



**CAROLINA for
KIBERA**

Carolina for Kibera Strategic Plan 2017-2020

Carolina for Kibera (CFK) was established in 2001 to pioneer a new model of participatory development by connecting the major research university of University of North Carolina at Chapel Hill (UNC) to one of the world’s largest informal settlements – Kibera, in Nairobi, Kenya. CFK exists to serve residents of Kibera through a productive, collaborative relationship between CFK staff and volunteers and the University of North Carolina at Chapel Hill. This strategic plan represents the ongoing evolution of CFK and is thus meant to be a “living document” to which CFK staff and board members refer regularly and make revisions as needed.

MISSION

CFK fights abject poverty by developing local leaders, catalyzing social and economic progress, and promoting peace. The organization combines service with research in support of Kibera and creates knowledge that can assist other informal settlements globally.

VISION

CFK’s approach to participatory development is rooted in the conviction that sustainable impact and solutions to poverty are only possible when the community that is most affected by it are the real change-makers. We envision a Kibera where every person, regardless of ethnic or economic background, has a voice and an opportunity to realize their full potential, and a world where other organizations, governments, and universities can learn from the example we set and the knowledge we generate.

STRATEGIC GOALS AND GUIDING PRINCIPLES

With a youth focus and a commitment to improving health, social, and economic conditions for all Kiberans, the strategic goals of Carolina for Kibera are as follows:

Leadership Development

To fight abject poverty and systemic violence in Kibera through innovative, locally-led, and dynamic youth leadership programs.

Health

To provide access to high quality and affordable healthcare services in Kibera. To design new public health interventions that generate new knowledge from a platform designed in partnership with the Centers for Disease Control and Prevention (CDC).

Research

To build linkages, create knowledge, and share effective, contextualized practices between Kibera and other informal settlements globally.

Underpinning these strategic goals are guiding principles that help us to articulate and execute our work in specific ways that are consistent with our values as an organization. These include:

- **Participatory development:** solutions to poverty are only possible if those most closely affected by it have agency and are engaged in decision making and driving change
- **Cooperation and respect:** prosperity and progress depend on tolerance, understanding, and cooperation among us and our mutual respect for our religions, cultures, languages, and beliefs
- **Capacity building:** through sharing resources, skills, ideas, and innovations, we learn and grow
- **Sustainable development:** our programs and approaches must embody a long term, sustainable change model
- **Investment in youth:** we focus on youth as the community leaders of tomorrow and believe they are a critical component of sustainable change
- **Rights-based approach:** underpinning our organization is a fundamental commitment to upholding and promoting human rights, reproductive rights, the right to personal safety and security, and the right to educational and economic opportunity
- **Holistic model of change:** our programs and services take a life-course perspective and are designed around essential touch points for a healthy person and community: health, education, social, economic, and peace
- **Evidence-based programming and services delivery:** we engage in responsible research to inform the most effective means of service and program development with a commitment to monitoring and evaluation for quality, continuous feedback, and improvement.

In order to achieve these strategic goals and the specific program objectives detailed below, we have carefully defined the key behaviors that will guide our decision making and execution:

- **Performance:** we strive to be results-oriented in everything we do

- **Efficiency:** we execute at speed and use financial and material resources in the most efficient ways possible
- **Pride:** we build and promote the image of CFK as role models and ambassadors
- **Service:** we put service first with the aim “to delight and serve brilliantly”
- **Sustainability:** we build programs and increase scale with the goal of sustainable development
- **Shared Success:** we recognize and celebrate the success of our colleagues, clients, and partners

OUR UNIQUE MODEL OF COLLABORATION

CFK was founded in 2001 by Rye Barcott, Salim Mohamed, and the late Tabitha Festo, all of whom envisioned a model of transformative change and development driven by community participation. As such, CFK is based in Kibera and is a registered Kenyan non-governmental organization (NGO). In addition, CFK is registered as a 501(c)3 non-profit organization in the United States and is based at the University of North Carolina at Chapel Hill (UNC) as a major affiliated entity. We have both Kenya- and U.S.-based Boards of Directors that operate jointly.

