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STRATEGIC PLAN 2015 -2017

A dark red silhouette of the African continent is centered on the page. Overlaid on this map is a block of white text. The text is a testimonial or statement about the potential in West Africa, specifically mentioning Kenya, and describes the support provided by Afri-Can Foundation, such as tools, machines, buildings, skills, and education, aimed at creating a basis for local development and self-sufficiency.

There's
a lot of potential in West
Kenya. Many people are pre-
pared to make their own living
and with our combined support
they can. By providing and investing
in tools, machines, buildings, skills
and education we can create the neces-
sary basis for the local
development of people
and jobs. So that
they can stand on
their own and
secure their own
future, just as we
do. By support-
ing us you're
helping
them.

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Introduction

The Afri-Can Foundation was founded by Chantal Heutink and Paul Jaspers. The foundation is registered in The Netherlands on August 30th, 2006 and has an ANBI certification under fiscal number 820027108.

The initiative emerged from Chantal's four month-period of voluntary work in Kenya, during which she recognized the lack of resources underserved Kenyans have to enhance the quality of their lives. At the same time she became aware of their potential to change their own situation, provided they be supported.

Entrepreneur 'pur sang' herself, Chantal decided to facilitate deprived individuals and communities with know-how, skills and tools as to become self-sustaining through entrepreneurship.

In line with her belief that problems and solutions should be locally owned, and that it is also not feasible to manage projects well from a big distance, a organization was founded. Afri-Can Technical Training Centre began operations in 2011. It was eventually registered as a Trust in Kenya in July 2012. Today the organization provides support and facilitation in the realization of poverty alleviation, economic empowerment and sustainable development in Nyanza and the rest of Western Kenya.

The Afri-Can organizations in The Netherlands and Kenya share their vision, mission & values. In brief, Afri-Can Trust executes and manages the local programs and projects in Kenya. Afri-Can Foundation does not seek to replace the responsibility and ownership of Afri-Can Trust and the local people of Kenya. It does, however, seek to support and facilitate the organization and their projects with organizational coaching, knowledge, networks, tools and co-funding.

Over the past eight years Afri-Can has embraced many interesting opportunities that came along on its path. A long list of support and services included vocational technical training, job placement and support, entrepreneurial training, community resource mobilization and management, financial services (community banking), enterprise development, modern agro-technology and last but not least, the production and distribution of reusable sanitary pads for girls in rural areas.

Thorough evaluation¹ of the organization and their activities, of both Afri-Can Foundation and Afri-Can Trust, has led to the conclusion that in view of continuous effective output and impact both organizations should commit to Focus, Governance and Funding. To manage performance, to anticipate changes in the environment, and to navigate organizational changes are three points that need special attention in leading the organizations.

This Strategic Plan is developed as a management tool to guide the growth and relevance of Afri-Can Foundation as it transforms itself into a strong and effective organization. A separate Strategic Plan is written for Afri-Can Trust.

¹ In 2014 PwC Amsterdam consulted Afri-Can Foundation. In four sessions PwC analysed the Afri-Can ambition, activities, organization, governance and its financial situation. The conclusions of these sessions have been integrated in this plan.

WHY

1 The Problem in Kenya / Africa

"Kenya's prospects for long-term growth are among the most favorable in East Africa. Nevertheless, nearly half of the country's 43 million people live below the poverty line or unable to meet their daily nutritional requirements."²

Rural poverty

- ✂ About 70 per cent of the poor are in the central and western regions, living in areas that have medium to high potential for agriculture. Poverty and food insecurity are acute in the country's arid and semi-arid lands, which have been severely affected by recurrent droughts."³
- ✂ "Kenya's Nyanza Province lies on the shores of Lake Victoria in Western Kenya. Household economies in the province are supported by farming and fishing. Kenya's current drought has posed increased financial strain on families in this region as they rely heavily on subsistence agriculture. In the region, 94.9% of homes have no electricity and 73.8% of homes have floors made of earth, mud, dung or sand.
- ✂ Kenya also has one of the world's highest rates of population growth.
 - Increasing pressure on the country's resources and leaving young people particularly vulnerable to poverty.
 - Rural women are vulnerable as well, because they do not have equal access to social and economic assets; subsistence farming is the primary source of livelihood for most of these women.
 - Yet women and young people have great potential for contributing to economic development and social progress if they are able to fulfil their potential.

