



# **STRATEGIC PLAN**

**2019-2024**

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**CONTACTS**

P.O Box 37712-00100  
Nairobi  
+254777788864, 77777801,723560717  
[info@gwengnyakagerfoundation.org](mailto:info@gwengnyakagerfoundation.org)  
gwengnyakagerfoundation@outlook.com

**DESIGN & LAYOUT**

Michael Mosota

# STRATEGIC PLAN 2019-2024

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# EXECUTIVE SUMMARY



## What factor contributes to an empowered society?

This question fuels the vision of Gwengnyakager Foundation and resides at the heart of our strategic plan. While we provide answers in the form of five year objectives and strategies, we know that the most effective community foundations in the 21<sup>st</sup> century will continuously refine their strategies as the external landscape evolves and new lessons are learned.

In this spirit, our strategic plan is intended to be a dynamic road map, defining a clear “destination” - where we want to be in 2024 and encouraging flexibility and creativity throughout the journey over the coming five years. This plan is intended to drive positive change within The Gwengnyakager Foundation and the community while also embracing continuity.

The plan provides a sharper focus to our working the form of three community -impact objectives and, driven by the community's needs and priorities. At the same time, the plan strongly reaffirms the foundation's historical commitment to helping our community's most vulnerable residents have access to socio-economic empowerment opportunities.

The plan strengthens our commitment to donors, non-profit organizations, and community leaders as essential drivers of innovation and positive changes in our community.

## How We Established Our Strategic Priorities

The foundation carried out 2019 listening campaign involving 800 individuals, including members of the public, donors, and leaders from the non-profit, business, and public sectors.

We asked about the components that contribute to a high quality of life and community members responded with a wide range of answers.

The areas of highest concern were basic human needs, economic development, education, water, sanitation hygiene and Environmental conservation.

Based on these findings and furthered by other research on key national, state, and regional trend, ten strategic objectives were developed.

Three of five objectives relate to the impact the Foundation seeks to have in the community. The other five objectives relate to our key partners donors, non-profit organizations, community leaders, youth and sport, women and gender.

## Community-Impact Objectives: Focusing on the Needs of the Most Vulnerable

The foundation will focus on these three community impact objectives in the coming five years. These objectives concentrate efforts and resources on the area's most vulnerable residents.

Objective <b>1</b>	<b>Basic Human Needs:</b> Help ensure shelter, basic medical care, access to nutritious food (Agriculture and Food), and safety and disaster management for the most vulnerable families.
Objective <b>2</b>	<b>Economic Opportunity:</b> Help foster interconnected and culturally vibrant communities in which low -income residents have the tools and opportunities necessary for jobs and careers that lead to economic self-sufficiency.
Objective <b>3</b>	<b>Education:</b> Help increase basic education achievement rate in targeted low income families.

**Water, Sanitation, Hygiene and Environmental objectives** - conserving, preserving and improving nature and the water sources to sustain life and to provide clean safe water.

The foundation will be putting its energy on two areas in to conserve the environment and to improve sanitation and hygiene.

Objective

4

**Water, Sanitation and Hygiene:** Reduces prevalence of water borne diseases, raises education standard of vulnerable girl child and create employment opportunities.

Objective

5

**Environmental conservation:** Help to mitigate the effect of climate change and increases the life expectancy of vulnerable women by minimizing the use of fuel wood and charcoal.

**Partner objectives - Deepening collaborate to make a change.**

Over the next 5 years, Gwengnyakager Foundation will focus on strengthening its working relationship with three key partner groups as path to achieving the community-impact objectives.

Objective

6

**Donors:** Increase donors of all types who give more strategically to their own objectives and to the Gwengnyakager Foundation's objectives.

Objective

7

**Non-profit Organizations:** Increase the impact of non-profit organizations, particularly those working in alignment with the Foundation's community-impact objectives.

Objective

8

**Community Leaders:** Increase the ability of leaders from all sectors to serve the community through their connections with Gwengnyakager Foundation.

**Youth, Women and Sports Objectives for peaceful co-existence**

Objective

9

**Youth and Sports:** Promote peace through sports at the same time using it for education purposes and as a source of income.

Objective

10

**Women and Gender:** Enhance gender equality in the communities.

**Internal Building Blocks: Building on Current Strengths**

In order to achieve the above ten objectives, Gwengnyakager Foundation will strengthen its internal capabilities and resources. In the coming five years, the foundation will focus on the following areas;

**Foundation Leadership:** Increase the leadership roles that the board, staff, volunteers, and donors play on key issues , especially those identified as our community-impact objectives.

**Structure, Process, and Resource Alignment:** Align and integrate staff and committee structures, resources, and administrative processes in order to achieve the community impact and partner objectives.

**Learning Community:** Foster a learning community in which Foundation staff, trustees,volunteers, and partners share insights across disciplines and sectors, and use that leaning to assess impact and develop future strategies.

**Range of Funding Streams:** Increase and diversify the range of revenue streams to maximize our effectiveness in connection with the Foundation's community-impact objectives.

**Sustainable Operating Model:** Ensure that the Foundation's operating model is sustainable as circumstances change

**Implications:** What the New Focus Really Means

The strategic plan is a broad road map and there is still much to be determined relative to implementation. Over the coming months, the Foundation will draw a wide range of partners, donors, volunteers, and staff into this conversation. Though many details have yet to be defined, here are some of what we do know

1

**The community impact objectives deal with issues that are interrelated.** Gwengnyakager Foundation will work with partners to find the niches in which we can leverage our strengths to make a meaningful contributions in the areas of basic needs, economic opportunity, water environment and education.

2

**Gwengnyakager Foundation focuses its resources on the three community impact objectives;** we will continue to honor the wishes of current donors and donors from the past generations, donor intent is paramount. We recognize that our ability to attract new donors and steward contributions from current donors has a major potential for us to increase our impact in basic human needs, economic development, and education.

3

**Gwengnyakager will continue to support the community through its many programs.** The focus and the guidelines for our community support will be realigned around the three community impacts and that of water and sanitation.

4

**Sports funding will continue but with a sharper focus on sports and education and as a driver of economic opportunity.** The Foundation remains committed to sports as an essential contributor to a high quality of life.

5

**Gwengnyakager Foundation will devote its non financial resources** (including staff, board, other volunteers, relationships, reputation, advocacy, and creative partnerships) to play leadership roles in the impact areas of basic human needs, economic opportunity and education.

As we implement this strategic plan, Gwengnyakager Foundation will work with local residents, donors , and leaders who will help us craft the tactics and activities that will best achieve our community impact objectives.