CFK’s Executive Director is based in Kenya. The locus of budgetary and operational decision-making, in addition to program and service delivery, is in Kibera. The U.S. office plays a critical role in partnership with the Kenya office to raise awareness, raise funds, build partnerships and capacity, and bring the academic expertise and resources of the University to the benefit of CFK’s operations.

CFK’S Deputy Director heads up the U.S. Office, works in close partnership with the Executive Director, and reports to the joint Boards of Directors. The Deputy Director oversees and advises on CFK’s strategy, organizational development, and all high-level proposal development and donor-related initiatives.

CORE PROGRAM STRUCTURE

CFK’s core programs and services are aligned under three main departments. Although these programs and services are distinct for budget and operational purposes, there is a high level of integration and coordination among them. Each program is designed to address a specific need that was identified in the community. New programs can be initiated based on community needs and/or new opportunities that arise from CFK’s unique partnerships with research organizations, most notably UNC and the U.S. Centers for Disease Control and Prevention (CDC).

Social Services Department

- Sports for Peace and Development
- Binti Pamoja
- Angaza

Health Department

- Tabitha Clinic
- Community Health Outreach
 - Sexual and Reproductive Health
 - Nutrition Center

Economic and Entrepreneurial Development

- Information & Communication Technology Training
- Kiva Micro Loan Program
- Financial Literacy
- Work Readiness Program

In addition, other critical and cross-cutting administrative and operational functions of CFK's organizational structure include monitoring and evaluation, communications, finance, and development.

2017-2020 GOALS AND OBJECTIVES FOR CFK CORE PROGRAMS

SPORTS FOR PEACE AND DEVELOPMENT

Because sports teaches youth teamwork, and teamwork builds peace.

CFK's flagship program was the Youth Sports Association, which initially brought adolescent boys from different ethnic backgrounds together on soccer teams to promote sport, youth leadership, and civic engagement. Today, Sports for Peace and Development hosts over 500 soccer/football matches every year for more than 3,000 boys and 600 girls. More than 20,000 soccer matches have been played since 2001. In addition, CFK established a jump rope team in 2010 to provide another avenue for reaching youth, and CFK was instrumental in establishing jump rope as a national sport in Kenya.

The Sports for Peace and Development program also provides an integrated platform for youth leadership development and teaches vital lessons about peace, fairness, teamwork, life skills, and gender equity. To remain in good standing and earn additional team points in the league, teams participate in monthly community service projects, including garbage clean-ups and

outreach. Much more than just play, sports help to promote peace and tolerance by encouraging players to bridge cultural divides and work towards a common goal.

Goals and Objectives for 2017-2020:

1. Increase youth participation in sports to develop young leaders in the community
 - a. CFK will recruit 500 additional youth (ages 8-23) to participate as players, coaches, and referees in soccer and jump rope
 - b. CFK will establish a netball and volleyball league in select schools to expand CFK's reach, offer additional channels of sports involvement, and enrich the offerings of extracurricular activities for youth.
 - c. CFK will offer additional leadership training to players, coaches, and referees by hosting a leadership forum every quarter

2. Identify, nurture, and support talented youth in Kibera
 - a. CFK will promote talent development by increasing access to soccer skills training, adequate sports equipment, and training/coaching resources
 - b. CFK will create new partnerships with Nairobi-area sports organizations to enhance the professional development of talented players
 - c. CFK will encourage youth input and participation in CFK's decision-making process and sports program development by hosting monthly planning meetings with program staff and volunteers

3. Promote a peaceful and cohesive community that embraces tolerance and diversity
 - a. CFK will spearhead a number of targeted peace initiatives pre- and post- 2017 elections to raise awareness, educate, and campaign for a peaceful election process. Specific activities include:
 - i. Establish the Kibera United football team, a select traveling team comprised of the best players in the Champions League who will travel to high profile, competitive football matches across Kenya and the region promoting a dual message of peace and fair play
 - ii. Operate a mobile peace caravan that travels around Kibera and to neighboring informal settlements in Nairobi to conduct peace crusades
 - iii. Host multiple screenings of the documentary *Without a Fight*, followed by facilitated community discussion and dialogue
 - iv. Expand the Jamii ya Kibera initiative to educate and promote peace through posters, social media messages, and radio

- b. Develop and implement a targeted crime prevention campaign for youth that is integrated among all sports programs
- c. Improve communication and feedback opportunities to enhance program development and refinement.
 - i. Establish a CFK sports alumni network for mentorship of currently players and tracking success/outcomes of program participants
 - ii. Host quarterly community forums to improve communication among CFK staff, players, coaches, referees, and parents.
 - iii. Initiate periodic review sessions with partners and donors to ensure that program objectives and targets are being met.