Urban poverty

"Increasing rural poverty due to declining terms of trade for a range of rural products and the introduction of harmful agricultural technology, farm inputs and seeds undermine indigenous knowledge, heighten food insecurity, contribute greatly to rural-urban migration and is a major cause of urban poverty."⁴

In a few years, Kisumu will be the financial, economic and administrative center at the Victoria Lake Basin. Kisumu is densely populated with 968.000 inhabitants. In spite of the economic development, more than half of the population lives in slums, closely packed and under miserable circumstances. The slum dwellers struggle with low income, unemployment and lack of business opportunities.

² <http://www.ruralpovertyportal.org/country/home/tags/kenya>

³ <http://www.ruralpovertyportal.org/country/home/tags/kenya>

⁴ *Pan African Conference Report on Social Workers 2005*

Free Primary Education for all

"In 2003, Kenya introduced free primary school education. Many educators interviewed for this research noted an uptick in older students, particularly female students, which they attribute to the free education policy. The return of older students to school has, in some cases, led to classrooms where classmates are not age mates.

English is the language of instruction starting in Standard 4.

Menstrual Health

"The onset of menstruation is a landmark event in the life of a young woman. Unfortunately, in poor countries, like in Africa, millions of girls are not in the position to effectively accommodate the menstrual flow with sanitary pads. Nor, are they cognitively and emotionally prepared for this event.

Studies have shown that a Kenyan girl in primary school loses approximately 5 learning days per month, which translates to 60 days a year during her menstruations. Within 4 years of high school the same girl misses 240 learning days.

"Girls expressed fear, shame, distraction and confusion as feelings associated with menstruation. These feelings are largely linked to a sense of embarrassment, concerns about being stigmatized by fellow students and, as teachers explained, a perception that the onset of menstruation signals the advent of a girl's sexual status. Among the many methods for managing their periods, girls most frequently said they folded, bunched up or sewed cloth, including cloth from shirts or dresses, scraps of old cloth, or strips of an old blanket. Cloth was reported to frequently leak and cause chafing, which made school attendance difficult particularly as the day progressed."



2 The Netherlands and Development cooperation

The Dutch government wants to promote sustainable economic growth in developing countries. And it wants to work towards global stability and security and to foster human rights.

New patterns of poverty and a shift in economic powers call for a new development agenda. The Netherlands has chosen for aid, trade and investment to contribute to global justice. The country wants to encourage investment and trade that benefit people and planet, create jobs and, preferably, are accompanied by the transfer of knowledge and skills. The new agenda is consistent with one of the key pillars of the coalition agreement: working for sustainable growth. Inclusivity has been added to this pillar, since growth and equitable distribution do not automatically go together. At the same time, the coalition agreement entails a considerable cut in the ODA budget (less 1 million euro).

Focus for Aid is on the fields in which the Netherlands itself excels.

The 4 main themes of Dutch development cooperation policy are:

- security and the rule of law;
- water management;
- food security;
- sexual and reproductive health and rights.

In each of these four themes, issues such as equality for women, the environment and climate play an important role.

(source: A World to Gain; new agenda for Aid, Trade and Investment)

WHAT

3 Our Challenge

3.1 Our Vision

Entrepreneurship underlies the vision of Afri-Can (Foundation). All initiatives have been started from the idea that entrepreneurship creates sustainable solutions. Jobs and income will create greater prosperity and, therefore, in turn more social cohesion.

Our vision is:

Dynamic and entrepreneurial communities and individuals in Kenya in charge of their own lives.

3.2 Our Belief

Every person has potential. Everybody Can! Afri-Can!

3.3 Our Mission

Ownership and responsibility rest with the locals. We mean not to direct or impose ourselves, but to respond to the demand of our target groups. We engage individuals and communities to learn from them. To mobilize their potential. Together we work on transformative and self-sustaining solutions for the lives of present and future generations.

To unleash the potential of disadvantaged individuals and communities in Kenya and facilitate their development into confident, economically independent and healthy individuals and communities by making available knowledge, skills and tools.