# INTRODUCTION



The purpose of this strategic plan is to articulate the long-range direction and priorities for Gwengnyakager Foundation. The objectives and strategies described in this document have been approved by our board of trustees and will guide the Foundation's efforts and investments over the coming 5 years. The Foundation and our community have weathered the worst economic recession since December 2019 due to **CORONA VIRUS DISEASE 2019** pandemic.

In the face of this bad economy, the Foundation has maintained good working relationship with partners to create innovative programs to address emerging community needs; strengthened our governance and business processes; leveraged social media channels to increase the visibility of our work.

Our new strategic plan will strengthen this cornerstone of agility, innovation, and resiliency. We made the conscious decision to begin the strategic-planning process one year ahead of our five year planning cycle. The primary reason for this decision was the dramatic change

in the Foundation's strategic landscape, including the economic recession and its broad impact on community needs and philanthropy in the Kenya.

In this plan, we present ten compelling objectives to be achieved by 2024. Informing all of these objectives is Gwengnyakager Foundation's commitment to focus on serving those who are most vulnerable those individuals and families who suffer most in our community and who lack the access to opportunities that create a basic quality of life.

The five year time horizon reflects our belief that the complex and interrelated social issues facing Kenya can only be addressed through a long range effort and sustained commitment. At the same time, we recognize the need to pursue these objectives with, alertness and adaptability to new challenges opportunities, and lessons, as they emerge.

Community foundations must constantly balance current needs and future needs. We must do what we can to meet current needs while at the same time providing resources to help future generations meet unforeseen future needs. This plan aims to strike that balance. Sometimes, addressing problems today can prevent them from becoming bigger problems in the future.

This plan is the product of a nine-month process led by a task force made up of staff and board members of Gwengnyager in the future Foundation (See Appendix A). A central focus of the strategic-planning effort was to solicit and listen to the diverse voices of the Kenyan community. This was achieved through a Listening Campaign that involved nearly 800 individuals , including members of the public, donors, and leaders from the non-profit, business , and public sectors.

Like most strategic plans, this one does not address implementation, budgeting, and detailed tactics. In the months immediately following board approval of this plan, our staff, and working closely with our board of trustees and community partners, will develop an aligned implementation road map and budget for the Foundation.

The remainder of this document is organized into the following sections:

1

**Strategic Context:** In listening to a broad range of input from the community, what are the most important factors that contribute to people having opportunities for a high quality of life in our community? What issues and trends, both internal and external to Gwengnyakager Foundation, shaped our thinking about the future?

2

**Core Ideology:** What are the enduring commitments that enable Gwengnyakager Foundation to act with clarity of purpose and integrity?

3

**Objectives and Key Strategies:** What are the highest priority outcomes we aspire to achieve over the next five years and why do they matter? For each objective, what are the long-range approaches we will pursue?

4

**Our Way Forward:** What have we learned and how do these lessons inform our leadership activities as we move towards the future? These sections follow the stages of the strategic planning process that guided the development of this plan.





Gwengnyakager Foundation Board of Trustees Chairman, Isaac Ongiri (right) presenting books donated by a UK charity to Awuoro Primary School in Homa-Bay County.

# STRATEGIC CONTEXT



The strategic context of this plan was derived from examining both internal and external landscape in which Gwengnyakager Foundation does its work.

In order to understand the strategic landscape, The Foundation conducted extensive research among residents regarding community needs and aspirations, emerging trends, organizational strengths and vulnerabilities. The thinking that went into this strategic plan was significantly shaped by what we learnt through this research.

## Community Listening Campaign

In listening to a broad range of input from the community, what are the factors that contribute to people having opportunities for a high quality of life in our community?

The Foundation's Listening Campaign shed light on community strengths, challenges, and aspirations. The Foundation surveyed nearly 800 community members including recipients of non-profit services, business leaders, policy makers, neighborhood residents, and philanthropists. Our questions were informed by the Foundation's vision, "an empowered society that is socio-economically stable".

When asked about the components that contribute to an empowered society which is stable socially and economically, community members responded with a wide range of answers.

Five of the strongest areas of concern were basic human needs, economic development, education, water, sanitation, hygiene, and environment.

But these and several other components are intertwined. For example,

education is often described as a pathway out of poverty, but without a job at the other end, meeting basic needs will still be a problem.

The Listening Campaign surfaced a number of shared aspirations regarding how the "opportunities for a high quality of life". Among these shared aspirations were:

- An educational system that produces high achievement regardless of income, race, or gender
- Human services that meet basic needs.
- A diverse economy of large and small businesses that provide abundant employment opportunities.

Finally, the Listening Campaign inquired about the roles that philanthropic organizations should play in addressing challenges faced by community and in providing opportunities for a high quality of life to residents:

- Fill gaps in basic needs and human services that government is unable to fill.
- Identify community issues and provide funding to address those issues.
- Advocate for community needs and particular population segments.
- Act as conveners of different community groups and partners to encourage collaboration.
- Take risks to support innovative solutions to community problems.

Many more strengths, needs, and aspirations were identified in the Listening Campaign. Highlights of the Listening Campaign can be found in Appendix B.

## External Trends

What issues and trends, external to Gwengnyakager Foundation, shaped our thinking about the future?

The Foundation operates in a complex and dynamic environment in which current and emerging trends present potential opportunities as well as challenges to our ability to carry out our mission. The Task Force generated extensive research culled from national and regional studies, journals, and conversations with policy makers and other experts.

One of the most notable themes that emerged from the research is related to disparities and divisions. Disparities in health, education, water, habitat, environment, sports, and income based on socio economic status, and disabilities.

At the same time, there is increased political, ethnic, and economic polarization combined with diminished civility in public discourse. The task force identified this as both a challenge as well as an opportunity for the Foundation to work across traditional dividing lines, devising comprehensive strategies that promote opportunity for all.

A second important theme is related to the emerging generation of donors and community leaders who have a different world view than the current generation. The emerging generation often places a higher value on direct involvement, innovation, and impact. Overall, this generation is less trusting of traditional institutions and more open to non-traditional models of social change, including social investment and entrepreneurship.

In addition, for this younger generation, technology touches every aspect of social, economic, and philanthropic life. Because, as a community foundation, Gwengnyakager Foundation strongly relies on its relationships with its donors to make changes in society.

The task force recognized that the way it engages the next generation of community leaders and donors will need to take these preferences into account.

Finally, throughout the research the task force encountered wild card factors important drivers of change that are potentially high-impact but impossible to predict.

These include the state of the economy; international events, such as war and terrorism; natural disasters; climate change; election outcomes; and technological breakthroughs. It was acknowledged that the successful community foundation of the future will need to be alert and nimble to thrive in a world where uncertainty and complexity are the norm.

