

Safaricom Foundation strategy

April 2014 to March 2017

Building communities; Transforming lives.

Introduction

Established in August 2003 by Safaricom Limited, The Safaricom Foundation is one of the largest corporate Foundations in Kenya. Since its inception, it have invested over Ksh 1.8 billion (approximately US\$ 21 million) in education, health, economic empowerment, the environment, arts and culture, music and sports. In addition, it has also responded to disasters and humanitarian emergencies.

The Foundation's strategy development process involved six major steps:

- Commissioning Ernst & Young to independently evaluate progress in the implementation of the Foundation's strategy for the period 2008 to 2013;
- Reviewing the practices and approaches of local and regional Foundations and other entities involved in the philanthropic space in Kenya;
- Reviewing the Government of Kenya's (GoK) development strategy documents i.e. the second Medium Term Plan (MTP) 2013-17 and sector strategies for health, education, environment, economic development, arts and culture and sports as well as the findings of the United Nations High-Level Panel (HLP) on the post 2015 Development Agenda¹;
- Undertaking an environmental scan to identify current and future trends in the thematic areas in which the Foundation has invested over the last five years;
- Reflections amongst Foundation trustees, with Foundation staff and with Safaricom management about how and where the Foundation can make the greatest difference; and
- Engaging KPMG Kenya to facilitate the development of the strategy and its accompanying implementation plan

This document describes the Foundation's strategy for the period April 2014 to March 2017. The strategy is the building block of the Foundation's work and will guide the selection of its partners and grantees, and the allocation of financial, human and leadership resources. Through this strategy, the Foundation seeks to maximise its impact and transform the lives of the communities in which Safaricom operates.

The strategy marks the beginning of the third phase in the evolution of the Foundation. It breaks new ground for the organisation, signalling a determination to apply more focus, rigor and outcomes orientation to its work.

¹ What are now known as the Sustainable Development Goals (SDGs)

Mission, Values and Core principles

Mission

The mission of the Safaricom Foundation is to build communities and demonstrably transform lives

Vision

The vision of the Safaricom Foundation is a thriving and prosperous Kenya

Values

The following values drive the Foundation's thoughts, words and actions:

- Move with **Speed**
- **Simplify** the way the Foundation does things: and
- Build relationships with all the Foundation's stakeholders based on **Trust**

Core principles

The Foundation's work is underpinned by the following core principles:

- **Economically empowering:** Striving to ensure that across all its programme areas the investments it makes contribute to economically empowering communities to eradicate poverty;
- **Sustainable:** Striving for sustainability in all areas of its work – the Foundation is investing for long term change;
- **Able to leverage mobile technology:** Striving to leverage mobile technology to increase the impact of funding;
- **Gender sensitive;** Striving to ensure that the investments that the Foundation makes provide equal enjoyment by women, men, girls and boys of rights, opportunities, resources and rewards;
- **Rights based:** Striving to ensure that the ultimate aim of the Foundation's philanthropic investments is the realisation of rights of women, men, girls and boys, as articulated in the constitution of the Republic of Kenya and regional and international conventions and declarations; and
- **Results focused:** Striving to ensure that the Foundation only invests in programmes and activities that achieve measurable results

These principles will be applied in all of the Foundation's work and will underpin its aspirations to contribute to tackling the critical social, economic and environmental challenges facing Kenya.

Thematic areas of focus for 2014 to 2017

As part of the development of this strategy, the Foundation undertook a review and analysis of the nine thematic areas in which it has invested over the past five years in order:

- To consider whether it made sense to continue investing in a certain thematic area for the new strategy period;
- To consider measurable goals for each thematic area agreed for future investment; and
- To consider focus areas of the greatest need and in which the Foundation can best use the resources at our disposal to transform lives within each thematic area agreed for future investment:

The Foundation has previously made investments in the thematic areas of education, health, economic empowerment, environmental conservation, water, arts and culture, music, sports and disaster relief.

The Foundation believes that with the exception of music and sports, all of the remaining thematic areas remain areas of the greatest need amongst all of the communities in which Safaricom operates as a company. Thus it has retained the following eight thematic areas for the new strategy: education, health, economic empowerment, environmental conservation, water, arts and culture, and disaster relief. The Foundation believes that these are the thematic areas in which it can make the best use of its resources to transform lives over the next three years.

The Foundation will discontinue investments in the areas of music and sports (that are not aligned with the focus of its other areas of investment) as these could and should be better supported through Safaricom Limited which is well placed to support these areas through brand assets such as Niko na Safaricom Live, Safaricom 7s, Safaricom Marathon, Safaricom Athletic Series, Sakata Ball as well as through strategic marketing, events and sponsorship.

