



**Strategic  
Plan 2024-2028**  
Sustainable Impact for Flourishing Futures





# Strategic Plan 2024-2028

Sustainable Impact for Flourishing Futures

# WHO WE ARE

Vision  
Mission  
Values &  
Philosophy

## Vision

Flourishing and Resilient Communities

## Values

- Equity
- Respect
- Integrity
- Collaboration
- Innovation

## Mission

To Promote Social Justice and the Sustainable Development of Communities

## Theory of Change

A foundational belief for KCDF, is born from the fact that enduring change is only possible when communities are able to take charge and find their own solutions for development. This begins with the recognition of all resources in their midst, leverage on the resources from different actors and maximize on a community philanthropy approach to promote long-term development results.

## Philosophy



Shifting of the power



Flourish



Resilience



Working together

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# Executive Summary

**KCDF presents its 2024-2028 Strategic Plan, "Sustainable Impact for Flourishing Futures," outlining a comprehensive roadmap for promoting community-driven development across Kenya. Building on KCDF's 27-year legacy, the organisation aims to tackle persistent socio-economic and environmental challenges through innovative, adaptive, and community-led approaches.**

This strategic plan emerges against Kenya's complex socio-political and economic shifts. The COVID-19 pandemic, ongoing climate change impacts, technological advancements, and geopolitical dynamics have reshaped the development landscape, underlining the need for flexible, community-centred solutions. These challenges have reaffirmed the importance of shifting power to communities, enabling them to lead.

KCDF's strategy for the 2024-2028 period is anchored on three core focus areas designed to catalyse transformative change: Community-led development, Community philanthropy, and Enabling environment.

Under Community-led Development, we focus on strengthening local organisations to spearhead sustainable development efforts. KCDF aims to address systemic power imbalances and champion social justice through capacity strengthening, participatory grant making, and institutional strengthening.

The second focus area, entrenching Community Philanthropy, centres on promoting local resource mobilisation to cultivate a culture of giving within communities. The aim is to reduce reliance on external aid and bolster the sustainability of community projects through interventions such as local resource mobilisation, matching grants and positioning KCDF as a thought leader in philanthropy.

Under the Enabling Environment focus area, KCDF seeks to advocate for a conducive policy environment that supports community-led development. This will involve enhancing advocacy efforts, building strong partnerships, and promoting active civic engagement.

To achieve this ambitious goal, KCDF will diversify its funding sources, tapping into bilateral grants, private sector partnerships, foundations, and individual funding partners. A key focus will be increasing unrestricted funding to allow greater flexibility in addressing emerging challenges and opportunities. Additionally, KCDF aims to build its endowment fund to secure long-term financial sustainability.

The KCDF 2024-2028 strategic plan underscores KCDF's commitment to empowering Kenyan communities by shifting power dynamics and promoting sustainable, community-led development. By focusing on capacity strengthening, fostering local philanthropy, and advocating for a conducive policy environment, KCDF aims to create a lasting impact, ensuring flourishing and resilient communities by 2028.

Mommas on Fire, a womens' community group from Kwale County, during one of their meetings.



# 1 Background and Introduction

## 1.1 Who We Are

The Kenya Community Development Foundation (KCDF) is a public charitable foundation founded in 1997 that supports sustainable community-driven development in Kenya. KCDF supports communities and duty-bearers to sustainably organise and address systemic barriers that perpetuate power imbalances, social injustice, and poverty, hindering sustainable development. KCDF believes lasting change is possible when communities initiate and drive their development agenda.

KCDF enhances community growth and sustainability through capacity development, community philanthropy, and local giving. We invest significant resources to build, strengthen, and sustain the core capacities of KCDF's communities by developing thoughtful, long-term collaborations with other actors including governments, non-profit organisations, the private sector, and individuals to advance social justice.

## KCDF's Values

KCDF's work is guided by core values that inform every aspect of KCDF's operations, from programme design and implementation to partnerships and resource mobilisation. These include:



**Equity:** We promote equal economic, political, and social rights and opportunities.

**Respect:** We believe that the rights and dignity of every human being are to be upheld, irrespective of their social standing or any other circumstance.

**Integrity:** We are committed to transparency, accountability, and efficiency in all KCDF's dealings with others.

**Collaboration:** We believe in collaborating with other partners and collaborators in a dedicated manner towards achieving shared targets and goals.