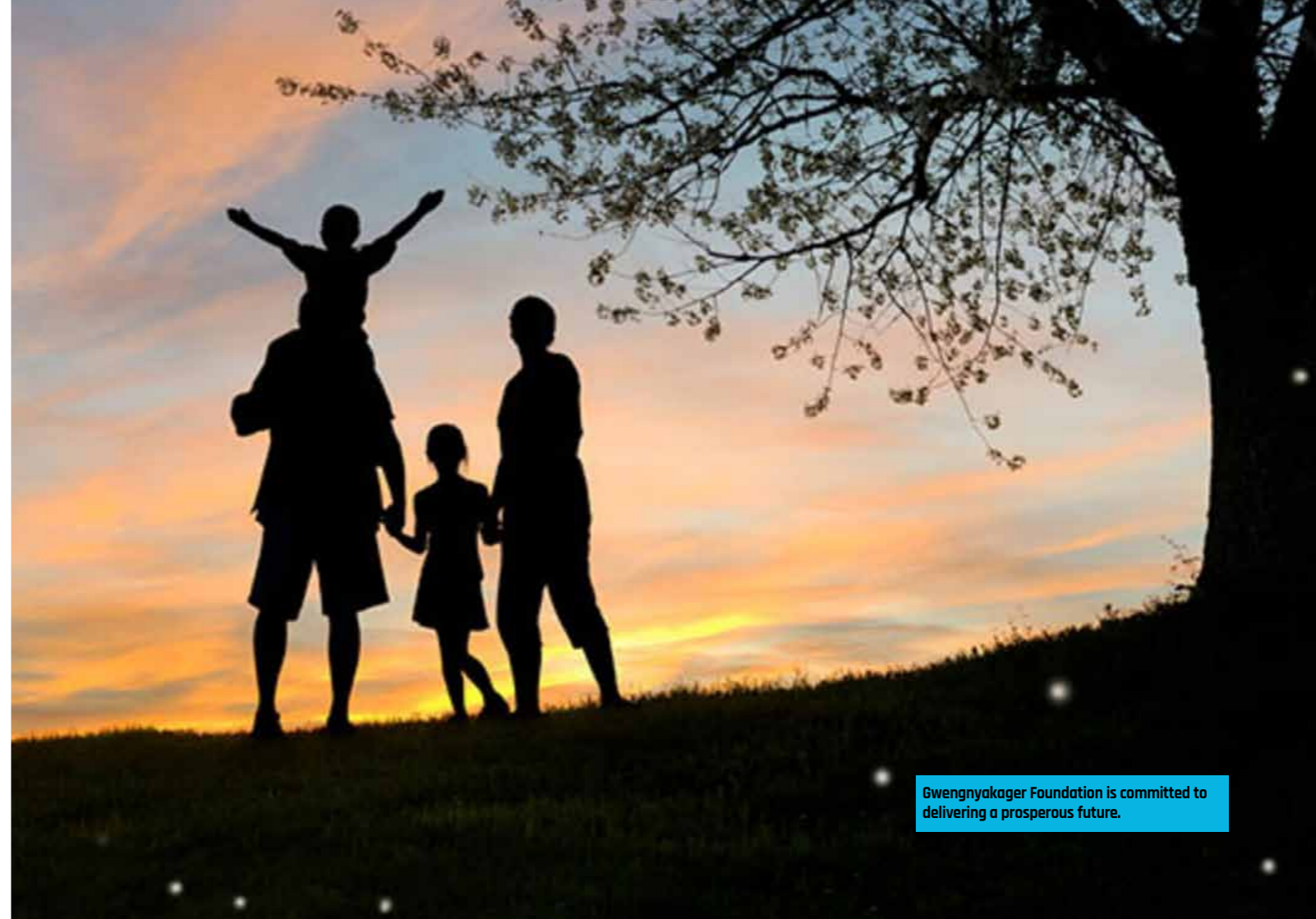
A more comprehensive list of key external trends can be found in Appendix C of this report.

## Organizational Strengths and Vulnerabilities

What are the key strengths and vulnerabilities within Gwengnyakager Foundation that influence our ability to achieve our strategic mission and vision?

As the Strategic Planning Task Force researched the Foundation's internal landscape, several noteworthy strengths and vulnerabilities were identified. Among the Foundation's greatest strengths are its talented and committed staff, its generous fundholders, an outstanding public reputation, strong executive leadership, a committed corps of volunteers and trustees, and extensive relationships in every sector of the community. Notable among its much strength is a robust and intentionally cultivated organizational culture that emphasizes caring, inclusivity, accountability, and excellence.

Like any organization, Gwengnyakager Foundation has vulnerabilities issues that could become barriers to achieving its strategic objectives. When staff and trustees were polled, the primary vulnerabilities identified included inadequate staff capacity relative to the workload; the inevitability of senior management succession; concerns about the effectiveness of administrative processes and information systems; and tension between the desire to give grants broadly and having a deeper impact on issues.



Gwengnyakager Foundation is committed to delivering a prosperous future.

# CORE IDEOLOGY: MISSION, VISION, AND VALUES



What are the enduring commitments that enable Gwengnyakager Foundation to act with clarity of purpose and integrity?

The strategic Planning process reaffirmed the mission, vision and values developed and approved by the foundation at its inception.

Gwengnyakager Foundation's Core Ideology consists of our mission, vision, and core values.

## Our Mission

(Why do we exist?)

We inspire to promote livelihood among the poor, marginalized and vulnerable in Kenya by improving their socio-economic status.



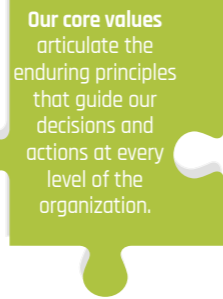
## Our Vision

(What is the future we seek to bring about?)

We envision an empowered society that is socio-economically stable.



## Our Values (What core ideals guide our decisions and actions?)



**Leadership:** We listen to and learn from our community. We address the root causes of community problems and mobilize resources for the common good.

**Equity:** We strive for equity and we focus primarily, but not exclusively, on people who are vulnerable.

**Inclusiveness:** We practice and champion inclusiveness in our community. We honor diverse strengths, needs, voices, and backgrounds of all members of our community.

**Accountability:** We serve as stewards for our community investments and honor the charitable intentions of our donors to meet current and future community needs. We hold ourselves to the highest standards of ethics, integrity, service, and fiduciary responsibility

This strategic plan is constructed to advance, uphold, and strengthen our mission, vision, and core values. It translates our enduring ideals into tangible outcomes and pragmatic strategies.



Gwengnyakager is keen on economic transformation of vulnerable communities and engages relevant donors on possibilities of achieving the mission.



