead of relying on predetermined formulae/ prescriptions, get better results.

A key issue that is not always given due attention in conventional capacity building is that the organization must be ready for capacity building. The assumption should not be made that every organization can grow through capacity building. It is useful for all parties involved to assess the organization's readiness to establish if the organization has the qualities that make them ready, including: openness to change and willingness to question itself; the ability to clearly describe their mission; that key members/decision makers in the organization believe that capacity building will help further their mission; and the organization is prepared to commit the necessary time and resources to capacity building.

Experience has shown that NPOs that have experienced remarkable gains in capacity are those that undertook a reassessment of their aspirations (their vision of what the organization was attempting to accomplish in the next phase of its development) and their strategy. However, it is crucial to emphasize that a new aspiration or strategy can only be transformative if it is used to align the other aspects of organizational capacity. If done thoroughly, this alignment process provides a tight institutional focus and a road map to use with both internal and external audiences, which helps keep everyone on track during the long and arduous process of building capacity.

In challenging some of the conventional notions on capacity building, perhaps the first pertinent question to ask is: who defines the capacities that need to be built?



KCDF staff members, from right; Jemimah Owande, Eunice Kagiri and Anthony Mugo during a retreat.

A common capacity building strategy "for sustainability" that has often been used by some donors over the years is to help NPOs to become attractive to other donors, to get funds from them, and thus facilitate an exit strategy for the original donor. The donors have referred to this as sustainability, self-reliance and decreasing dependency, yet what this has yielded in practice is serial dependency on a string of different foreign donors, not financial self-reliance. A more feasible route to financial self-reliance would be local resource mobilization involving a mix of fund-raising strategies including the corporate sector, public, government (particularly decentralized funds now available i.e. Constituency Development Fund, Local Authority Transfer Fund, etc) and NPO self-generated income (IGAs).

There are few quick fixes in capacity building, and non profit organizations and those supporting them need to acknowledge this up front and set expectations accordingly. Capacity building takes time and all parties concerned must have patience. Almost everything about capacity building takes longer and is more complicated than one would expect. Building capacity can feel like a never-ending process because improvements in one area or practice have a way of placing unexpected new demands on other areas, which in turn trigger new needs.

A common practice among most actors has been to borrow ideal organizational models drawn from the for-profit sector and apply them uncritically to capacity building for non-profits. Most of these models have taken a systems view of organizations, identifying organizations as having different components that must interact harmoniously for internal effectiveness and efficiency and appropriate linkages with the environment. Capacity building efforts have therefore been designed aimed at strengthening the different components (structures, leadership, systems and resources among others). The reality is that every organization has its own history and culture and ideal models can not be applied across the board unmodified.

There is need for organizations to move beyond capacity building as an end in itself and instead link it to their long-term sustainability in working towards their vision and mission. It is important to link capacity building to asset development. The ownership of assets can contribute immensely to the sustainability of the development initiatives in the community as well as the organization itself. Assets have the potential to empower, not only financially but emotionally, as their ownership gives a sense of control over resources in the present and security for the future. The building of permanent assets such as endowments funds is particularly important for sustainability. This is an area that KCDF has successfully pioneered with some local organizations in Kenya and which continues to be a key area of focus for the Foundation.

The writer is the Programme Development and Grant Making Manager

The unsung role of public art as an agent of community change

By Eunice Kagiri



Eunice Kagiri

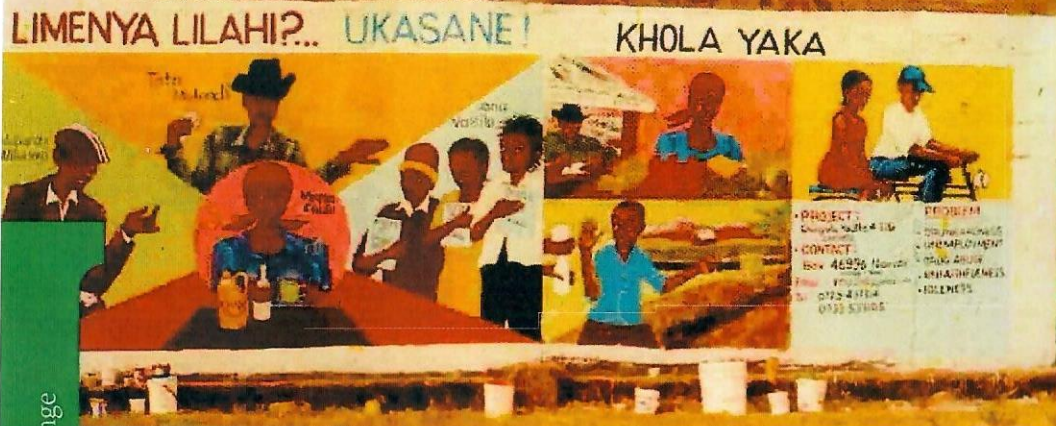
"In other words, public art is not an art form; it's simply a way of improving the changing environment through the arts."