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

*As we embark on this new strategic period, these principles and values will continue to be the cornerstone of KCDF's approach, ensuring that we remain true to KCDF's mission and responsive to the needs of the communities we serve.*

# KCDF's Philosophy

KCDF's work is guided by four key philosophies:



## Working Together

We believe sustainable change is possible when communities are at the centre of their development and in charge of finding solutions. This is achieved by recognising and harnessing both financial and non-financial resources in their midst, leveraging resources from other actors, and holding duty-bearers accountable for sustainable community development. We see communities as the drivers of change, not passive recipients.



## Resilient Communities

We believe that communities will attain an improved quality of life through recognising and investing their resources. We believe that communities thrive where there is social justice and systems that support their prosperity.



## Flourishing Communities

We believe that communities can mitigate, adapt to, and recover from shocks and stresses in a manner that reduces vulnerability. KCDF works in partnership with communities to complement their efforts.



## Shifting of the power

We promote sustainable development; diverse and multiple actors need to collaborate to address the challenges communities face. These include individuals, civil society at the local, national, and global levels, governments (county and national), the private sector, and media, amongst others.

## 1.2 KCDF's Approach

KCDF works through the following key approaches:

1. **Community engagement and organising:** Working through organised community groups and associations as vehicles to scale up desired changes.
2. **Community philanthropy:** Encouraging the growth of community giving and shifting mindsets from dependency to independence for ownership and sustainability.
3. **Organisational strengthening:** Investing in the capacity strengthening of community organisations to scale up and sustain transformative change.
4. **Partnerships and networking:** Fostering collaborative partnerships with like-minded organisations to address complex development challenges jointly.
5. **Advocacy and policy influencing:** Supporting communities to influence decision-making and policies for positive systemic change and quality service delivery.
6. **Endowments and asset development:** Building long-term assets and endowments that generate resources for the sustainability of community development initiatives.

These approaches reflect KCDF's commitment to community-led development, entrenching community philanthropy, strategic partnerships, and influencing the enabling environment to promote sustainable change.

## 1.3 KCDF's Bold Ambition for the 2024-2028 Period

In the 2024-2028 Strategic Plan, we aim to sustain impact for sustainable futures by catalysing transformative change in Kenyan communities by promoting social justice and sustainable development. KCDF's approach recognises the government as a key power holder while emphasising community-led initiatives. We will employ adaptive programming to address complex, interconnected challenges across three focus areas: Community-Led Development, Community Philanthropy, and Enabling Environment. By 2028, we envision empowered communities actively shaping their development agendas, increased local resource mobilisation, and a more supportive policy environment for civil society. KCDF's goal is to directly impact at least 100 community organisations, significantly improving their capacity to drive lasting change.

For us to achieve these ambitions, KCDF is cognizant of the risks and opportunities that exist. Below are five critical areas that require strategic management for the successful implementation of this strategy:

1. **Economic volatility:** Potential fluctuations could impact funding and sustainability. KCDF plans to diversify funding, build reserves, and develop adaptive programming.
2. **Technological advancements:** Rapid changes may affect efficiency. The strategy includes ongoing digital capacity strengthening and flexible technology adoption.
3. **Policy and regulatory changes:** Shifts in policies could impact operations. KCDF aims to enhance policy monitoring and strengthen government relationships.
4. **Community engagement dynamics:** Evolving needs will require programme adaptations. KCDF will use participatory approaches and regular community feedback.
5. **Environmental and climate considerations:** Climate factors may affect outcomes. This plan integrates climate resilience strategies and community-based environmental initiatives.