# OBJECTIVES AND KEY STRATEGIES



To the extent that a strategic plan is a “road map,” our objectives describe the desired “Destination” where we want to be in 2024. Our strategic objectives translate our longrange vision into a more focused, actionable set

of outcomes. As shown in the Strategy Map on the following page, our long-range aspirations are organized into three broad themes:



In addition to the strategic objectives, this section presents five internally oriented objectives known as internal building blocks.

**Internal Building Blocks**

- What are the organizational capabilities we must build in order to achieve our community impact and partner objectives?
- What financial outcomes must we achieve in order to ensure that the foregoing objectives are accomplished?

**Community-Impact Objectives**

- What impact do we seek to have in and on our community if we are living out our vision and mission fully?

Gwengnyakager Foundation has translated its vision - into three community-impact objectives.

- 1. Basic Human Needs:** Help ensure shelter, basic medical care, access to nutritious food, and safety for the most vulnerable residents.
- 2. Economic Opportunity:** Help foster interconnected and culturally vibrant communities in which low income residents have the tools and opportunities necessary for jobs and careers that lead to economic self sufficiency.
- 3. Education:** Help increase basic education rate

These objectives are inextricably linked to the conclusions we drew from the Listening Campaign and will serve as the lens through which we view our work over the coming years. In addition, these objectives reflect the Foundation's

core values of equity and inclusiveness, and our enduring commitment to focus primarily on people who are most vulnerable.

The choice to pursue three community impact objectives basic human needs, economic opportunity, and education has several implications.

**First**, as the plan is implemented, the Foundation, in collaboration with experts, our fundholders, and the community, will identify the niches and leverage points within each of these three objectives where we will be able to make the biggest difference. We are clear that the Foundation is going to make this difference not by becoming a direct service organization but rather, whenever possible, by supporting, connecting, and highlighting the work of partner non-profit organizations, and inviting interested donors to join us in this work.

**Second**, the focus of and guidelines for our community grants will be realigned around these three community impact objectives after 2024. How specifically will the focus on three community impact objectives change grant making at Gwengnyakager Foundation.

**Third**, we envision that the Foundation's core programs will evolve, thrive, and be highly influential in the context of the strategic priorities.

**Fourth**, the Foundation will continue to support community through its many different programs, work with donor, and collaborate closely with community leaders to influence issues that matter.

**Fifth**, this plan will provide the basis for us to connect fundholders with community needs in both their areas of interest.

Finally, the plan will guide the Foundation to devote more of its nonfinancial resources (staff, board, other volunteers, relationships, reputation, advocacy, creative partnership, and other resources) to play leadership roles in the impact areas of basic human need, economic opportunity, and education.

As we implement this strategic plan, Gwengnyakager Foundation looks forward to continuing our connection with local residents, donors, and leaders who can help us craft the tactics and activities that will best achieve our community-impact objectives.



## OBJECTIVE 1

### Basic Human Needs

Help ensure shelter, basic medical care, access to nutritious food, and safety for the most Vulnerable

#### Rationale

Meeting basic human needs is a fundamental prerequisite for building a high quality of life.

#### Key Strategies

##### Overall Strategies

- Work at both systemic and frontline levels to address basic human needs of the most vulnerable.
- Engage in ongoing learning and research related to the basic needs of those most vulnerable.
- Embed residentcentric and inclusive practices in our work related to basic human needs.
- Leverage and align interests of current and future donors with the needs identified.

##### Issue-specific Strategies

- Increase access to benefits for nutritious food.
- Ensure a strong emergency delivery system for nutritious food.
- Increase the availability of shelter.
- Support frontline health care organizations as they provide basic medical care and preventive services to the most vulnerable residents, including dental care.
- Support programs and organizations that provide assistance to those who suffer from or are at risk of violence, abuse, or neglect.



## OBJECTIVE 2

### Economic Opportunity

Help foster interconnected and culturally vibrant communities in which low-income residents have the tools and opportunities necessary for jobs and careers that lead to economic self-sufficiency.

#### Rationale

Community members identified several challenges related to economic opportunity and employment, including disparities in economic opportunity based on socioeconomic status, growing gaps between rich and poor, relatively high unemployment rates, and a workforce that is educated but are employed.

#### Key Strategies

- Focus our resources on a small number of communities in which the most vulnerable populations live.
- Ensure that residents from the most vulnerable populations play a central role in determining how The Foundation deploys its resources in their communities.
- Strengthen organizations to advance their work in key areas, such as job training, microbusiness development, and transit access.
- Support use of the arts and sports to create more economic opportunities.
- Focus on connecting people not only with initial jobs but with career paths, career development, and entrepreneurial opportunities.
- Support ways to increase access to jobs and essential services that support one's ability to achieve self-sufficiency.

### OBJECTIVE 3

#### Education

Help increase basic education rate in the marginalized and low income communities.

#### Rationale

- Listening Campaign respondents most commonly identified education as an important component for providing a high quality of life. They related education to other outcomes such as income, economic growth, and community development.
- Research points to significant disparities in educational achievement based on socioeconomic status, disabilities, and ethnicity.
- Our community's success or failure in educating the next generation has direct implications for economic vitality, health, crime rates, and other factors determining quality of life.