While many definitions on public art have been given, one from the United States Blue Springs Art Commission puts it very clearly; it is artwork in the public realm, regardless of whether it is situated on public or private property, or whether it is acquired through public or private funding. Public art can be a sculpture, mural, manhole cover, paving pattern, lighting, seating, building facade, kiosk, gate, fountain, play equipment, engraving, carving, fresco, mobile, collage, mosaic, bas-relief, tapestry, photograph, drawing, or earthwork. In other words, public art is not an art form; it's simply a way of improving the changing environment through the arts.

Undoubtedly, the question of audience lies behind the growing interest in public art in Kenya. Public artists are interested in bringing art to real, localized communities. Like is the case of Evanson Njuguna, a Changamoto grantee whose donkey sculpture at the Ngecha shopping centre in Limuru has the community in a buzz, or Star Acrobats, an all-women acrobatic troupe whose performances have left excited audiences at the local markets around Tala, Machakos District, asking for more.

There has been a definitive change in thinking about public art from the days when it was seen primarily as a decoration or monument plopped in a public space. Contemporary public artists work in a variety of ways. Some of which the Kenyan public should begin to think about and perhaps embrace. In some cities around the world, building projects are done as part of "percent for art" programs, in which a percentage (about 1%) of the construction budget for a public or private building is set aside for art.





Investing with communities for lasting change

“Does the artist have any responsibility to the community in which his or her work is placed or performed? Is art beginning to converge too closely with social work?”

Other artists are more engaged in temporary projects that take such diverse forms as billboards, artist-designed magazine sections, dance workshops and music in the park. These projects can range from the creation of a community garden or beautification of one - exemplified by the painting of the Jeevanjee Garden benches by Julius Matiru - to performing arts programs that gives disadvantaged children access to art as seen in the project by Nafsi Afrika a group that works in rehabilitating street children through the arts.

Again there are questions and controversies. Does the artist have any responsibility to the community in which his or her work is placed or performed? Is art beginning to converge too closely with social work? Perhaps in answering this, we must remember that while art has often been defined as a criticism of the world as it is and a vision of the world as it ought to be, artists have so much more to give to society in addition to criticism and dreams. Public art is another opportunity for the local audiences to benefit from the many contributions that artists and their art can make to society. It is this contribution that the Changamoto Arts Fund hopes to promote.

The Changamoto Arts Fund is a public arts fund that seeks to support exciting, innovative and creative projects of high quality that find new ways to amplify the voices of Kenyan artists, reach new local audiences and expand the role and value of the arts in Kenya so that they become better rooted as an important part of modern life.

The fund which kicked off in August 2005 is implemented jointly by KCDF and the GoDown Arts Centre, located on Dunga Road in Industrial Area, with funding provided by The Ford Foundation. By May 2006, 21 grants had been made to projects throughout the country with the largest amounting to Ksh. 150,000 and the least Ksh. 67,000.

Changamoto operates with an orientation that supporting and promoting a lively and engaged artistic community contributes directly to the problem solving of society, to the freedom of thinking and acting critically, originally and responsibly; it gives a voice to those who are excluded and promotes justice and democratic development. Audiences are critical for the arts in Kenya; increased audiences mean increased impact for the artists and benefits for the audience, and it directly translates, over time, into new forms of funding to support the field by attracting commercial sponsorships and even ticket sales.

We are looking forward to more individuals and corporates in Kenya becoming part of this exciting initiative.

Ennice Kagiri is the Project Coordinator for the Changamoto Arts Fund

Some Lessons from North-South Foundations Partnership: The Case of Bernard van Leer Foundation and KCDF



By Gladys Miriti and Felix Mutua



Gladys Miriti

Kenya Community Development Foundation's (KCDF) partnership with Netherlands-based Bernard van Leer Foundation (BvLF) commenced in 1999. At that point, KCDF was identified to partner with BvLF to support organizational and institutional capacity strengthening of four organizations already implementing ECD programmes in the Rift Valley, Nairobi and Coast provinces.