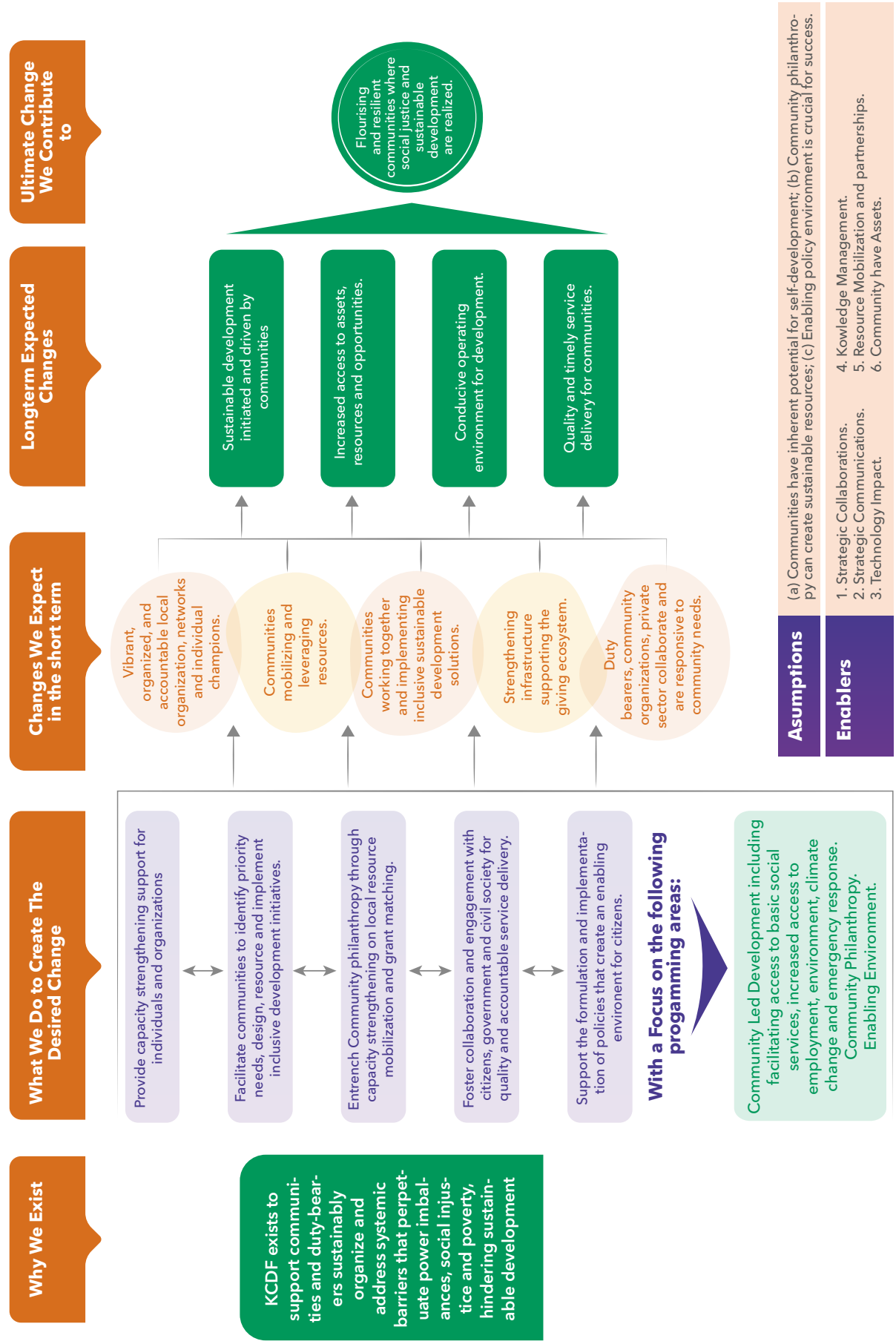
By addressing these areas, KCDF aims to boost resilience and adaptability, turning challenges into opportunities for innovation and growth.

**IF** KCDF strengthens its institutional capacity through increased and efficient resourcing, strengthens strategic partnerships and technology adaptation, builds the capacities of KCDF's partners so that they can access funding, implement empowerment models that shift power dynamics, enhances their local resource mobilisation skills and philanthropy networks, and engages in effective policy advocacy through partnerships and protective measures,

**THEN**, this will lead to effective development and implementation of empowerment models, increased local resource mobilisation, enhanced local giving, better civic engagement, and more effective governance accountability. These outcomes will drive progress in KCDF's three focus areas: Community-Led Development, Community Philanthropy, and Enabling Environment.

**ULTIMATELY**, this will contribute to flourishing and resilient communities where social justice and sustainable development are realised. Through this theory of change, KCDF acts as a catalyst, empowering communities to overcome systemic barriers and take charge of their development processes, fostering sustainable and equitable growth across Kenya.

# 1.4 KCDF's Theory of Change



<b>Assumptions</b>	(a) Communities have inherent potential for self-development; (b) Community philanthropy can create sustainable resources; (c) Enabling policy environment is crucial for success.
<b>Enablers</b>	<ol style="list-style-type: none"> <li>1. Strategic Collaborations.</li> <li>2. Strategic Communications.</li> <li>3. Technology Impact.</li> <li>4. Knowledge Management.</li> <li>5. Resource Mobilization and partnerships.</li> <li>6. Community have Assets.</li> </ol>



A team from Genesis Community Development Assistance from Machakos County, displaying some of the produce from their community-owned juice processing plant.