3.4 Our Target groups in Africa

- ✕ Vulnerable youth, living on the streets (in the age of 12 – 25 years) in Kisumu
- ✕ Rural Community Based Organizations in Nyanza County, incl. women groups
- ✕ Schoolgirls in transformation to womanhood (in the age of 9 - 18) in Eastern Africa
- ✕ Women as from 18 years in Eastern Africa (incl. women groups)

3.5 Our Key Challenges

To nurture the ambition and impact of Afri-Can it is crucial to improve the governance of and the coherence between Afri-Can Foundation and Afri-Can Trust. Outcome and transparency will be realized through a clear strategy, with focus on organizational capacity, governance and financial capacity.

Afri-Can Foundation, together with Afri-Can Trust, the local Kenyan and executing counterpart, strives to contribute to strong and self-reliant individuals and communities in Kenya, and strong and self-supporting and sustainable Afri-Can organizations.

Focus

In view of improved impact Afri-Can has decided to concentrate on a limited number of intervention strategies and programmes and activities (see **4.2.** and **5**), thus developing expertise and authority in specific fields.

Our key challenges are:

- ✘ Governance
 - Strengthen governance in The Netherlands in view of continuity and financing.
 - Create more coherence between Afri-Can Foundation and Afri-Can Trust
 - Transparent and coherent strategy, for Afri-Can as a whole, per business-unit, and functional, with focus on portfolio and product-market combinations
 - Organizational performance (output, outcome, sales, SROI)

- ✘ Financial sustainability
 - Guarantee the continuity of Afri-Can activities in project countries
 - Create clarity as to structural financing model

4 Our Approach

4.1 Our Operating Principles and Values

Afri-Can Foundation works according to the principle of community development (*bottom-up*); the organization will listen to and respect the voices of the target groups through, and including those of counterpart Afri-Can Trust.

The Foundation facilitates and manages on headlines, does not execute the projects.

When inevitable, the Foundation co-funds local initiatives; at the same time it will stimulate and facilitate entrepreneurship and financial independency.

Focus

- ✂ on Kenya through Afri-Can Trust⁵
- ✂ on what we are good at (see intervention strategies and programs)
- ✂ on what we are able to do (organizational capacity)
- ✂ on what we are able to fund (funding capacity)

Values

Values are moral goals or ideals that people pursue, appreciate and motivate. Values are emotionally charged. Afri-Can is driven by following Values:

- ✂ Compassion
- ✂ Professionalism
- ✂ Pro-activeness
- ✂ Transparency

Corporate Culture

Corporate culture is shown in

- (1) the ways the organization conducts its business, treats its employees, customers, and the wider community,
- (2) the extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
- (3) how power and information flow through its hierarchy, and
- (4) how committed employees are towards collective objectives.

Afri-Cans culture can be described as being

- Business acumen
- Responsibility
- Informal
- Open door policy
- Co-creative
- Cooperative (helpful)
- Flexible
- Ethical
- Learning organization
- Fun

⁵ Should opportunities arise to enter markets in other Eastern African countries through the collaboration with strategic partners/stakeholders, Afri-Can / I-Care pads will take that opportunity.

4.2 Our Intervention Strategies

1.2.1. Consulting, Coaching & Leadership

Afri-Can Trust is responsible for the implementation of strategic and project plans in Kenya. Afri-Can Foundation monitors and evaluates the results, and supports the Trust with consulting, coaching and leadership. The Foundation also makes decisions on strategic-, policy- and financial level. (Chapter 7.2)

1.2.2. Capacity Building

“Capacity Building is an approach to development that focuses on understanding the obstacles that inhibit people and organizations from realizing their development goals while enhancing the abilities (skills) that will allow them to achieve measurable and sustainable results.” (source: Wikipedia)

understanding obstacles > development goals > development of skills > results

On organizational level Afri-Can Foundation will take appropriate measures to build capacity in its own organization and that of counterpart Afri-Can Trust to develop best management procedures, policies, practices and systems that will ensure institutional growth, efficiency, effectiveness, responsiveness and sustainability. Focus will lie on: Financial Management, Business Development, Marketing Communications, Social Marketing/Health Promotion, and Fundraising.