In November 2004, the funding arrangement was revamped and KCDF has been implementing a new ECD programme with support from another grant from BvLF. The programme's goal is to contribute to the improvement of the situation of young children in Kenya through strengthening of ECD as an integral part of community development. It is being implemented by nine partners (CBOs and NGOs) in Mwingi, Garissa, Malindi and Kilifi districts. KCDF has identified the following key strengths of working with BvLF as a funding partner:

Advantages to local partners

- The rigorous partner identification process followed by KCDF, which is fully funded by BvLF, is an empowering process which builds the organizational capacities of the applicant organizations in all key areas of organizational development. These benefits accrue to short listed organizations that do not eventually qualify for grants as well.
- By BvLF working with KCDF, small organizations in remote parts of the country are reached with support and resources, which would be hard for a foreign-based organization to do.
- KCDF has also realized the tremendous magnitude of the work that can be done with grant support of Kshs 1 Million (about US \$ 14,000 or so) or even less per organization, which may appear modest to some organizations. Through working closely with KCDF staff over the past one year, partners have been assisted to think through their plans and implement activities that reflect good value for money.
- Expectations are more realistic because the small NGOs/CBOs in the programme deal with a Kenyan organization familiar with the realities on the ground, and not a foreign organization where the local expectations tend to be high.

“The programme's goal is to contribute to the improvement of the situation of young children in Kenya through strengthening of ECD as an integral part of community development”

Mutual benefits of the partnership for KCDF and BvLF

- Working with KCDF as the grant making partner promotes cost effectiveness since KCDF is able to play the crucial intermediary role with the grantees. This saves costs which BvLF would have incurred had they been the direct implementers.
- BvLF promotes synergies and cross-organizational learning among partners where different organizations from different regions come together to share information on current ECD approaches and trends, learn from each other and identify and prioritize key issues to be addressed in the programme.
- BvLF is a partner that is genuinely concerned about the long-term sustainability of the programmes it supports, both at the grantees' level and at institutional sustainability

level of KCDF as the key intermediary with the grantees. In a largely unprecedented approach for a European foundation, BvLF in 2006 availed financial support to encourage and support endowment building by the grantees as a key strategy towards their sustainability while also contributing to KCDF's unrestricted fund.

- The relationship with BvLF has enabled KCDF access updated information on child development through regular, working papers, ECD brochures and reports.
- Working with BvLF, which is a credible international organization supporting development of children has led to recognition of KCDF among key stakeholders nationally and internationally.



Representatives of the Bernard van Leer Foundation (BvLF) grantees relax in this picture taken during a BvLF partners workshop in Dar es Salaam, Tanzania. Gladys Miriti, KCDF Programme Officer for ECD is in the extreme right.

Why the partnership has worked: The key ingredients

- The KCDF/BvLF partnership has worked well largely because it is based on mutual trust and respect between the two organizations, developed over the years.
- Prompt and open communication between the two partners has been a key factor in nurturing the partnership. Correspondence from either party on partnership issues is responded to efficiently and information/clarification sought given to the best possible extent.
- Flexibility and quick turnaround in decision making by BvLF on proposals/requests for support, particularly in areas beyond the scope of the current ECD programme, has been another key factor that has positively impacted on the partnership.
- BvLF has also amply demonstrated willingness to commit funds for the capacity enhancement of its partners in areas that have been mutually identified as requiring critical attention. A case in point is the ongoing mentorship support for Monitoring and Evaluation for all partners in the region, as a follow-up to the proceedings of the partnership meeting held in Dar es Salaam in January 2006. BvLF also provided some famine relief funds to grantees who were badly affected by the 2006 drought, although this was an unplanned issue that negatively affected the grantees work especially since children and mothers were the most vulnerable.

The partnership with BvLF has been mutually enriching and an entirely positive experience. It has demonstrated the key elements of a genuine partnership, and the open and respectable approach by a donor agency with resources, in all aspects of working with a southern partner organization (KCDF).