# 2 KCDF's Strategic Direction

## 2.1 Programming Approach and Prioritized Strategic Focus Areas

KCDF's programming approach is rooted in adaptive, innovative, and problem-based strategies to address community development challenges complex and interconnected nature of community development challenges. . This approach involves:

1. **Continuous context analysis and adaptation:** Regularly assessing the effectiveness of interventions and adjusting strategies based on emerging challenges and opportunities.
2. **Promoting innovative solutions:** Encouraging communities and partners to develop creative, locally driven solutions to development challenges.
3. **Addressing root causes:** KCDF's interventions tackle underlying systemic issues rather than just symptoms.
4. **Flexible programme design:** Integrating adaptability into KCDF's programs, enabling strategic adjustments to meet the evolving needs of the communities and shifting power for sustainable community interventions.
5. **Emphasis on learning:** Prioritising continuous learning, documenting insights, and incorporating lessons into future programming.
6. **Government engagement:** Actively engaging with government entities at all levels, recognising their role as key power holders and decision-makers.
7. **Social justice lens:** Integrating social justice principles across all interventions, addressing systemic inequalities and promoting equitable development.
8. **Shifting Power:** Facilitating impactful and sustainable Community-level actions while prioritising local resources, ownership, and voices, and ensuring external funding supports and enhances rather than replaces community capacities and structures.

## 2.2 KCDF's Approach to Partnership and Collaboration

Achieving KCDF's strategic objectives requires strong partnerships and collaborations with diverse organisations and individuals at the community level. KCDF plans to continue engaging with many partners to build a solid alliance of communities of practice that increase the catalytic effect of sustainable and equitable change in communities. Principles of co-creation, capacity strengthening, and strategic alliances guide KCDF's partnership approach. The key elements of KCDF's partnership and collaboration approach include:

1. Co-creating interventions with community organisations and partners to ensure local ownership and relevance.
2. Investing in capacity strengthening of partners to enhance their ability to drive sustainable change.
3. Implementing a layered approach to support partners at various stages of development, enabling them to grow and become more independent over time.
4. Forging strategic alliances with like-minded organisations, networks, and platforms to amplify impact and influence.
5. KCDF will continuously explore opportunities within and globally to foster value-aligned partnerships and initiatives focusing on sustainable development and social justice.

KCDF will regularly review and optimise partnerships to balance the number of partners, grant sizes, and partnership periods. This will involve assessing partner performance, strategic alignment, and capacity to inform partnership decisions. KCDF's engagement with partners will be responsive to their organisational development needs and community priorities. KCDF will continue working with formal and informal community partners, including individual champions.

## 2.3 Strategic Objectives and Interventions

KCDF's interventions within the innovative, adaptive and community context-based programming approach are organised along three focus areas, each with specific objectives aligned with KCDF's theory of change. KCDF's strategies are both cross-cutting and specific to interventions. Below are each focus area's goals, objectives, implementation strategies, and expected outcomes.

### Community-Led Development

KCDF recognises that sustainable development is most effective when communities lead their own transformation. This focus area focuses on strengthening the capacity of local organisations to design and implement inclusive, adaptive, and impactful initiatives that address systemic inequalities and promote social justice.

Through participatory grant-making, tailored capacity strengthening, and strategic mentorship, KCDF supports communities to take ownership of their development agendas. This approach fosters resilience, enhances civic agency, and enables communities to advocate for their rights and access essential services.

A key emphasis is placed on basic social services, including education, healthcare, water, sanitation, housing, and social protection, as critical foundations for human dignity and equity. KCDF works to ensure that all individuals, regardless of background or circumstance, have access to these services and participate meaningfully in shaping their futures.

#### Objective

To strengthen the capacity of local organisations to design and implement community-driven initiatives that address power imbalances and promote social justice.

#### Outcomes

1. Increased number of effective, well-governed community partners.
2. Improved ability of community organisations to secure and manage resources.
3. Enhanced community ownership of development processes and outcomes.

#### Funding Community-Led Initiatives

1. Identify, co-create, and implement participatory grant-making actions, including grant matching.
2. Innovate community-led development actions for , and support communities to pilot their interventions for greater scalability.
3. Provide layered integrated grants for community-led development actions.

#### Implementing Priority Community-Led Initiatives

1. Support community-led needs assessments and



**100**  
Community partners

**90%** in the intended community participation rate is realized

Over **70%** of partners implement within budget and time

**70%** of community partners showing at least 30% improvement in POCA scores

priority setting.

2. Provide technical implementation support to community partners as they implement their priority initiatives.
3. Facilitate learning and exchange for enhanced adaptable programming by community partners.
4. Support the development and implementation of advocacy strategies and actions.