On programme & project level, Afri-Can Foundation will support and facilitate Afri-Can Trust and their initiatives with (technical) knowledge and expertise, either through available knowledge in the Foundation and/or Advisory Committee, or through the deployment of expert teams.

1.2.3. Strategic Alliances

“Strategic alliances are cooperations or collaborations which aim for synergy where each partner hopes that the benefits from the alliance will be greater than those from individual efforts. The alliance often involves technology transfer (access to knowledge and expertise), economic specialization, shared expenses and shared risk. Partners may provide the alliance with resources such as products, distribution channels, manufacturing capability, project funding, capital equipment, knowledge, expertise, or intellectual property.” (source: Wikipedia)

For Afri-Can, in particular for I-Care, strategic alliances will be essential in the ambition to upscale the production, sales and distribution of the pads. However, also the other programmes could benefit from clever partnerships, for instance Menstrual Hygiene Management and Community Support. Afri-Can will invest in the development of such alliances. (Chapter 10)

1.2.4. Funding

Where business models are not, not yet or not completely feasible to finance and sustain programs and projects, grants and/or sponsoring will be necessary or complementary. The Foundation will support the Trust in funding its activities, and will raise funds to cover the costs of its own operations and activities. (Chapter 11)

5 The Programmes & Projects we support in Kenya

We refer to Appendix 5 for a definition of Programmes and Projects.

5.1 Afri-Can Program & Project Approach

The Afri-Can projects we support are geared to facilitate and maintain consistent, focused and results oriented project development. Every project will be developed within a *logical framework* and highlight the issues to be addressed, the objectives to be achieved, the specific activities to be undertaken, results to be realized and their respective indicators, time frame and budget/inputs. In addition, it will include key assumptions and the internal and external risks to the attainment of the program/project objectives.



The current programmes of Afri-Can are:

I-Care

Against the background of the problem of menstrual hygiene management of the majority of Kenyan girls Afri-Can Trust, through the I-Care unit, continues to produce and distribute high-quality reusable sanitary towels, responding to customers' tastes and preferences for comfort and personal hygiene. This improves girls' school attendance and performance, ensures empowerment by creating employment opportunities for Kenyan women. At the same time, reusable pads put less strain on the environment than disposable pads. As from 2016 I-Care, the production, sales and marketing will be an independent organization (Ltd.).

Afri-Can Trust Training Centre:

Menstrual Hygiene Management

Afri-Can Trust seeks to improve the social well being of the girls in schools, especially the vulnerable girls in Western Kenya through menstrual hygiene education and general social empowerment approaches to equip the girls with relevant and appropriate tools, skills, knowledge and attitudes to realize their full potential.

Technical Training

Afri-Can Trust through the Afri-Can Trust Training Centre (ATTC) supports vulnerable urban and rural youth in acquiring technical and life skills, expertise and understanding necessary for creating their own job opportunities, for instance through motor vehicle mechanics and entrepreneurship. ATTC is planning to add motor management to its curriculum in 2015. Besides vocational training ATTC offers assessments, coaching on the job to optimize career prospects, and connection to the labor market to close the gap between capacities of the youth (employees) and the requirement of the market (employers).

✂ **Afri-Car Garage**

Working in the Afri-Car Garage is an important component of the MVM Vocational Training. It offers valuable practical training and work experience for the students. In addition, the commercial services of the garage are an essential source of income for ATTC.

✂ **Entrepreneurial Training**

The students acquiring a technical vocational training also receive training in entrepreneurship. ATTC plans to adapt the curriculum and method to make it suitable for training other target groups as to support them in becoming self-sufficient and independent, but also to add another income generating product to ATTC's portfolio.

✂ **Financial Literacy**

"Financial literacy refers to the set of skills and knowledge that allows an individual to make informed and effective decisions with all of their financial resources." (source: Wikipedia)

With the help from strategic partner Aflatoun Afri-Can has developed a programme to empower vulnerable girls, youth and women groups in financial literacy. Primarily to be able to set aside money to purchase I-Care pads (girls and women). Now Afri-Can also aims to teach ATTC students Financial Literacy, as part of their Entrepreneurial training, and as to – eventually - pay off their vocational training contribution.