BINTI PAMOJA PROGRAM (Daughters United)

Because strong girls make strong communities.

Binti Pamoja was established to offer adolescent girls (ages 10-18) a safe space, both physical and social, and a forum in which to learn, develop skills, express themselves, mentor, and educate the community about the particular vulnerabilities they face. In addition to the daily struggles of living in extreme poverty, girls often face the added burdens of sexual and gender-based violence, early marriage, lack of access to education, and crippling domestic responsibilities.

Binti Pamoja helps girls discover their leadership potential and build confidence through an innovative “cascading leadership” methodology in which program alumni create their own safe spaces in the community, mirroring the program’s core model. Utilizing arts and performance activities such as photography, drama, and dance, the program empowers girls while educating themselves and the community about sexual and reproductive health, leadership, and financial literacy.

In 2017, Binti Pamoja will complete construction of a brand new center in Kibera. It will triple the amount of space that the program currently has to operate and will feature a conference center and counseling services. The 3-story center will be dedicated to the girls of Kibera, and will provide them with a permanent space they call their own and in which they can take pride.

Goals and Objectives for 2017-2020:

1. Complete construction and expand programming for the new Binti Pamoja Girls Center

- a. Host a community wide celebration and showcase of Binti Pamoja to highlight the grand opening of the new center in 2017
 - b. Establish counseling services and a referral network for adolescent girls in Kibera
2. Reduce vulnerabilities for adolescent girls in Kibera by advocating for girls' rights, educating the community, and promoting a safe environment to grow
 - a. Increase Binti Pamoja program participation by 500 girls per year
 - i. Increase to 3000 by end of 2017
 - b. Create an education and mentorship initiative targeting adolescent boys to deliver a rights-based curriculum and facilitated discussions on gender equality, recognizing the roles that males play in supporting and safeguarding women's right and empowerment
3. Create new channels and opportunities to support, inform, and empower adolescent girls in Kibera
 - a. Finalize and implement an updated core curriculum for the program
 - i. Update curriculum modules to include sexual and reproductive health, teambuilding, communication and facilitation, new education and outreach strategies (journalism, theater), self-confidence and self-awareness, and leadership development
 - ii. Develop metrics for tracking and evaluation of program impact
 - b. Establish a Girls Parliament program in schools
 - i. Train 100 girls for an initial 9-month school-based program and evaluate pilot program for impact and expansion
 - c. Implement an improved alumni database and tracking tool to improve follow-up, mentorship, and development
 - d. Form a Community Task Force comprised of adolescent girls, parents, teachers, community leaders, and other stakeholders to advise and champion girls rights in the community

ANGAZA (SHED THE LIGHT)

Because education will open doors where none seem to exist.

Education is accepted as a basic human right and critical to long-term and sustainable social, health, and economic stability and progress. Yet, it is one of the most underfunded development strategies. In Kenya, primary school is subsidized by the government, but high school fees are still prohibitively expensive for many people living in poverty.

Angaza is an educational scholarship program that provides qualifying CFK participants with funds to cover tuition, fees, books, and uniforms for all four years of high school. The program targets orphans and vulnerable children in Kibera who demonstrate academic and leadership potential but may not otherwise have family or safety nets to support their education.

Angaza fosters a holistic approach to education, recognizing that vulnerable students will not succeed with school fees alone; the social, emotional, and physical health of the student are critical to success. The program requires parent or guardian involvement to support and encourage education, along with a 3-month intensive leadership curriculum for scholarship recipients to build self-esteem, self-direction, goal-setting, and training on how to develop entrepreneurial skills and social enterprises. In addition, an integrated mentorship and career development program is designed to help students successfully transition from secondary school to the next phase of their lives, including post-secondary education or job training.