Gladys Miriti is the Programme Officer in charge of ECD; Felix Mutua is the Programme Development & Grantmaking Manager

Case Studies from Work with NOVIB (Oxfam Netherlands): Another Fruitful North/South Partnership

Partnership between KCDF and NOVIB (Oxfam Netherlands) began in February 2003 when KCDF received a pass through two-year grant of EUR 200,521 from NOVIB to support organizations in Western and Nyanza provinces to implement well-focused initiatives related to Human Rights, HIV/AIDS, and capacity building at both organizational and community levels.

The specific objective of the Small Grant Project was "to strengthen the programs of grantee organizations and the communities with whom they work in the areas of human rights, HIV/AIDS, and organizational and community capacity building." To achieve this broad objective, the grant supported organizations working towards promotion of positive behavior, access to HIV services, establishing facilities such as Voluntary Counseling and Testing (VCT), village health committees, human rights, reduction of stigma towards People Living With Aids (PLWA) through psychosocial support and nursing care, organizational and community capacity building.

The two case studies below capture some of the impact of this successful project. They were captured during the summative evaluation of the project conducted in April 2006.

AIDS orphan using innovative income generation to cope: A case study

Hassan Hamadi, one of the guardians in the Students' AIDS Intervention, Prevention and Education (SAIPE) program, lost both his parents to AIDS when he was barely 16 years. Being a first born, Hassan was left with seven of his siblings to feed, cloth and provide other needs.

This was indeed a daunting task which Hassan was not prepared for. Hassan says, "I was left all alone without help." "One day," he recalled, "as SAIPE was going round the community collecting information about families affected by HIV/AIDS, they heard about our fate and paid us a visit." Touched by Hassan's plight, SAIPE immediately listed him as a potential beneficiary.

He was trained on how to raise his siblings. "They encouraged me to be open about the cause of death of my parents. They in addition provided me with training on income generating activities like farming, poultry rearing which I got through a learning tour to KARI in Kakamega," he said during an interview. SAIPE, built a cowshed in Hassan's home compound and bought a dairy cow to assist him. The cow produces five litres of milk daily. The waste from the cow is used as manure for growing Napier grass which he feeds to the cow. This has really helped the family and now Hassan is a living example of how IGA's can work to alleviate suffering especially among orphans and child-headed households.

She risked it all to combat wife inheritance and aids: A case study

Jennifer, a middle aged widow's husband died of AIDS ten years ago. According to the culture of her Luo community, as a young lady, she was supposed to be inherited. However, Jennifer could not hear of that especially because she knew that it was not going to work because the practice would involve sex yet she didn't know her HIV status and was not sure that the partner would accept to use a condom.

Going against the culture of inheritance could not be condoned and, Jennifer was ex-communicated by the community for defiance. In 1996, she went for a HIV test which confirmed what she thought was obvious. She was HIV positive.

She was advised that if she was going to be inherited, she should have protected sex. The would-be inheritor refused to use a condom. She had to seek refuge in the nearby shopping centre for some time before going back to her maternal home. Later she raised some money and built a house where she now lives. She also decided to go public with her status to sensitise the community on the gravity of HIV and AIDS.



The Future of Philanthropy in East Africa: The Next Ten Years

By Anthony Mugo

Since time immemorial, individuals and communities in East Africa have been called upon to jointly address societal problems by using a communal system of philanthropy. In Kenya, where the practice took a political dimension in the post-independence era, is referred to as Harambee (pooling together). Community members joining together to address issues of poverty reduction is common across Africa. The impact of resources mobilized in this manner has also been significant. For example, many schools, churches, bridges and even roads in Kenya owe their existence to Harambee.

In her newly published book *Philanthropy in East Africa*, Connie Ngondi-Houghton notes the majority of the population in East Africa conducts its social and economic business informally.

East Africans, according to her, operate under the dictates of traditional and emerging customary law derived from social relations within the basic units of families, clans, tribes, workmates, friendships, neighborhoods, alumni and other communities. In some instances, this informal giving and exchange of resources is even extended towards supporting personal projects such as raising dowry and defraying funeral expenses.

A key issue that has become critical is to make public giving more systematic and organized. The negative impact of corruption on the public's willingness to give has in some instances undermined the growth and evolution of organized philanthropy in East Africa. Making giving more systematic is vital to harness local resources so as to compound their impact. A good example is that of East Africans living in the Diaspora. In Kenya, estimates by the Ministry of Planning and National Development have shown that funds repatriated by Kenyans living abroad have surpassed the amounts received as foreign direct investment. These huge capital inflows however come in through informal channels like families.