#### Strengthening Community Organizations

1. Conduct pre-capacity strengthening assessments to continuously inform capacity-strengthening actions. This includes facilitating partner organisations to conduct their own organisational capacity assessments and development of improvement plans.
2. Provide tailor-made and targeted capacity-strengthening support to community partners. Enhance KCDF's online platforms to deliver blended learning opportunities to community partners and individual champions, especially in youth programming.
3. Provide grants for capacity strengthening.

## Entrenching Community Philanthropy

KCDF promotes a culture of giving and local resource mobilisation, recognising that sustainable development is rooted in community ownership. This focus area seeks to strengthen the capacity of communities to mobilise resources, foster local giving, and build resilient philanthropy ecosystems.

By supporting innovative fundraising models, facilitating matching grants, and nurturing strategic partnerships, KCDF enables communities to invest in their own futures. This approach enhances financial sustainability and reinforces the principle that every contribution, financial or otherwise, can catalyse meaningful change.

KCDF also prioritises the strengthening of the philanthropy ecosystem by facilitating knowledge exchange, promoting policy frameworks that support local giving, and engaging with national and global networks. Through thought leadership, strategic convening, and documentation of best practices, KCDF contributes to shaping a more inclusive and enabling environment for community philanthropy to thrive.



# 21

Communities with functional local philanthropy mechanisms



# 70 million

raised by KCDF supported partners

At least

# 10%



of the **partners'** operational **budget** is funded through local contribution

# 75

CSOs raising resources locally



### Objective

To enhance community capacity to mobilise and leverage diverse resources for sustainable development and social justice initiatives.

### Outcomes

1. Increased local resource mobilisation for community initiatives.
2. Innovative resource mobilisation models replicated across communities.
3. Greater community ownership and sustainability of development projects
4. Grow the philanthropy ecosystem.

### Building Capacity for Local Resource Mobilization

1. Refine training modules to be fit for the purpose of local resource mobilisation (LFR). Facilitate regular training mentorship and coaching sessions for community organisations.
2. Facilitate peer learning and visits among community partners.
3. Document and disseminate success stories and innovative community resource mobilisation models for replicability.
4. Design, launch and support community partner fundraising actions for their innovative programmes.
5. Leverage matching funds from private sector and other funding partners to catalyse local fundraising actions.
6. Support partners to develop and implement funding partner nurturing strategies.

### Provide thought leadership on shifting power and philanthropy

1. Develop thought leadership and knowledge products on philanthropy, highlighting connections to community-led development and an enabling environment.
2. Organise, engage and participate in national and international networks touching on Community Led Development, philanthropy, and enabling environment to learn, share and disseminate available publications.

### Develop innovative models for community resilience

1. Pilot and document philanthropy innovations in select counties with a focus on community foundation building, endowment fund building, asset building and other income diversification strategies.

## Enabling Environment

KCDF understands that community-led development thrives in a supportive policy and governance framework. This focus area aims to strengthen civic space, promote inclusive governance, and advocate for policies that uphold social justice and community agency.

KCDF works with government institutions, civil society organisations, the private sector, and communities to influence policy, enhance civic engagement, and ensure that community voices are central in decision-making processes. This includes supporting advocacy efforts, facilitating multi-stakeholder dialogues, and promoting accountability in public service delivery.

By addressing structural barriers and fostering inclusive systems, KCDF contributes to a development landscape where communities are empowered, rights are protected, and governance is responsive to the needs of all citizens.

### Objective

To enhance the capacity of organizations for effective advocacy and policy influence, promoting an environment conducive to community-led development and social justice.



At least

**36**

**policies/guidelines**  
at National & County  
level

**1,000**

issues that **communities**  
engage duty bearers on  
in **decision-making**  
processes



**70%**

of community  
organizations supported  
**improved advocacy**  
**capacity**



**100**

**programs, policies, laws or**  
**guidelines** reviewed, amended,  
or implemented

### Outcomes

1. Improved policy environment for community-led development
2. Increased community participation in decision-making processes
3. Stronger CSO sector with enhanced advocacy capabilities
4. More responsive and accountable governance at local and national levels

### Enhance organisation's capabilities for advocacy and policy influence

1. Provide training and technical support on policy analysis and advocacy techniques.
2. Facilitate linkages and collaborations between community organisations and policymakers for meaningful citizen participation in development at County and National levels.
3. Develop toolkits for community-led advocacy and policy-influencing actioning and monitoring.