Goals and Objectives for 2017-2020:

1. Increase enrollment of students on high school scholarships
 - a. Support an additional 20 students on scholarship each year
 - i. By 2020, 80 new students will be enrolled in Angaza, bringing the total enrolled to 320.
 - ii. Targeted outreach to additional villages in Kibera
 - b. Formalize and expand the Parents Council, a consortium of parents whose children are enrolled in Angaza, to support students, raise funds, mobilize resources and network.
2. Build greater community awareness and support of orphans and vulnerable children
 - a. Implement an awareness and sensitization campaign to improve community acceptance and support of orphans and vulnerable children (OVC)
 - b. Improve documentation on the number of OVC supported by different CFK programs
 - c. Document case study and evaluation data to report the long-term success and impact of Angaza
3. Improve scholarship recipients' access to healthcare, social, and economic support services

- a. Integrate Angaza with the other health and economic programs and services within CFK (Tabitha Clinic, Binti Pamoja, Economic and Entrepreneurial Development)
- b. Establish formal referral and tracking systems for Angaza recipients to receive health care and other social services

TABITHA CLINIC

Because everyone deserves access to high quality, low cost healthcare.

The Tabitha Clinic emerged from the dream and determination of the late Tabitha Festo. A resident of Kibera, registered nurse, and widowed mother of three, Tabitha invested a \$26 grant in a vegetable-selling business to save enough money to start a single-room medical clinic in her own home. Over the past fifteen years, Tabitha's clinic has grown into one of CFK's most impactful accomplishments.

Due to the population density and lack of basic infrastructure in Kibera, including access to clean water and sanitation services, rates of communicable diseases are high. Preventable and curable infections like flu, diarrhea, and tuberculosis become life threatening for families that cannot access or afford health care services. With high rates of child mortality and malnutrition, health issues start at birth, and as children grow, so do their risks for micronutrient deficiency, waterborne illness, and sexually transmitted infections. Combining comprehensive quality medical care in tandem with community health education and prevention makes a dramatic difference in the health of the community.

Operated in partnership with the U.S. Centers for Disease Control and Prevention and AMREF, Tabitha Clinic serves over 27,000 patients each year in an eco-friendly, 3-story, 13-room facility in the heart of Kibera. Services include primary care, x-ray, ultrasound, pharmacy, laboratory, family planning, HIV counseling and testing, cervical cancer screening and immunizations that are offered on a sliding fee scale (with a high percentage of charitable care) all in one building.

Goals and Objectives for 2017-2020:

1. Develop a comprehensive and sustainable financial and staffing plan for Tabitha Clinic
 - a. Hire a CFK-employed Tabitha Clinic Manager
 - b. Evaluate staffing and resource needs based on demand for services and services offered
 - c. Revisit and renew partnerships and operating agreements with U.S. Centers for Disease Control, AMREF, and others to cost-share clinic operations

2. Become accredited as a Tier 3 medical facility, enabling Tabitha Clinic to offer comprehensive maternity care, including antenatal care and labor and delivery services
 - a. Secure funding and permit for construction of a labor and delivery room inside the clinic
 - b. Training of clinical officers and nurses on Basic Emergency Obstetric and Newborn Care (BeMONC)
3. Track key health indicators to document and monitor the health status of the population and utilize this data to inform and adapt service delivery needs.
 - a. Increase program service coverage
 - b. Increase immunization coverage
 - c. Increase access to antenatal services
 - d. Increase access to skilled birth attendants and post-partum care
 - e. Increase practice of exclusive breast feeding
 - f. Increase screening and treatment of acute malnutrition
 - g. Increase screening and treatment of cervical cancer
 - h. Increase uptake of WaSH practices at community and household level
 - i. Increase screening for HIV and other sexually transmitted diseases
4. Establish strategic partnerships with other health clinics and services in Kibera to market and promote Tabitha Clinic, create a more structured referral network, avoid duplication of resources and services, and promote a comprehensive care network.

COMMUNITY HEALTH OUTREACH

Because half of staying healthy is not getting sick

Offering high quality, affordable healthcare at Tabitha Clinic is important for improving the overall health of a population, but it is not enough to tackle the complex health challenges in Kibera. Long-held cultural beliefs, stigma, gender bias, and misinformation affect health practices and the use of health services. CFK's community health outreach initiatives play a critical role in bridging that gap and providing health education, prevention, and access to healthcare. We have a network of over 100 community health volunteers (CHVs) who have been hired and trained to deliver community- and home-based public health education. CHVs educate families in their home and conduct small group information sessions and screenings for nutrition, sexual and reproductive health (which includes family planning, HIV testing and counseling, ante and postnatal care, and post-abortion care), cervical cancer, and water and sanitation (WaSH) education.