The Diaspora is quite willing to contribute towards development in their home countries. They are however justifiably skeptical about the dearth of accountable institutions through which they can channel their support.

The biggest challenge appears to be the setting up and nurturing of institutions that can deliver these resources towards the development of projects chosen by individual or even corporate donors and account for their use.

In Kenya, the setting up of KCDF in 1997 partly constituted a response to this challenge. It is therefore a big step in the desired direction and its successful establishment provides hope that the philanthropy landscape in East Africa will evolve to enable communities to access additional resources that give them control of their development and therefore assist them to address their most pressing needs.

This brand of philanthropy, popularly known as Social Justice Philanthropy – when it takes root in East Africa will provide avenues for more actors, such as the corporate sector and conventional donors to provide grants through intermediaries that can guarantee that they are put to the intended use in poverty alleviation and increased access to social justice.

A more recent development in philanthropy in East Africa has been the emergence of an association of grants makers. The role of grant makers associations worldwide is mainly to be agencies that takes care of the interests of grant makers such as foundations, trusts or even corporate companies that make grants.

Grant makers' associations provide regular forums for grant making agencies to exchange experiences and to learn from one another while addressing issues of common interest. A good example is the American Council on Foundations (COF), the European Foundation Council (EFC), Asia-Pacific Philanthropy Consortium or the Worldwide Initiatives for Grant Makers Support (WINGS). The pioneering grant makers' association is East Africa Association of Grant makers (EAAG). On its part, KCDF played the role of "surrogate mother" to EAAG which it "incubated" for sometime until it was able to establish a separate office towards the end of 2004.

The birth of the East Africa Association of Grant Makers (EAAG) and its successful establishment with the support of the Ford Foundation marked a turning point in East Africa's philanthropy.

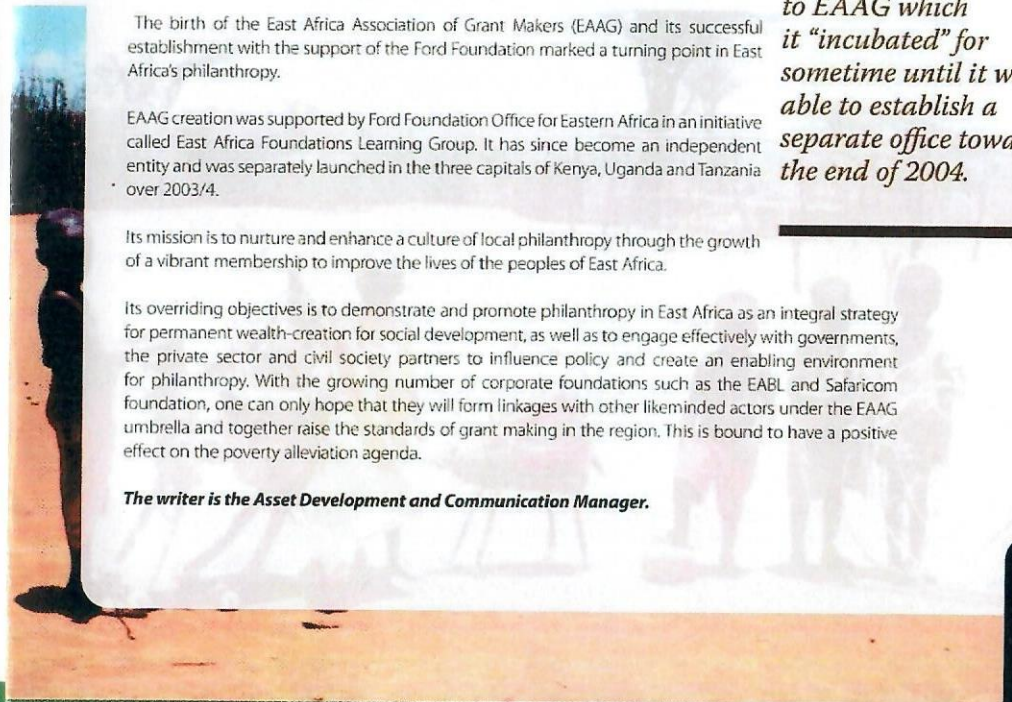
EAAG creation was supported by Ford Foundation Office for Eastern Africa in an initiative called East Africa Foundations Learning Group. It has since become an independent entity and was separately launched in the three capitals of Kenya, Uganda and Tanzania over 2003/4.