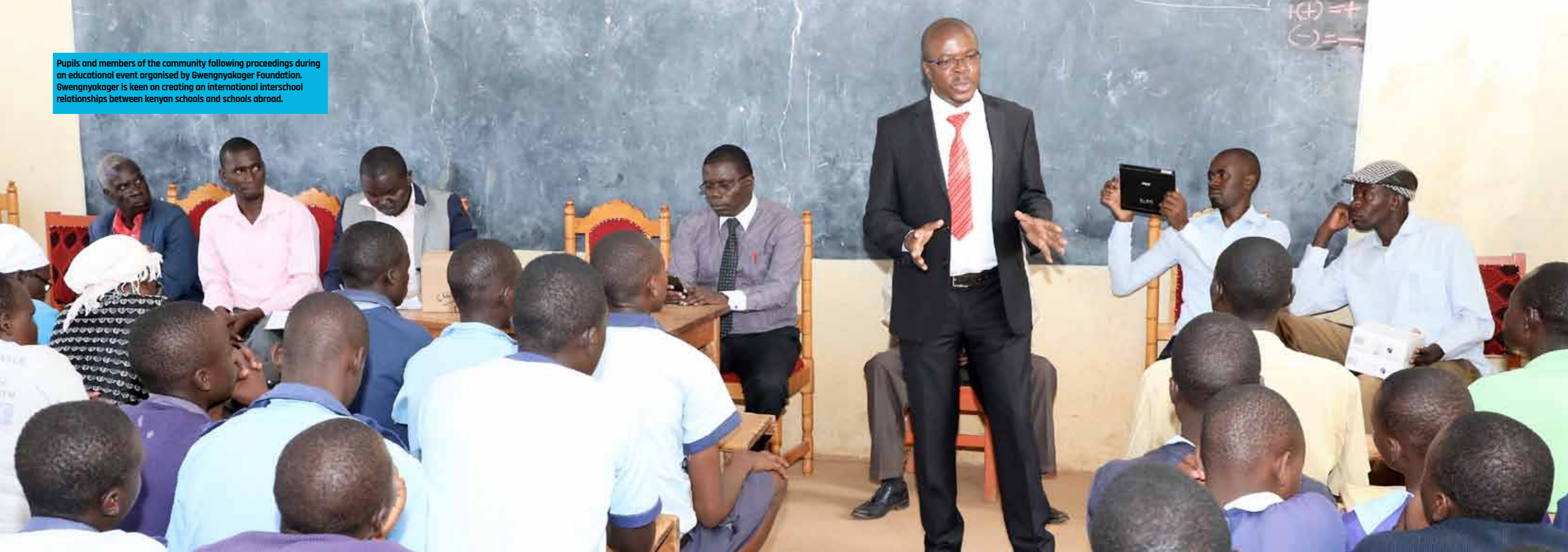
#### Key Strategies

- Define the role/s The Foundation can play in impacting on education, particularly in communities where significant disparities exist.
- Support and raise awareness about promising programs and research that advance this objective.
- Support schools and programs that improve student achievement.
- Strengthen and encourage arts education programs that improve student achievement.
- Bring together people with a stake in education in ways that include previously marginalized voices, facilitate the search for common-ground solutions, and activate collaborative efforts that advance this objective.



Oyugis Highlands Managing Director Mr Boaz Orwaru (right) and motivational speaker Mr Isaac Abok during a Gwengnyakager Foundation event at Awuoro Primary School where pupils received donated educational materials. Education is a key program prioritised by the Foundation.

Pupils and members of the community following proceedings during an educational event organised by Gwengnyakager Foundation. Gwengnyakager is keen on creating an international interschool relationships between kenyan schools and schools abroad.



**Water, Sanitation, Hygiene and Environmental Objectives:**

What will we do to improve water, sanitation, hygiene and the environment?

**OBJECTIVE 4**

**Water, Sanitation and Hygiene**

Reduces prevalence of water borne diseases, raises education standard of vulnerable girl child and create employment opportunities.

**Rationale**

The listening campaign found out that this is very important as it will help the local people to end the problem of water shortage. It helps in provision of steady clean and safe water for use thus reduces future hazardous impacts. It will ensure that there is regular school attendance as no school going children will be absent or late for classes because of walking longer distance to fetch water as water will be available at schools and strategic water points thus enhancing education standard of the area.

The project will further improve issues of hygiene and sanitation in needy regions as water will be available all the time. With the implementation, the community even the donor community will save money for equally important development issues as chances of getting water borne diseases will be minimal thus money meant for treatment of water borne diseases will be channeled to other issues.

It will improve the safety girls and young women as they will not walk long distance to go for water which is a security concern.

**Key strategies**

- Drilled boreholes to provide clean safe water for both domestic and agricultural use.
- Support and raise awareness on importance of practicing good hygiene and sanitation.
- Build water kiosks and refilling centers to create employment for youths and women.
- Strengthen the ability of the community to manage and maintain water supply system and sanitation facilities.



Many toilets in public schools in Kenya are neglected and abandoned exposing learners to diseases. Gwengnyakager is keen on attracting donor attention to this challenge with a view to setting up 300 toilets in Kenyan schools during the five year plan.



One of the toilet blocks at a public school in Nyeri. Gwengnyakager Foundation. Gwengnyakager is keen to see partnership in coming up with hygienically acceptable toilets in public schools in Kenya.



## OBJECTIVE 5

### Environmental conservation

Help to mitigate the effect of climate change and increases the life expectancy of vulnerable women by minimizing the use of fuel wood and charcoal.



#### Rationale

- Effects of climate change are now being felt worldwide and the main cause is environmental degradation.
- Study shows that most women suffers from respiratory diseases because they spend most of their time in the kitchen where they use wood fuel and charcoal as source of energy.
- We believe that by provision of clean safe cooking gases will lowers dropout rate of vulnerable school going girls.