Two of CFK's most robust and established health outreach initiatives are dedicated to sexual and reproductive health (SRH) and nutrition. SRH outreach seeks to increase access to information about healthy behaviors and contraceptives, as well as encourage HIV counseling and testing and cervical cancer screening. The Nutrition Project offers community based screening for malnutrition and provides direct access to treatment for acute malnutrition in children under 5, as well as referral services for deworming and micronutrient supplementation.

Goals and Objectives for 2017-2020:

1. Establish CFK as the preeminent nutrition outreach and treatment resource in Kibera
 - a. Secure funding for sustainable operation of a free standing nutrition center
 - b. Increase rapid screening for under-nutrition for all under five children and for pregnant and lactating mothers
 - c. Implement growth monitoring as an essential component of nutrition treatment to follow children over time
 - d. Expand outreach to an additional two villages for comprehensive coverage of five villages total
 - e. Pilot the care group model for adolescent nutrition education, in conjunction with other CFK programs (Sports and Binti Pamoja)
 - f. Expand target group for outreach to include pregnant mothers with the dual purpose of referring them for prenatal care services and promoting exclusive breastfeeding of newborns

2. Revise and expand sexual and reproductive health outreach activities and messaging to ensure they are youth-focused, youth-friendly, and delivered across the spectrum of CFK programs and the broader community, with clear referral linkages to Tabitha Clinic when treatment or follow-up care is necessary.
 - a. Increase access to contraceptives and family planning information
 - i. Expand door-to-door counseling and distribution of contraceptives
 - j. Expand uptake of hormonal contraceptives by 20%
 - k. Expand uptake of injectable contraceptives by 25%

 - b. Increase access to HIV/AIDS counseling and testing
 - i. Establish an additional voluntary counseling and testing (VCT) site in the community
 - j. Evaluate the feasibility and uptake of distributing self-testing kits for HIV

- c. Increase access to HPV/cervical cancer testing
 - i. Pilot self-testing kit for cervical cancer screening for acceptability and uptake
3. Expand CFK's network of Community Health Volunteers (CHVs) for deployment across the spectrum of community health outreach initiatives:
 - a. Recruit and train an additional 120 CHVs (10 from each village)
 - b. Review the compensation model for CHVs in order to attract, retain, and remain competitive
 - c. Maintain a database of all CHVs, contact information, certifications, training dates, and refresher courses
4. Pursue new partnerships and resources to revitalize and expand water, sanitation, and hygiene (WaSH) initiatives in the community, including health outreach, education materials, and equipment to support WaSH activities at the household level

ECONOMIC AND ENTREPRENEURIAL DEVELOPMENT

Because the cycle of poverty cannot be broken on \$1 a day

Economic empowerment and opportunity is critical to sustainable change and growth. In Kenya, the official unemployment rate is as high as 35%, but in an informal settlement like Kibera, this figure is much higher. Youth residing in informal settlements like Kibera are more likely to be unemployed and eventually raise their families in a place like Kibera. Migration from rural parts of Kenya to urban centers like Nairobi increases competition for employment and makes the job search fruitless for many. Without opportunity for formal employment, many turn to running small businesses in the community or finding work informally, where profits are low and the work is both risky and insecure. Meeting the basic individual and community need for economic opportunity requires access to capital through micro loans and capacity building in the areas of business development, information technology, financial literacy and capability, and mentorship.

Specific goals for the Economic and Entrepreneurial Development program include providing information technology training, training on business development, networking and mentorship opportunities, work readiness initiatives to prepare youth for employment, financial literacy, and creating a network for talent and vocational skills development through partnership with local businesses and employers.