Its mission is to nurture and enhance a culture of local philanthropy through the growth of a vibrant membership to improve the lives of the peoples of East Africa.

Its overriding objectives is to demonstrate and promote philanthropy in East Africa as an integral strategy for permanent wealth-creation for social development, as well as to engage effectively with governments, the private sector and civil society partners to influence policy and create an enabling environment for philanthropy. With the growing number of corporate foundations such as the EABL and Safaricom foundation, one can only hope that they will form linkages with other likeminded actors under the EAAG umbrella and together raise the standards of grant making in the region. This is bound to have a positive effect on the poverty alleviation agenda.

The writer is the Asset Development and Communication Manager.

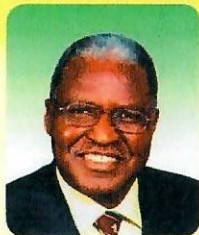
On its part, KCDF played the role of "surrogate mother" to EAAG which it "incubated" for sometime until it was able to establish a separate office towards the end of 2004.



Board Members and Trustees



Dr. Mohammed Abdallah- Chairman
KCDF Board and Trustee



Eng. Issac Wanjohi- Chairman KCDF
Trust



Janet Mawiyo- CEO KCDF & Secretary
to Trust



Aleke Dondo- Vice Chairman KCDF
Board Member and KCDF Trustee



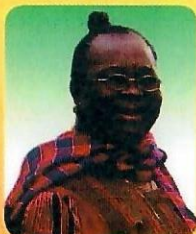
Arthur Namu- Board Member



P.S. Shah- Board Member



Charity Kabutha- Board Member



Elvina Mutua- Board Member



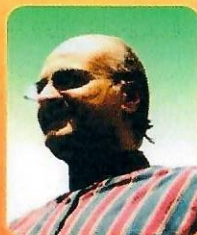
Kibuga (Kibby) Karithi- KCDF Trustee



Atia Yahya- Board Member and KCDF
Trustee



Vijoo Rattansi- KCDF Trustee

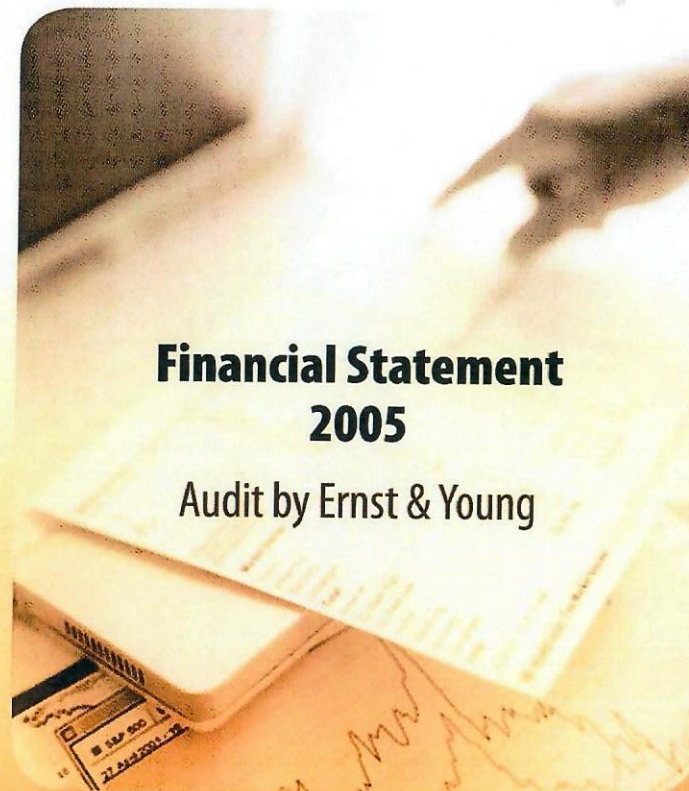


Rajesh Rawal- Board Member



Nuria S. Farah- Board Member

SECTION III



Financial Statement 2005

Audit by Ernst & Young

**KENYA COMMUNITY DEVELOPMENT FOUNDATION
BALANCE SHEET
AS AT 31 DECEMBER 2005**

	Note	2005 KShs	2004 KShs
ASSETS			
NON-CURRENT ASSETS			
Property and equipment	2	3,233,052	3,167,940
Endowment trust funds	3	91,643,018	53,300,470
		94,876,070	56,468,410
CURRENT ASSETS			
Prepayments and deposits		1,494,532	780,401
Sundry debtors		310,898	194,524
Grants receivable	4	2,693,329	1,348,012
Investment in unit trust	1 (d)	681,245	38,325,343
Deposits		27,128,616	-
Bank balances and cash		6,377,170	11,782,575
		38,685,790	52,430,855
TOTAL ASSETS		133,561,860	108,899,265w
FUND BALANCES AND LIABILITIES			
ACCUMULATED FUND			
	5	17,402,693	18,994,431
ENDOWMENT FUND			
		92,072,719	53,300,470
CURRENT LIABILITIES			
Creditors and accruals		1,942,070	1,799,410
Deferred grant income	6	14,225,755	18,810,314
Grants payable	7	7,918,623	15,994,640
		24,086,448	36,604,364
TOTAL FUND BALANCES AND LIABILITIES		133,561,860	108,899,265

The financial statements were approved by the Board of Directors on2006 and signed on its behalf by:-

.....)
)
) Directors
)

**KENYA COMMUNITY DEVELOPMENT FOUNDATION
INCOME AND EXPENDITURE ACCOUNT
YEAR ENDED 31 DECEMBER 2005**

	Note	2005 KShs	2004 KShs
INCOME			
Grant income	8	52,589,400	34,362,704