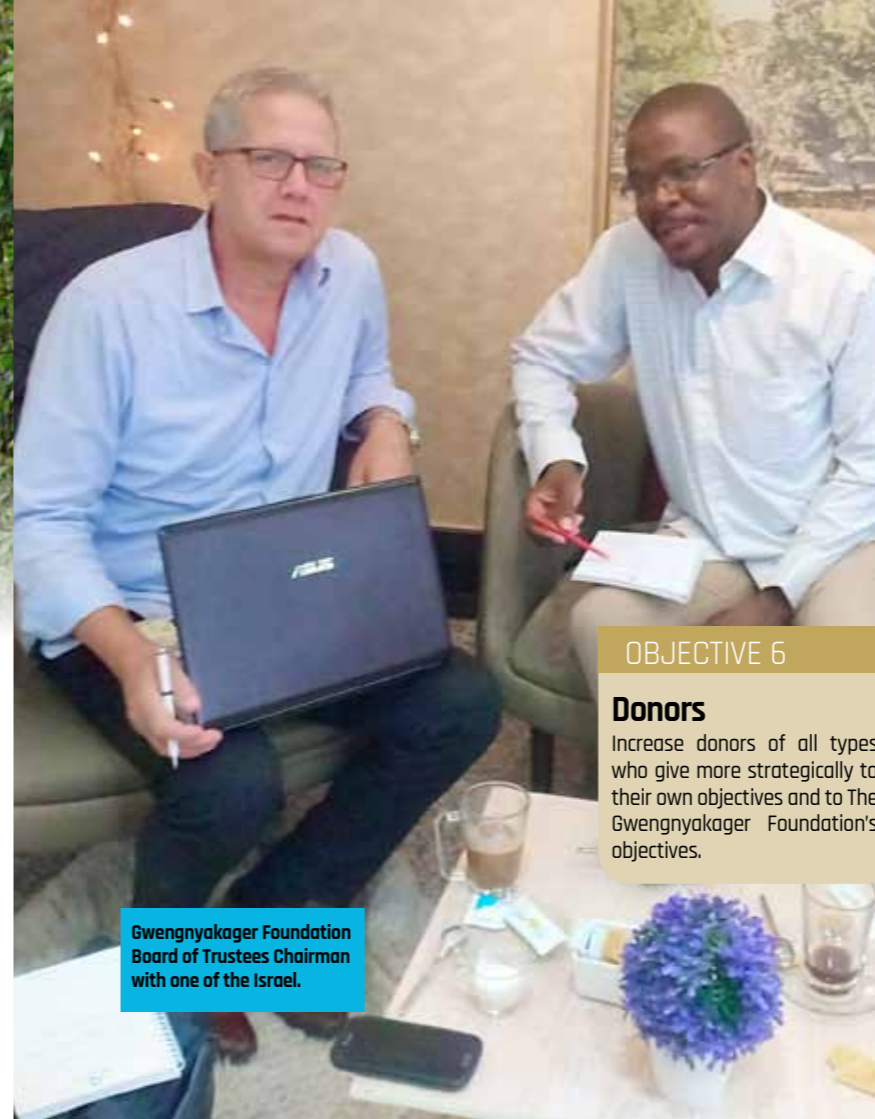
#### Key strategies

- Support the use of clean and safe cooking gas cylinders
- Encourage afforestation and reforestation
- Establishment of tree nurseries to women and youth groups.

### Partner Objectives

What do we seek to achieve with our most direct partners in order to realize our vision and community impact?

The Foundation considers fundholders, non-profit organizations, and community leaders to be the three broad categories of partners on whom successful realization of our strategic vision relies. Our strategic objectives related to each of these groups are:



## OBJECTIVE 6

### Donors

Increase donors of all types who give more strategically to their own objectives and to The Gwengyakager Foundation's objectives.

Gwengyakager Foundation Board of Trustees Chairman with one of the Israel.

#### Rationale

- Research shows that a more inclusive donor base strengthens non-profit organizations and helps to reduce racial and economic disparities.
- Research suggests that donors increasingly desire more control over their giving and expect more specific outcomes and impacts.
- We value increasing donor knowledge, engagement, and empowerment to make a difference in issues they care about.
- We believe that increased donor engagement will attract more resources to support Gwengyakager Foundation's vision and community-impact objectives.

#### Key Strategies

- Substantially increase the number of people who establish funds at the Foundation.
- Substantially increase contributions from fundholders to their funds at the Foundation.
- Substantially increase contributions from Foundation fundholders and new donors to programs that further The Foundation's three community-impact objectives.
- Grow The Foundation's community endowment with support from current fundholders, annual donors, and new donors.
- Work to improve the diversity - especially racial and ethnic diversity - of Foundation donors, and work to attract younger donors through Social Venture Partners and other vehicles.



**OBJECTIVE 7**

**Non-profit Organizations**

Increase the impact of non-profit organizations, particularly those working in alignment with the Foundation's community-impact objectives.

**Rationale**

- Non-profits are a primary community partner in empowering the communities.
- Our reputation, expertise, and established relationships position The Foundation to advance and achieve this objective.

**Key Strategies**

- Support programs that best achieve the three community-impact objectives.

- Coordinate multiple tactics, such as technical assistance grants, inclusiveness grants, internships, and staff expertise, to build the capacity of key non-profits to help make a difference in the three community-impact objectives.
- Establish and maintain effective, flexible relationships with non-profits so that we can work together to achieve our goals, as community needs change and evolve over time.
- Help local non-profit organizations become more inclusive in order to improve their effectiveness.
- Offer clear points of entry that allow non-profit organizations access to the knowledge, talents, and resources of the Foundation.
- Build meaningful connections among Foundation grantees, community partners, and Foundation fund holders.
- Pursue high-impact, long-term investment opportunities that align with community impact objectives by establishing processes and resources that are flexible and adaptive.

**OBJECTIVE 8**

**Community Leaders**

Increase the ability of leaders from all sectors to serve the community through their connections with Gwengnyakager Foundation.

**Rationale**

- We are a community foundation. Working with community leaders, just as working with donors and non-profits, is a reflection of our design.
- In order to achieve our strategic objectives, it will be essential to strengthen the capacity and enlist the partnership of current and emerging leaders.
- The task force's research suggests increasing polarization along a wide variety of dimensions, including political beliefs, race/ethnicity, and organizational interest. The Foundation is uniquely positioned to convene, connect, learn from, and educate, the sometimes desperate leaders from the community. Indeed, the Listening Campaign results demonstrate a community request for the Foundation to do so.
- The Foundation has had increasing success in supporting community leaders, including the Emerging Leaders in Development Program, Strengthening Neighborhoods Leadership Development Program,
- Technical Assistance Program, Non-profit Internship Program, and the Inclusiveness Project. We can build on successes by escalating these activities into a more strategic objective.



A community youth group receives sporting kits donated by Gwengnyakager Foundation.

**Key Strategies**

- Identify, develop, and support emerging community leaders.
- Engage established leaders in addressing community issues.
- Connect emerging and established leaders to reflect and act on key issues, primarily in alignment with the community-impact objectives.
- Incorporate the perspectives of community leaders in the work of the Foundation.
- Work to improve the diversity - especially racial and ethnic diversity of community leaders through the Inclusiveness Project, Strengthening Neighborhoods, Non-profit Internship Program, and other vehicles.



**Youth, Women and Sports Objectives**

What do we intend to do to create peaceful co-existence among the vulnerable youth age and to encourage gender equity.

**OBJECTIVE 9**

**Youth and sports**

Involve youth's participation in sporting activities for socio-economic growth.

**Rationale**

To address issues such as drug abuse, early pregnancy, school drop outs, rampant thugry, we will need to engage youths that goes beyond academic, we believe that involving youths in sporting and recreational activities will curb these problems.

For society to be empowered economically, both skilled and unskilled labour is a mandatory, studies show that youth forms the highest percentage.

**Key strategies.**

- Provision of sporting equipment's to youths
- Youth talks and engagements.
- Participation on sporting completion.
- Formation of youth groups
- Advocacy on youth programmes.
- Capacity building on entrepreneurial skills to the youths.

**OBJECTIVE 10**

**Women And Disability Campaign**

Enhance gender equality to minimize gender disparities and encourage participation for all.

**Rationale**

- Studies show that most women are left in development agenda.
- Further studies reveal that the dropout rate of school going girls is higher as compared to boys.
- It has been approved that disability is not in ability.

**Key Strategies**

- Carrying out gender sensitive seminars.
- Supporting programmes that encourage gender equity.
- Organizes capacity building.



Gwengnyakager Foundation also working towards ensuring support to persons living with disabilities by mobilising resources to support their needs.



## Internal Building Blocks

What are the organizational capabilities we must build in order to achieve our community impact and partner objectives?

What financial outcomes must we achieve in order to ensure that our strategic objectives are accomplished?