### Enhance partnerships for citizen-led development

1. Create, strengthen, and facilitate platforms for regular engagement between communities, duty-bearers and the private sector.
2. Organise multi-stakeholder dialogues on key development issues at County and national levels.

### Advocate for policies to safeguard CSOs' operating space

1. Engage in policy research, analysis and disseminate findings for action taking and thought leadership.
2. Fund and facilitate policy formulation and operationalization processes.
3. Mobilise CSO coalitions for collective advocacy and policy-influencing actions.
4. As a last result, fund strategic litigation to protect civic space.
5. Engage with Community, National and international bodies to uphold human rights.

### Grant support for community-level engagement with duty-bearers

1. Support community partners to develop and implement evidence-based advocacy and policy-influencing strategies that work for communities, i.e. development and execution of community-level charters and social contracts, participatory budgeting, and planning processes.
2. Facilitate community partners to participate in forums with local and national government representatives for advocacy and policy influencing.
3. Develop mechanisms for community feedback on public service delivery.

## Cross-Cutting Strategies

The following strategies will be integrated across all focus areas to enhance the effectiveness of KCDF's adaptive programming approach:

1. **Technology Integration:** Leverage digital tools and platforms to enhance programme delivery, monitoring, and community engagement.
2. **Knowledge Management:** Develop robust systems for capturing, sharing, and applying learnings across programmes and partners.
3. **Gender Equity, Diversity, and Inclusion:** Ensure gender equity, diversity and inclusion are integrated into all aspects of community mapping and partnership identification, programme design, implementation, and evaluation.
4. **Youth Empowerment:** Prioritize youth engagement and leadership development across all interventions.
5. **Environmental Sustainability and Climate Resilience:** Incorporate environmental conservation, climate adaptation and mitigation strategies in community development initiatives.
6. **Value for Money Analysis and Application:** Assessing efficiency, effectiveness, and impact of strategies to optimize resource utilization.
7. **Risk monitoring, mitigation & management:** Identify, assess, and address risks to ensure successful strategy implementation and outcomes.
8. **Conflict Sensitivity:** Apply conflict-sensitive approaches in all programming, particularly in areas with inter-community tensions.
9. **Adaptive Measurement:** Develop robust monitoring and evaluation systems that can capture both intended and unintended outcomes of KCDF's interventions.

## 2.4 Institutional Effectiveness and Capacity

To effectively deliver on KCDF's strategic objectives and drive transformative change in communities, KCDF must strengthen its organisational capacity and effectiveness. This chapter outlines KCDF's approach to enhancing KCDF's institutional capabilities, ensuring it meets the evolving needs of the communities it serves. KCDF will focus on five key areas: aligning systems and processes, securing talented human resources, leveraging technology, enhancing communication and thought leadership, and forging strategic partnerships. By strengthening these core pillars, KCDF aims to build a more resilient, adaptive, and impactful organisation capable of catalysing sustainable community-led development across Kenya. KCDF's commitment to institutional effectiveness underpins KCDF's strategy, enabling us to maximise KCDF's impact and fulfil KCDF's mission.

## Aligning Systems, Processes, and Tools

KCDF endeavours to align systems, processes and tools by:

1. Reviewing and adapting KCDF's partnership approaches, considering the capacity that the partners have.
2. Streamlining KCDF's grant-making processes to ensure efficiency, transparency, and responsiveness to community needs.
3. Enhancing KCDF's financial management systems to support effective resource allocation, tracking, and reporting.
4. Strengthening KCDF's monitoring, evaluation, and learning (MEL) systems to generate real-time data and insights for adaptive management and decision-making.
5. Enhancing KCDF's systems and processes by ensuring the process is aligned and optimised and the systems are integrated to ensure a more comprehensive approach to KCDF's interventions.

## Attracting and retaining talented Human Resource Personnel

KCDF will attract and retain talented personnel through:

1. Exploring proactive approaches to talent management that will empower KCDF's staff to meet evolving demands with confidence, fostering a future-ready workforce aligned with the new strategic plan and committed to delivering impactful, sustainable results.
2. Investing in staff capacity strengthening and professional development to enhance technical expertise, leadership skills, and adaptability.
3. Fostering a culture of innovation, collaboration, and continuous learning within the organisation.
4. Implementing competitive compensation, incentives, and retention strategies to attract and retain top talent.

## Leveraging technology for efficiency, effectiveness and impact

KCDF shall leverage technology to enhance programme delivery, monitoring, and learning. This will include investing in mobile data collection tools, remote monitoring systems, and online learning platforms to support KCDF's partners and beneficiaries.