Other income	9	1,239,216	4,165,152
		53,828,616	38,527,856
EXPENDITURE			
Administrative expenses	10	27,147,330	13,854,378
Grants to partner organizations	11	20,047,628	12,715,748
Capacity building for grantees		5,050,913	4,036,952
Fund-raising and communication		3,174,483	6,557,362
		55,420,354	37,164,440
(Deficit)/Surplus for the year		(1,591,738)	1,363,416

**KENYA COMMUNITY DEVELOPMENT FOUNDATION
STATEMENT OF CHANGES IN FUND BALANCES
YEAR ENDED 31 DECEMBER 2005**

	Endowment Funds KShs	General Funds KShs	Total KShs
At 1 January 2004	9,835,026	18,448,110	28,283,136
Funds received	43,465,444	-	43,465,444
Surplus for the year	817,095	546,321	1,363,416
At 31 December 2004	53,300,470	18,994,431	72,294,901
At 1 January 2005	53,300,470	18,994,431	72,294,901
Funds received	38,772,249	-	38,772,249
Deficit for the year	-	(1,591,738)	(1,591,738)
At 31 December 2005	92,072,719	17,402,693	109,989,332

KENYA COMMUNITY DEVELOPMENT FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2005

(An extract)

1. SIGNIFICANT ACCOUNTING POLICIES

a) Basis of accounting

The financial statements of Kenya Community Development Foundation have been prepared in accordance with International Financial Reporting Standards (IFRS). The financial statements are prepared on the historical cost basis of accounting.

b) Revenue recognition

Grant income is recognised when the monetary value of the grant can be measured with sufficient reliability, there is reasonable assurance of receipt and conditions for receipt, if any, have been met.

Grant income is deferred where it has been received to fund specific future expenditure. Interest income is recognised on a timely proportion basis, taking into account the effective yield of the asset.

c) Property, equipment and depreciation

Property and equipment are stated at cost, less accumulated depreciation. Depreciation is calculated on the straight line basis, at annual rates estimated to write off carrying values of the assets over their expected useful lives. The annual depreciation rates in use are: Computer equipment 33.3%, Motor vehicles 25% and Furniture and equipment 12.5%

d) Investment in Unit Trust

These are funds invested in unit trusts with Old Mutual Asset Managers.

e) Endowment fund

Endowment funds comprise amounts set aside for permanent restricted community development activities. These are transferred to the KCDF Trust established for this purpose and invested in interest earning assets. The distribution of returns on investment is done based on the principal amount invested and is done after the endowment fund is audited.

f) Grants payable

Grants are received from donors for implementation of various programmes. The grants payable represents amounts not yet disbursed to implementing partners or reimbursed to donors.

g) General Fund

The general fund is an unrestricted fund which is available for use at the discretion of the Directors in furtherance of the general objectives of the company and which has not been designated for other purposes.

NB.