Information and Communication Technology Program (ICT)

The ICT Girls Center is operated in partnership with NairobiBits, a local technology training center that teaches basic computing skills, multimedia platforms, coding and web development, and information technology. In addition to technological skills, girls are taught about entrepreneurship and how it connects with computing. The training program also covers topics like marketing, both as a concept and as it applies to the girls themselves through their CVs, portfolio, and self-advocacy. Training adolescent girls in these topics helps equip them for economic opportunities in the future while also fostering in them a sense of creativity and capability in the field of technology. The program currently enrolls 60 girls and is actively pursuing expansion.

Kiva Micro Loan Program

CFK has been an active Kiva trustee and is in the process of developing a formal agreement to become an official Kiva field partner. Cumulatively, CFK has disbursed \$20,575 to 98 borrowers with a 94% repayment rate. These micro loans offer a critical source of seed capital to entrepreneurs who are otherwise ineligible or unable to secure capital through traditional lending institutions.

Youth Work Readiness and Financial Inclusion Program

Interventions need to connect the growing numbers of low- and moderately-trained workers in places like Kibera to meet the needs of Kenya's growth industries. In partnership with the UNC School of Social Work, we plan to adapt and pilot a work readiness program that has demonstrated success in India and South Africa. The program is an innovative intervention that engages youth in gainful employment to build assets and develop skills for transitioning to higher education, entrepreneurship, and permanent employment. The program aims to reposition Kibera as a high-value population ready to elevate growth industries and contribute to overall market growth through a) improved job skills and financial capabilities, b) increased income and financial assets through employment, and c) better psychosocial functioning through heightened hope, optimism, and future orientation.

This research and service-delivery innovation engages youth in gainful employment with leading growth industries in Kenya to build assets for transitioning to higher education, entrepreneurship, and permanent employment. In addition, youth receive support and services to improve their social, psychological, health, academic, and economic well-being. The results of this project will be documented and published in a case study that can be used to address youth unemployment in urban informal settlements globally.

Financial Literacy

Training in financial literacy is a cross-cutting initiative offered to youth engaged in a variety of CFK programs, including micro loan recipients, Binti Pamoja, and work readiness/entrepreneurial development programs. CFK has adopted the International Labour Organization (ILO) modules for literacy training, which are country-specific and relevant to current trends and context in Kenya.

Goals and Objectives for 2017-2020:

1. Establish an independent ICT training center in Kibera in order to increase our visibility as a technology training leader in the community, ensure greater quality control over programming and equipment, and expand our current reach and partnership with Nairobiits
 - a. Increase enrollment from 30 to 60 youth per training session, offered 4 times per year (cumulative reach = 240 per year)
2. Establish CFK as an official Kiva field partner in order to expand the scope and reach of our micro loan program.
 - a. Finalize documentation and approval of field partner status
 - b. Expand the scope of the program to disburse an additional 30 micro loans per year, with repayment rates at 95% or better
 - c. Systematically integrate the micro loans program with financial literacy training and the work readiness program initiatives to ensure loan recipients are receiving adequate training and support
3. Secure funding for full implementation of the Work Readiness Program in collaboration with the School of Social Work (4-5-year project)
 - a. Offer life and job skills training, motivational mentoring, and temporal employment according to intervention protocol
 - b. Measure and report intended outcomes: Improved job skills and financial capabilities, increased income and accumulated financial assets through employment, and better psychosocial functioning through heightened hope, optimism, and future orientation
4. Expand enrollment in financial literacy training courses across all Economic and Entrepreneurial Development (EED) programs

- a. Systematically integrate and expand financial literacy training to ensure coverage across youth engaged with ICT training, Kiva micro lending, and work readiness programs.
- b. Aim to enroll and train 300 youth per year in the program (75 per quarter)
- c. Measure outcomes and improve tracking of all literacy training program participants. Intended outcomes include:
 - i. At least 70% report improved financial management knowledge and skills
 - ii. At least 70% report a medium-term financial savings and management plan
 - iii. At least 60% report greater financial capability (e.g., establish an account at a banking institution, establish a savings program)
 - iv. An increase in uptake of new business micro loan products

MONITORING, EVALUATION, AND ACCOUNTABILITY

Monitoring and Evaluation (M&E) is an essential component of program development, delivery, and accountability. It strengthens our programs, ensuring we stay on target and within the scope of our goals and objectives, and provides continuous feedback from program staff, participants, donors, and community partners.