KCDF will enhance technological efficiency, effectiveness, and impact by:

1. Investing in technology infrastructure and tools to enhance institutional effectiveness and efficiency.
2. Leveraging digital platforms to facilitate learning, knowledge sharing, and collaboration among partners and stakeholders.
3. Exploring the use of innovative technologies such as fintech, crowdfunding, and blockchain to unlock new opportunities for resource mobilisation and community empowerment.

## Strategic Positioning and Communication

### Strategic Positioning

Strategic positioning is critical for KCDF as it seeks to enhance its influence and effectiveness in community development in Kenya and beyond. KCDF will leverage key strategic themes to establish a strong position within the development landscape by:

1. Strengthening KCDF's role as a collaborative partner in regional and global networks by participating in key networks to share best practices and learn from other organisations. Additionally, KCDF shall enhance collaborative project implementation and create platforms for knowledge exchange and mentorship among stakeholders.
2. Establishing KCDF as a thought leader in community development within East Africa by identifying and engaging regional strategic partners to co-implement programmes and initiatives. Additionally, KCDF will be positioned as a key influencer in policy discussions and development practices at the regional level.

KCDF will strategically position itself at various levels to advance community-led development as follows:

1. At the community level, the focus is to foster ownership and sustainability, with the ambition of having communities take leadership and contribute to their development. The role is facilitation, with strategies including capacity development, linkages with relevant actors, grant-making, and innovative programming, involving community partners and grantees.
2. At the county level, the goal is to ensure counties invest in community priorities, with communities holding governments accountable. Facilitation through resourcing, capacity strengthening, and knowledge management is key, with think tanks and learning institutions as stakeholders.
3. Nationally, the aim is to create an enabling environment through progressive laws and increased local giving, with roles in facilitation, strategic implementation, and advocacy alongside stakeholders such as think tanks, CSOs, national government, and corporate sectors.
4. Regionally and globally, the focus is to advocate for balanced power relations and effective community development, with thought leadership, facilitation, and partnerships playing central roles involving international and regional organisations.

### Strategic Communication

KCDF recognises that strategic communication is a critical component that underpins the organisation's overall strategy and operational effectiveness. KCDF will adopt a proactive, audience-focused, and aligned approach to strategic communication that is aligned with its organisational goals. This approach, anchored

on a comprehensive communications strategy, will enable KCDF to effectively engage with a diverse range of stakeholders, including community members, donor funding partners, government entities, and partner organisations.

KCDF's key focus will be:

1. Knowledge Management.
2. Generation, Use and Dissemination of KCDF's learnings.
3. Communicating KCDF's impact to diverse stakeholders.
4. Strategic partnerships to enhance KCDF's influencing efforts.

KCDF's communication strategy will serve as a guiding framework, articulating core messaging, strengthening stakeholder engagement, and highlighting the organisation's impact on community development. KCDF aims to build trust, enhance its reputation, and mobilise essential resources for its programmes by ensuring clear and consistent communication.

Further, strategic communication will closely interface with knowledge management to create a cohesive framework that enhances organisational learning and stakeholder engagement by systematically capturing, organising, and disseminating knowledge generated from various programmes and initiatives by KCDF.

### Forging and sustaining strategic partnerships and advocacy

KCDF shall forge sustainable strategic partnerships and advocacy through:

1. Identifying and cultivating strategic partnerships with like-minded organisations, networks, and platforms at the national, regional, and international levels.
2. Actively participate in relevant coalitions, alliances, and working groups to advance KCDF's strategic objectives and influence policy and practice.
3. Advocating for an enabling environment for community-led development, including progressive policies, legislation, and funding mechanisms.
4. Engaging in strategic dialogues with government, private sector, and civil society actors to promote multi-stakeholder collaboration and co-creation.
5. Leveraging KCDF's partnerships and networks to mobilise resources, expertise, and support for community-led development initiatives.

A staff member of the Emali Dedicated Childrens' Agency in one of their community water projects in Makueni County.



# 3 Organisational Governance and Management

Right from the founding of KCDF, sustainability has been one of its core principles. KCDF's programming, resource development and organisational structure have paid attention to this detail. As KCDF enters its next strategic phase, it is crucial to establish a structure that reflects KCDF's growth, supports strategic objectives, and enables efficient and effective operations. The proposed structure aims to consolidate resource development efforts, strengthen programme implementation, and enhance overall organisational performance while maintaining the core principles of community-led development and community philanthropy.