Community Development

The challenge in the Lake Victoria region is to develop economically and socially viable and sustainable community businesses and agricultural production systems to ensure livelihood and food security. Invariably, the quest for sustainable agriculture implies achieving appropriate balance between access to agricultural inputs, appropriate production technologies, market access and sustainable access to and use of land. This requires the community economic empowerment of the households, families and communities through support of sustainable income generating activities (IGAs).

In the past Afri-Can has supported CBO's (Community Based Organizations) in Nyanza through capacity building and entrepreneurship/income generation. Afri-Can Foundation has invested in agricultural land, with the idea that part of the profit will be contributed to the exploitation of Afri-Can Trust.

In view of the necessary focus for the internal organization, I-Care and ATTC, Afri-Can has decided not to invest in Community Development projects in the coming years.

6 Our Goals and Objectives

6.1. Goals

Afri-Can Foundation will be judged on its output (impact). Prerequisites for creating impact are following goals:

- ✂ Organizational performance (Good Governance) (*Chapter 7.1*)
- ✂ Facilitating Impact (Afri-Can Trust & I-Care)
- ✂ Financial sustainability (*Chapter 10*)

Above goals apply to both the Foundation and the Trust – and, as from 2016 to I-Care Limited - as the Foundation is responsible for the Trust. In this regard, the Foundation will function as a supervisory-, advisory- and facilitating body.

6.2. Objectives

Geared to achieve aforementioned goals objectives (priorities) have been defined for 2015 – 2017. These can be found hereunder, or in relevant following chapters.

- **Focus**
 - ✂ To stick to the thematical-, program- and geographical choices that have been made and stipulated in this strategic plan (see *Chapter 4.1. Our Operating Principles*)
 - ✂ To be monitored every year and evaluated at the end of this strategic period
- **Governance** (see Chapter 7.4 Organizational Objectives)
- **Raising Awareness and Support for Afri-Can in The Netherlands** (see Chapter 8.1)
- **Facilitate Impact** (see Chapter 9.)
- **Financial sustainability** (see Chapter 11)

HOW

7 Our Organization & Governance

Afri-Can Foundation was founded in 2006 to support and facilitate community initiatives in Kisumu and Nyanza County. Until 2012 the initiatives were managed by a humble structure of local (community) volunteers, supervised by the founders from The Netherlands. In 2012 Afri-Can Trust was registered in Kenya as to structurally and effectively develop and manage sustainable integrated community initiatives. The Trust is supervised and facilitated by Afri-Can Foundation.

7.1 Organizational Structure

A professional and decisive organization is an important prerequisite to achieve goals and objectives. In view of this, the Foundation continuously invests in improving its functioning and instruments.

In view of the above, and because of the major impact of and the attention that is given to I-Care, this business unit gets priority in this strategic plan. Because of this, but especially because of legal and capital issues, I-Care will be made into an independent and self-supportive production organization in Kenya (Ltd.) with a supervisory legal entity in The Netherlands: I-Care B.V. The B.V. and the Limited should be effective as from 1 January 2016 (see next page). Afri-Can has been advised by CMS (Derks Star Busmann).

7.2 Afri-Can Foundation Roles and Responsibilities

Afri-Can Foundation aspires a small and engaged Board, familiar with the issues and context as addressed in the Introduction and Appendixes. In February 2015 the Board counts 3 members and is looking for a fourth member. Chairperson is the only board member - in her function as 'Managing Trustee' of Afri-Can Trust – who is remunerated for her 24/7 involvement, as long as funds are available.

The Board is responsible for developing policies and systems, for programme design and development, resource mobilization, institutional development, resource management and development, as well as for guiding and overseeing the overall implementation of the strategic plan, both in The Netherlands and Kenya.

Board members also have an operational coordination portfolio. These include communications, fundraising, projects and relation management. The coordinating functions will be distributed over the portfolios of the board members, geared to their specific skills, expertise and interest.

Operational Organization

The Board will be assisted by an '*Operational Team*' of volunteers and executing consultants, who will support the Foundation in executing tasks like communications, fundraising, administration and relation management. The volunteers will report to the Board Member with the related portfolio.

In view of the Foundation's ambition, it is important to pursue a gradual expansion of the Operational Team, in which finding persons with a good and relevant expertise will be a priority.