In order to achieve the strategic objectives described in the previous section, Gwengnyakager Foundation must build upon its current internal strengths and capabilities. The internal building blocks are the essential organizational capacities that the foundation will develop over the coming decade. They are intended to address issues related to organizational infrastructure, resources, and culture.

## Foundation Leadership

Increase the leadership roles that staff, trustees, volunteers, and donors play on key issues, especially those identified as our community-impact objectives.

### Rationale

- We recognize that grants alone do not solve social problems and that achieving our community impact objectives and partner objectives will require a multifaceted approach that leverages all of the resources, talents, and relationships of the Foundation.
- To address systemic issues, such as education and economic opportunity, we will need to engage in leadership strategies that go beyond our traditional grant strategy. These might include alternative forms of grants, convening, program related investments, technical assistance, program development, advocacy, and research.

### Key Strategies

- Build, nurture, and leverage strategic relationships with leaders in the public, private, and non-profit sectors, and in the community.
- Develop a deep understanding of issues, policies, and community trends that affect the community impact objectives and use this knowledge to shape appropriate strategies and actions.
- Become more effective leaders by studying leadership models, extracting and employing those that work best for The Foundation, and adjusting and stepping beyond the models when innovation is required.
- Enhance the Foundation's strength in leadership by coordinating the efforts and leadership roles of staff, trustees, volunteers, donors, and community members.
- Maximize the role of donor leadership, knowledge, and skills in partnership with the Foundation.

## Structure, Process, and Resource Alignment

Align and integrate staff and committee structures, resources, and administrative processes in order to achieve the community-impact objectives.

### Rationale

- Greater focus on three community impact objectives offers the Foundation the opportunity to align its financial resources, people, core business processes, and infrastructure in ways that ensure greater effectiveness and accountability.
- Alignment and simplification of the volunteer structure is intended to provide more meaningful ways for donors and others to become

involved in the Foundation and engage in the issues that matter most to them.

### Key Strategies

- Foster internal systems within the Foundation that promote collaboration, agility, and efficiency within and among departments.
- Develop and implement a technology strategy to achieve the objectives of the strategic plan.
- Ensure that the staff of the Foundation has the capacity, knowledge, skills, and tools to achieve the objectives of the strategic plan.
- Integrate the work of staff, trustees, committee members, and volunteers through governance structures that achieve the objectives of the strategic plan.

## Learning Community

Foster a learning community in which Foundation staff, trustees, volunteers, and partners share learning across disciplines and sectors, and use that learning to assess impact and develop future strategies.

### Rationale

Gwengnyakager Foundation believes that meeting the community objectives will require dynamic learning in collaboration with partners. Deeper impact will require building a culture that supports mutual reflection, sharing of insights, and collective action.

The Foundation can add unique value by becoming a regional hub for non-profits and leaders to share best practices and strategies across organizations and projects.

Research strongly suggests that new technology and increased access to information does not guarantee that new insights and higher impact will follow. Successful twenty-first century organizations will only be successful if their culture and systems enable them to interpret new knowledge and adapt quickly as new trends emerge.

Our ability to meet the unique needs and preferences of donors and to engage them at a new level requires that we become more sophisticated in understanding what matters to them.

### Key Strategies

- Engage in shared learning and decision making to advance community-impact objectives.
- Increase the Foundation's qualitative and quantitative research and learning centered evaluation capability.
- Develop and sustain a system for assessing the impact of the Foundation's strategies and activities.
- Create and maintain feedback loops that allow us to listen to the community, work with partners to interpret what we hear, and take action on the resulting insights.

## Range of Funding Streams

Increase and diversify the range of revenue streams to maximize our effectiveness in connecting with the Foundation's community-impact objectives.

### Rationale

In order to achieve the objectives and carry out the specific strategies described in this plan, Gwengnyakager Foundation will seek to increase the unrestricted dollars available to grant making. While some of The

Gwengnyakager Foundation's generous fundholders give to the Foundation's programs or make provisions for supporting the Foundation, our Community Endowment, our programs, and the community through their estate plans, this stream of funding could be expanded.

The Foundation encourages all grant applicants to have diverse sources of funding and it behooves the Foundation to do the same. There are many potential avenues worth exploring to broaden the sources of revenue that support the work of Foundation.

In today's rapidly changing world, we should experiment with a wide variety of revenue ideas to determine which have potential to increase funding for the future.

### Key Strategies

- Diversify revenue streams beyond fee income (this might include partnerships with local funders, corporate support, grants from national funders, product development, investments, settlements, and earned income).
- As we develop closer relationships with donors, maximize opportunities for working together to leverage and steward resources to address community impact objectives.

### Sustainable Operating Model

Ensure that the Foundation's operating model is sustainable as circumstances change.

### Rationale

Our current operating model, in line with much of the community foundation field, is predicated on the continued viability and growth of donor advised

funds. The Foundation currently supports its operations by assessing a fee (which averages 1 percent per year) on the funds it administers. Changes in tax regulations, increased competition for donor advised funds, or unforeseen factors could render this assumption less valid with limited advance notice.

Presently, the Foundation's operating capital is substantially dependent on a single source of income (i.e., fees from donor-advised funds, tied to the Foundation's operating model).

Ingenuity from outside the community foundation sector may supersede this philanthropic model. In order to ensure the Foundation's long term success, we must continually assess our basic business assumptions, vigilantly monitor leading-edge ideas, and pro-actively reshape our operating model to anticipate changes rather than react to them.

### Key Strategies

- Monitor the following areas and identify how they will affect the Foundation's operating model:
  - the changing landscape of tax and policy;
  - other sectors and their ideas, trends, and actions; and
  - Current and future giving trends and demographic changes.
- Ensure that the knowledge of trustees, donors, committee members, and volunteers is fully employed to contribute to the sustainability of the operating model.
- Engage in deep analysis and projection of our current operating model, modifying as needed.
- Foster a culture - both internally and with our partners that embraces listening, creativity and experimentation, that promotes sharing across areas of focus, and that acts on innovative ideas in order to achieve the strategic objectives.



An Israeli water processing tank Gwengnyakager advocates for provision of clean portable water to the community.

# OUR WAY FORWARD



Kenyan marginalized and low income communities have entrusted Gwengnyakager Foundation to be a responsive and agile servant to the community. This strategic plan embodies our continuing commitment to listen to the diverse voices of the community, deepen our partnerships in every sector, and share the lessons and benefits that emerge from our work.

As we look to the future, accelerating change, increasing complexity, and continued uncertainty define the strategic landscape. In the midst of these

challenges, our intent is clear: The Foundation will continue to learn and adapt in order to improve life in Kenya.

This plan sets us on a trajectory for deepening our impact and improving every aspect of our operation. As we carry out this plan, we anticipate seeing a number of important benefits. We run different programs specific to various communities in Kenya.