## 3.1 The Delivery Structure

The organisation will be supported through a flat organogram to reduce bureaucracy, facilitate faster decision-making turnarounds, and maintain a lean structure. The existing roles will be analysed based on the demands of implementing the strategic plan. The organogram will respect the generic expectations of the efficient span of control and functional and logical location of responsibilities. Staff will be aligned with the structure and capacity of the staff built to align with the demands of implementing the strategic plan. Figure 3 below displays the proposed functional delivery structure of the organisation.



# Functional Delivery Structure

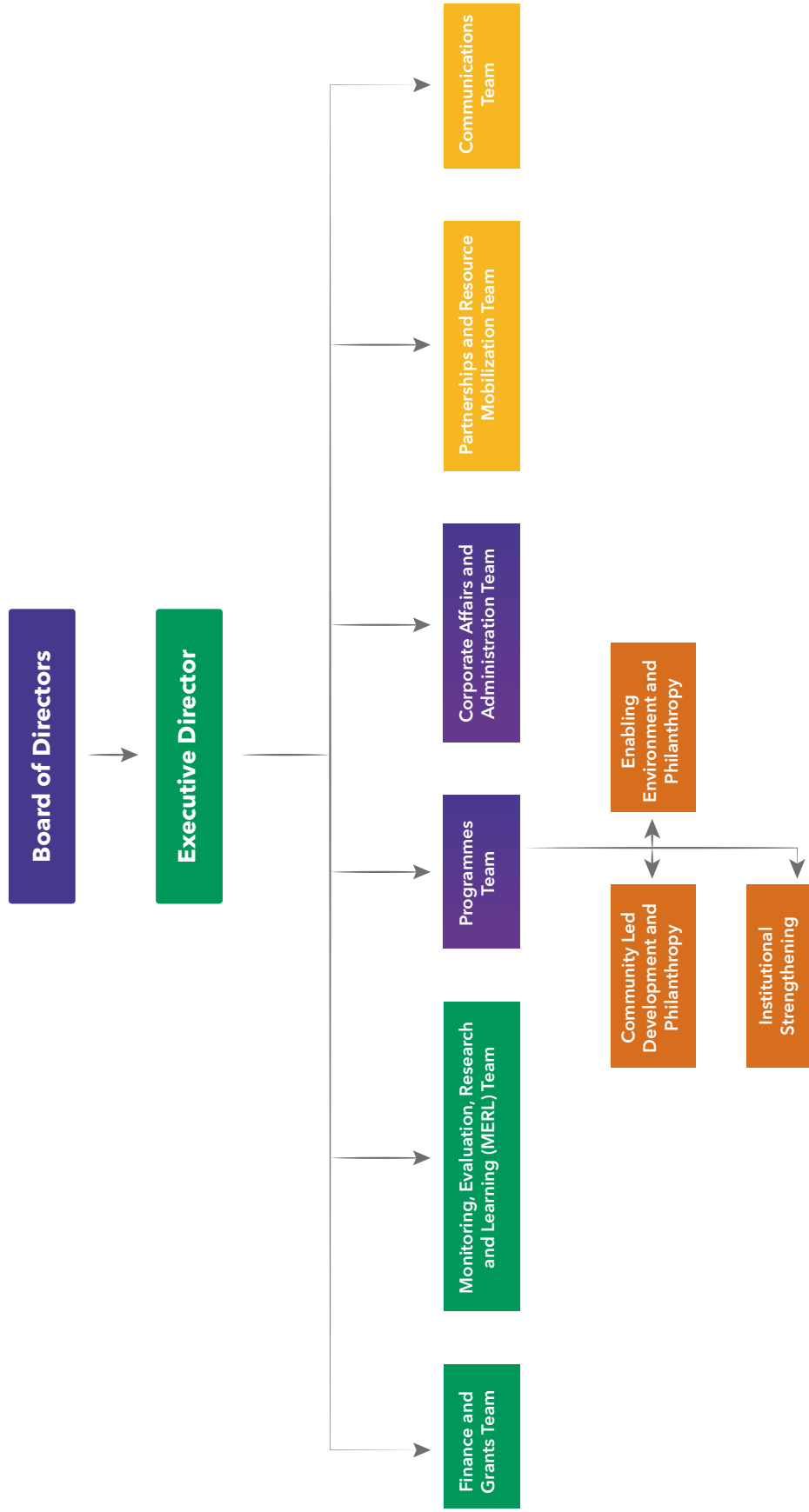


Fig. 3: Functional Delivery Structure



2024-2028

**Sustainable Impact**

**for Flourishing Futures**





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