CFK's M&E unit will consult with, advise, and develop key performance indicators and metrics for each of CFK's core programs, as well as new initiatives. As CFK seeks to expand our research platform to inform program and service delivery and engage new academic and community partners in our work, a data-driven, evidence-based approach to programming is critical.

In addition to working closely with each department, the M&E unit will immediately explore options and recommend the implementation of new systems for data collection and storage, tracking, reporting, and information sharing.

Improved communication, collaboration, and information exchange are key functions and outcomes of our M&E unit. Given the unique collaborative structure of our organization in Kenya and the US, new systems (e.g., a cloud-based internal network such as Google drive/Google docs) will be evaluated and recommended for implementation and full functioning across the entire organization by the end of 2017.

FINANCE AND ADMINISTRATION

The prudent, efficient, and transparent stewardship of CFK's finances and administrative functions is fundamental to CFK's reputation and credibility and the overall health, success, and sustainability of the organization.

In addition to maintaining meticulous accounting records and reports in accordance with Generally Accepted Accounting Principles and engaging reputable auditors, CFK's budget and finance unit provides a critical service to our program staff to ensure program requirements and resources are estimated, tracked, expended, and reported according to approved budgets and timelines.

Other strategic considerations for the budget office include:

- Ensuring reasonable and adequate overhead/indirect costs are included (when allowable) for all new grants and contracts. CFK will aim for no more than 25% overhead cost on allowable grants and contracts.
- Investing in high-yield portfolios: for savings and investment management, including CFK's endowment fund, we will ensure funds are carefully invested and managed in low-risk, high-yield funds.
- Ensuring a reasonable balance of unrestricted cash on hand to fund current programs and operations, while also securing restricted sources of funding for long term projects and sustainability.
- Exploring social enterprises that align with our mission and programming and serve as additional channels of income for the organization (e.g., renting out conference space, catering for community events).

DEVELOPMENT AND PARTNERSHIPS

CFK seeks to deepen existing relationships and develop new partnerships that foster and support our mission, add value and expertise to our programs, strategically grow and scale-up our operations for greater impact, and ultimately sustain the organization.

By offering such a comprehensive and holistic model of change that includes health, social, and economic channels of action and investment, CFK provides a platform to connect a variety of partners and stakeholders -- academic, non-profit, community-based, foundation, government- and non-government actors, and private donors -- to work that is meaningful, effective, and accountable.

We have an ambitious and achievable development goal to incrementally double the annual operational budget of CFK to \$2 million (USD) by 2020. To achieve this, CFK will engage a variety of partners for financial support, research support, program consultation, and direct service delivery.

Fundraising and investment required to support this development goal include:

- Increase the development capacity of CFK-Kenya office to independently raise 50% of total funds raised as an organization to \$500,000 USD
 - Funds raised in Kenya totaled \$290,000 USD in FY 2015 and \$223,00 USD in FY 2016
- Increase CFK's endowment investment to \$2 million USD.
 - Assuming an average 5.5% payout, resulting in \$110,000 USD per year
 - Endowment balance is currently \$1.34 million USD and yields \$73,000 per year
- Increase revenue from annual and recurring campaigns to \$200,000 USD
 - Annual campaign revenue is currently \$83,000 USD
 - Campaigns include monthly newsletters, monthly giving, annual report, holiday giving, events, combined state and federal campaigns, and the Alan Cross Memorial Scholarship
- Increase major gift donations to \$600,000
 - Major gifts currently total \$410,000 and include donations over \$1,000
- Increase multi-year grant income to \$400,000 USD
 - Current annual grant income totals \$150,000-\$200,000 depending on specific grant agreements and timelines

In order to achieve these goals, CFK will endeavor to cultivate new partnerships and donor relationships, including:

- Seek new opportunities for collaboration and consultation that align with program objectives between UNC-Chapel Hill and CFK, specifically with the UNC Gillings School of Global Public Health, School of Social Work, and UNC Global
 - Engage new faculty and students in research and internship opportunities
 - Collaborate on funding proposals
 - Invest in CFK's ability to engage in relevant research opportunities, including professional development of senior staff, data collection and storage capabilities, monitoring and evaluation processes, and mechanisms for reporting and information sharing
- Secure new grant funding from at least 3 major foundations for multi-year support (>\$200,000 per year each)