Advisory Committee

An Advisory Committee will be added to the organization, to consult the Board with strategic matters, and the operational organizations (including Trust) in strategic and practical issues. Committee members will be recruited in relevant sectors, e.g. health promotion, business development, (social) marketing, development cooperation, social enterprise, finance, fundraising, communications and production.

Recommending Committee

The Foundation aspires to install a Recommending Committee in 2015. This committee consists of prominent persons who represent the various stakeholder groups of the foundation, and who underwrite the mission of the foundation, and who are willing to connect their name.

In the Bylaws the tasks and responsibilities of Board members, advisors, volunteers are described.

7.3 Organizational / Governance Objectives

In the period 2015-2017 Afri-Can Foundation has following organizational objectives:

- ✕ Capable, engaged, committed, and responsible boards for both Afri-Can Foundation and the Trust;
- ✕ To appoint a new board member to complete the board with five members;
- ✕ To recruit additional advisors and volunteers as to support the board with various administrative and operational tasks
- ✕ Supplement the Boards in The Netherlands and Kenya with Advisory Committees and Recommending Committees;
- ✕ Support the Board with a full fledged voluntary 'campaign organization';
- ✕ Introduce and execute a *Policy Cycle*, for both Afri-Can Foundation and Afri-Can Trust, to include three-annual Strategy Plans, including strategies for Communications and Finance/Funding.
- ✕ Adequate and capable organization (Trust and I-Care Ltd) and staffing
- ✕ Transparent and effective systems and processes (monitoring, evaluation, reporting)
- ✕ Coherence between the organizations of the Foundation & Trust
- ✕ Structural communications

Afri-Can underwrites the Wijffels Code (2005), promoting good governance (management, supervision and accountability) of charitable organizations. In 2007 the Code was integrated in a new CBF-certification.

8 Awareness and support in The Netherlands

It is essential to guarantee widespread support for the activities of Afri-Can.

Public support is the importance people attach to international cooperation and their active engagement. Even if Afri-Can advocates entrepreneurship.

Public support is also important for the organization of Afri-Can. In the current political context the embodiment of development organizations in the Dutch society is a primary need. Global problems require global solutions, and for that reason participation of/involvement by the Dutch is a prerequisite. Because, it does not only concern changes in developing countries, but also changes in The Netherlands. In this regards public support is a means, with as goal poverty alleviation and equality.

Raison d'être

Moreover, Afri-Can needs the support of a wide public of donors, sponsors and tax payers in The Netherlands as to realize its objectives, both financially, in terms of consulting and expertise, and with practical support.

It is important that the supporters primarily get their 'rewards' from the passion for their trade and Afri-Can's mission. With a small purse Afri-Can is not able to remunerate people in line with the market. It is, therefore, essential to talk to the right people and convince them in the right manner of its raison d'être, and to engage them as volunteers to the organization.

An effective communications strategy will underlie this. It will pay attention to stakeholder-management and engagement, focusing on stakeholders in the civil society, the private sector and international agencies.

An impression of the stakeholders' expectations expressed in relation to Afri-Can can be found in Appendix 9.

Afri-Can 10 years!

On August 30th, 2016 it will be 10 years ago that Afri-Can started its activities. This momentum is a unique opportunity to create public attention and launch a fundraising campaign. The communications and fundraising plans will pay attention to this.

9 Facilitate Impact

Main reason for Afri-Can Foundation's existence is to support and facilitate the executing organization Afri-Can Trust in Kenya, including I-Care, which deserves to be mentioned separately. This does not imply that only the Kenyan Trust works to deliver; much of the strategic planning is done by, or in close cooperation with the Foundation, often making use of expert consulting and collaboration/partnerships.

Afri-Can Foundation is also in the position, and has the capacity to build and maintain networks that are interesting for developing strategic alliances.

10 Strategic Alliances

Strategic alliances are increasingly gaining favour over go-it-alone strategies for organisations to achieve fast and (economical) growth.

The results show that “soft” facts such as trust are important for alliance success, but not on their own sufficient. Also “hard” facts such as strategic compatibility and appropriate governance mechanisms have an important influence on alliance success. Careful strategic planning and good partnership preparation are essential for alliance success, but the full value of an alliance has to be developed as it evolves.