1

## Specific and Targeted Community Impact:

The community impact objectives, focused on basic human needs, economic opportunity, and education, are a more concise way to express our enduring vision of a community where all residents have the opportunity for a high quality of life.

2

## Grant making that is Both Broad and Deep:

In order to maximize our impact in the community, Foundation's unrestricted grant dollars will be spent in ways that are both broad and deep. Broad grants will continue to support all types of local non-profit organizations in alignment with our community impact objectives. Deep grant making will be strategic, proactive, consistent with community priorities, and focused on demonstrating impact.

3

## Extensive Connections of Fundholders and Community Priorities:

The Foundation will be better able to meaningfully connect fundholders with community needs. We anticipate that more and more fundholders will look to Gwengnyakager Foundation for advice in their grant making, and more donors will look to Gwengnyakager Foundation to help them make a greater impact with their charitable dollars.

4

**Maximum Integration of Effort and Resources:** Increasingly, the Foundation's work will maximize our diverse resources and strategies in an integrated and collective way. We will benefit from joining the wide variety perspectives, disciplines, and skills of our staff, board, and other volunteers, in service of helping to create a community where all residents have the opportunity for a high quality of life.

5

**Financially Sustainable Operating Model:** The Foundation will become more nimble and able to respond quickly and effectively to changes that might affect the growth of donor advised funds and philanthropy. Our funding streams will become more diversified as will our network of donors.

We see this plan as a dynamic road map one that describes where we want to be in ten years, but also will continue to evolve as the landscape changes.

As we develop the specific tactics and actions in the coming months to implement this strategic plan, we will invite input from our grantees, staff, donors, and other key partners in ways that significantly shape what implementation looks like.

Additionally, as we encounter the challenges and paradoxes inherent in philanthropy and social change, we are committed to remaining connected to our mission and core values those enduring ideals that serve as a compass for our staff and trustees as we navigate our way into the future.





**Appendix A:** Strategic-Planning Task Force and Board Members

**Appendix B:** Executive Summary of 2009 listening campaign.

**Appendix C:** Significant external trends.

## Appendix A

### STRATEGIC PLANNING TASK FORCE AND BOARD MEMBERS

To the members of the 2019-2024 Strategic Planning Task Force who generously gave of their time, energy, and wisdom, thank you.



**Isaac Victor**

Chairman Board of  
Trustees



**Emmaculate Wanja**

Treasurer Board of  
Trustees



**Edwin Kibet**

Secretary Board of  
Trustees



**Willis Ptelomy**

Program Coordinator

## Appendix B

### EXECUTIVE SUMMARY OF 2019 LISTENING CAMPAIGN

#### Overview

To further its connection to the community and to drive its new strategic plan, The Gwengnyakager Foundation recently engaged in a four-month Listening Campaign in selected regions of Kenya. The purpose of the Listening Campaign was to gather insights from community leaders and partners about the communities' vision for what contributes to a high quality of life. At every stage of the Listening Campaign, participants set aside their personal and organizational interests and think about the needs of the entire metropolitan community. Consensus emerged regarding the future should strive:

1. An educational system that produces high achievement regardless of income, race, disability, or gender.
2. Diverse economy of large and small businesses that provides abundant employment opportunities.
3. Human services that meet basic needs so that all residents can experience the community's richness.
4. Access to high-quality, affordable health care that takes a preventative, holistic approach.
5. Housing development that is sensitive to new and existing residents and that promotes diverse communities.
6. Thriving familial networks that support intact and broken family structures.
7. Transportation that is accessible and affordable to all.
8. Civic engagement, supported by strong, effective leaders, to address difficult community issues.
9. A community that is welcoming to newcomers and immigrants in which nobody lives in the shadows.
10. A collaborative philanthropic community that works to identify and attempt to fill gaps that government cannot fill.

### Key Issue Areas

Respondents noted specific concerns regarding each key area. These areas are deeply intertwined and the outcomes in each affect the other.

● **Education:**

- high dropout rate among the marginalized communities and girls.
- disparities to access high quality education among the low income people.
- Lack of emphasis on early education and feeding programs.

● **Basic Needs:** A large proportion of Listening Campaign respondents noted that residents have difficulty meeting basic human needs. Respondents noted a number of barriers to a high quality of life in this area, including access to health care (identified as a key barrier). These indicators were cited as the signs of that need:

● **Economic Opportunity:** Respondents also identified economic opportunity and employment as a major barrier to a high quality of life. Fully one-third of respondents noted that lack of high-quality jobs is an area of concern. Challenges related to economic opportunity include:

**High unemployment**

1. Disparities in economic opportunity based on socioeconomic status and race/ethnicity
2. Growing financial gaps between rich and poor
3. Inability to attract new industries and large companies
4. A workforce that is educated, but largely imported rather than homegrown

● **Other Key Areas of Concern:** Community members also identified a number of other, related areas of concern, closely linked to those described above.

● **Transportation and family support.**

### SIGNIFICANT EXTERNAL TRENDS

#### Regional Demographics

- Members of minority racial and ethnic groups will account for a larger percentage of population in the coming decade.
- Growth of suburban poor populations will create more demand for affordable and accessible transportation and support services, as most services are concentrated in the urban center.

#### Disparities

- Growing disparities in income, education, health, and incarceration rates. These disparities are largely correlated to tribe, disabilities, culture, and geographic location.
- Increasing numbers of people living at or below poverty levels in Kenya.
- Increasing education gap for minorities and poor.

#### Government and Public Policy

- Decreases in all levels of government funding for basic services and safety net programs.
- Disintegration of the social contract; erosion of trust in public institutions and officials.
- Increased political, tribal, and economic polarization combined with a lack of “leadership from the middle” and diminished civility in public discourse.
- Policy makers and citizens focused on immediate and urgent priorities rather than planning for the generation not yet born.

#### Economic Development

New policies are projected to lead to increased demand for transit oriented development (TOD); higher density, mixed use development within walking distance of transit stations.

## Appendix C (contd)

### Philanthropy

- Younger donors are increasingly interested in engaging in their own, high impact philanthropy, investing in innovative approaches, and tracking the results.
- Broad impact of technology on how issues and opportunities for giving are communicated, how giving is conducted, and how stories are shared.

### Competition

- Increased competition for donor investments from financial services sector and social investing alternatives.
- Increased competition from technology platforms that connect donors directly and instantaneously with organizations and causes.

### Environmental

Climate change and possible shortages of water and energy to meet the future.



In improvement of health services and disaster management Gwengnyakager Foundation is working with public institutions and hospitals by networking to acquire donation of ambulances, fire trucks and medical equipment to improve local infrastructure in the health and disease management.