The full Notes and Accounts are available on the KCDF website - www.kcdfoundation.org

Recognition:

List of KCDF Grantees for 2005

- Arti Artists-Changamoto
- ASPECT Project – Early Childhood Development
- Bulanda Youth Group
- Drug Fighters & Counselling Young Generation
- Dudu Baya Youth Group
- Fast African Association of Grant Makers (EAAG)
- EDUMED Trust
- Embu Youth AIDS Advocates
- Evanson Njuguna - Changamoto
- Forum for Orphans - ECD
- Free Zone Moving Theatre - Changamoto
- Gatwanyaga CBO
- Grandsons of Abraham
- Itabua Maendeleo - CBO
- Julius Matiru - Changamoto
- Kanthanju - CBO
- Kenya Professional Women in Agriculture and Environment (KEPAWAE)
- Kenya Network of Women with AIDS (KENWA)
- Kenya Orphans Rural
- Kiamuringa Sub-location CBO
- Kibera Sports & Development Association
- KICOSHEP Stay Alive Self Help Group
- KISEP Youth
- Lake Region Development Programme
- Lirhembe Girls
- Lugulu High School - Scholarships
- Maasai Girls Education Fund
- MACUSOD Bursary
- Makutano Community Development Association
- MEDA - Bursaries
- MEDA – Early Childhood Development
- Mission for Community Initiative & Development
- Mukoma CBO
- Mumias Secondary
- Muungano Umma W.F – Early Childhood Development
- Ngolanya Community Aid Programme
- Ngoliba Development CBO
- Ngua Mlanbo Development Trust
- Omega Child Shelter – Early Childhood Development
- Pastoralist Integrated Support Programme.
- Patriotic Self Help Youth
- Rattansi Educational Trust
- Rehma Ta Allah Community Development Group
- Rescue Dada
- Students AIDS Intervention, Prevention and Education (SAIPE)
- Seth Musindi - Changamoto
- Shabab Youth Group
- St Stephen Nyamware
- St. Charles Centre
- Star Acrobat Group- Changamoto
- Star of Hope
- Starehe Girls - Scholarships
- Tala Girls Sec - Scholarships
- Tania Integrated
- Tears Group Kenya - Changamoto
- Undugu Youth Self Help Group
- Wajir Girls - Scholarships
- Womankind – Early Childhood Development
- Womankind - Scholarship
- Women concern – Early Childhood Development
- Youth Reform Self Help Youth

List of funding Partners

- The Ford Foundation
- Aga Khan Foundation
- Bernard van Leer Foundation
- Allavida
- NOVIB (Oxfam Netherlands)
- Plan Kenya

List of fund builders

- KCDF
- The Hope Trust Fund
- ACK Eldoret Christian Community Services
- Good Samaritan Children's Home
- South Inmenti Development Association (SIDA)
- Othaya Development Association (ODA)
- Starehe Girls' Centre
- Genesis Community Development Assistance
- Omega Child Shelter
- Kenya Professional Women in Agriculture and Environment (KEPAWAE)

Contributors to KCDF Endowment in 2005/2006

Atia Yahya
 Charity Kabutha
 Aleke Dondo
 Prof. Mohammed Abdullah
 Nuria Farah
 Janet Mawiyoo
 Elchi Nowrojee (US Office)
 Rajesh Rawal
 Arthur Namu
 Vijoo Rattansi
 P. S. Shah
 Mr. Paul Ndungu
 Dr. Kionga Kamau
 Changawa
 Ms. Victoria Nyokabi
 Ms. Jackline Wanyoike

Ms. Catherine Agala
 Ms. Caroline Njeri
 Mr. Gerald Mutiso
 Ms. Elizabeth J. Ruto
 Ms. Jackline A. Radido
 Mukuriah
 Ms. Grace M. Kimemia
 Mr. Samuel O. Mogeke
 Mr. Edwin Odanga
 Ms. Sheila Gichuhi
 S.J. Njoroge
 D. M. Mereka
 Ann Kimani & Co.
 Arthur Igeria
 Anthony Macharia
 J. K. Koskei & Associates

List of staff members

Janet Mawiyoo Chief Executive Officer
Felix Mutua Programme Development and Grantmaking Manager
Doris Murimi Finance and Investment Manager
Anthony Mugo Asset Development and Communication Manager
Catherine Kiganjo Programme Officer, Institutional Development and Governance
Gladys Miriti Programme Officer, Early Childhood Development
Redempta Njeru Finance Assistant
Eunice Kagiri Programme Officer, Arts and Culture
Jemimah Owande Programme Officer, Plan Kenya Project
Oliver Konya Logistics Assistant
Lucy Methu Administration Assistant
Caesar Ngule Intern (Young Development Professional)