Afri-Can acknowledges the importance of strategic partnerships and alliances as the key to transformational and sustainable development and poverty alleviation. The purpose of such partnerships and alliances is to mobilize resources, fostering exchange and sharing of information and best practices, lobbying and advocacy, and promoting joint synergistic action where necessary. It is essential that stakeholders’ moral, financial, technical and material contribution and support are constantly and iteratively vital in achieving the departmental objectives and ultimately resulting to realization of Afri-Can’s mission.

Good stakeholder management is crucial to building alliances.

Afri-Can Foundation will focus on stakeholders that are capable to realize their own goals and objectives.

11 Our Financial Needs and Funding

PwC-conclusions related to financial management have been integrated in the Financial Objectives of the Foundation.

11.1 Financial management

The capital of Afri-Can Foundation is managed by the treasurer, in cooperation with other board members.

Board-members and volunteers of the Foundation are not remunerated for their activities.

Indirect costs from the Foundation are minimal and are related to office, communications and fundraising costs and traveling expenses.

Every year the Foundation publishes its Annual Financial report, showing its income and expenses. In addition, the Foundation commissions the publication of an audit report, which accounts for the funds received by Afri-Can Trust from the Foundation and other organizations.

11.2 Operational Planning, Budgeting and Financial Reporting

A full budget or financial plan will be developed by the Trust to accompany the Strategic Plan 2015-2017. For operational purposes, departmental, programme and project annual, quarterly and monthly plans and budgets will be developed and implemented in line with Afri-Can Trust's Financial Management Policies and Procedures.

Work Plans as discussed and approved by Management and the Board of Afri-Can Trust will form the basis for operational budgeting. The Board of the Foundation will review and approve financial plans and budgets. As a requirement, monthly and quarterly budget performances will be prepared as an instrument of financial monitoring and prudent decision-making.

11.3 Financial Resource Needs and Funding

The resource mobilization strategy will essentially involve elaboration of the Strategic Plan 2015 - 2017 and Annual Work Plans into full project proposals and business plans for purposes of fundraising from various sources. The Foundation and the Trust staff and advisors will frequently contribute to writing fundraising proposals to be submitted to institutions and donor agencies in its effort to meet its financial requirements for the next three years.

The Foundation will support Afri-Can Trust in strengthening staff capacity in financial analysis and forecasting, marketing and managing Afri-Can business units, fundraising and proposal writing. It is important to ensure maximum returns and increased propensity towards sustainability from the Afri-Can business units as well as negotiate with its development partners for funds to meet the largest portion of both institutional and program costs.

12 Monitoring & Evaluation

An effective report is essential. After all everybody wants to know what the results are of the organization, the programme's and the projects: the executers, the donors and other stakeholders.

12.1 At Organisational and programme level

✂ Afri-Can Foundation

Afri-Can Foundation is responsible for the monitoring and evaluation of its own activities and organizational processes. It carries, however, also final responsibility for the activities of the Trust. Therefore, the Board of the Foundation will evaluate the Quarterly Reports submitted by the Trust, as specified in the Strategic Plan of Afri-Can Trust, as well as in the Bylaws.

✂ Afri-Can Trust

Like the Foundation, Afri-Can Trust is responsible for the monitoring and evaluation of its own programmes, projects and organizational processes.

Monitoring and evaluation activities will be based on Afri-Can defined systems as well as on the terms and conditions of mutual agreement with donors and partners.

The Trust reports to the Management Trustee, also Chair of the Foundation. The Management Trustee will report on headlines to the Foundation Board.

Afri-Can Trust will use both process and impact evaluation approaches:

- ✓ **Process evaluation:** will involve ongoing, periodic or mid-term organizational and program reviews.
- ✓ **End Term/Impact evaluation:** focuss on assessing and evaluating the overall organizational and program performance, outcomes and impacts. The outcome of the evaluation will provide the basis for the next cycle of Afri-Can Trust's strategic planning. An external evaluation team will conduct the evaluation with Afri-Can Trust providing logistical and administrative support. The terms of reference will be guided by the objectives of Afri-Can Trust and funding agreements signed with the main funding partners.
- ✓ **Specific project evaluations** will be undertaken based on logical frameworks and/or the agreements entered with partners funding particular programs or projects.