Strategic goal for the period 2014 to 2017

The Foundation's strategic goal for period 2014 to 2017 is to make a significant contribution towards creating lasting social, economic and environmental transformation for communities in Kenya.

This overall goal is aligned to the goals articulated in the second Medium Term Plan (MTP 2013-2017) for Kenya as well as to goals proposed by the United Nations High-Level Panel (HLP) of Eminent Persons on the post 2015 Development Agenda².

The metrics for measuring the Foundation's contribution to creating lasting social, economic and environmental transformation will be guided by the illustrative indicators of progress outlined in later sections of this strategy.

² In July 2012, UN Secretary-General Ban Ki-moon announced the 27 members of a High-level Panel to advise on the global development framework beyond 2015, the target date for the Millennium Development Goals (MDGs). The Panel submitted its report on 30th May 2013. The report recommends a number of global goals and indicators in 14 thematic areas including: poverty eradication, empowerment, education, water and sanitation, jobs and natural resource management. At the time of the development of our strategy, these goals had yet to be formally endorsed by the United Nations General Assembly.

Strategic directions for the period 2014 to 2017

The Foundation has articulated nine strategic directions for the period 2014 to 2017 in which it intends to make a significant contribution as:

- Increase access to equitable and innovative educational opportunities;
- Improve the health status of Kenyans;
- Economically empower young Kenyans;
- Preserve and protect the environment;
- Increase access to water in water insecure counties;
- Preserve, protect and enhance Kenya's arts and culture;
- Scale up the development and use of mobile technology for development;
- Reduce suffering, disease and death due to disasters and complex emergencies; and
- Further develop as an effective corporate Foundation, recognised as a leader in our field.

The first seven relate to strategic directions for the seven thematic areas (i.e. education, health, economic empowerment, environmental conservation, water, arts and culture and disaster relief) in which the Foundation intends to invest for the period of the new strategy. Strategic direction eight relates to the Foundation's desire to include a focus on mobiles for development. Finally, cognisant of the fact its transformation agenda, the Foundation will need to significantly increase its internal capacity. The last strategic direction therefore relates to this ambition.

The following pages explain each strategic direction highlighting the opportunities available, the challenges faced and how the Foundation will seek to address them through its investments.

Strategic direction 1: Increase access to equitable and innovative educational opportunities

The opportunity

Education is essential to economic development. Citizens who can read, write and think critically have better economic opportunities, higher agricultural productivity, healthier children and better reproductive health. Investing in education brings individuals and societies enormous benefits, socially, environmentally and economically.

The challenge

In recent years, Kenya has made laudable gains in expanding access to and making additional resources available to ensure educational opportunities for its citizens. However five major challenges remain:

- Large numbers of children with disabilities³ are effectively excluded from education yet the education of children with disabilities reduces discrimination and stigma and increases the likelihood of economic independence – both for the children and for their families;
- Large numbers of children from nomadic pastoralist communities in Turkana, Marsabit, Isiolo and Samburu counties remain excluded from education;

³ Learning, speech, physical, cognitive, sensory disabilities or emotional difficulties.

- We live in a globally connected, information saturated world. To thrive, students need access to ICT for learning. However, the reality is that many of Kenya’s schools do not provide training in ICT for its students and in many cases, although the demand for training in ICT exists, there are simply not enough teachers that have the training to be able to use ICT for learning or to educate students in its use. This is further compounded by the lack of infrastructure to support the use of ICT for learning within schools; and
- Many children (and not surprisingly their teachers) are failing to master basic literacy and numeracy skills even when they complete a full cycle of primary education. Available data makes clear that low achievement is widespread.

Strategy and areas of focus

Over the next three years, the Foundation will provide grants to partners to deliver outcomes that:

- Increase access to educational opportunities for children with disabilities;
- Increase access to educational opportunities for children from nomadic pastoralist communities;
- Increase access to ICT education for both teachers and students; and
- Improve both teacher and student competencies in literacy and numeracy (particularly mathematics)

Illustrative indicators for measuring progress

- Basic literacy rates amongst primary school students
- Basic numeracy rates amongst primary school students
- Basic numeracy rates amongst teachers
- Basic literacy rates amongst learners
- Gross enrolment rates amongst children from nomadic pastoralist communities
- Primary school completion rates amongst nomadic pastoralist communities
- Gross enrolment rates amongst children with disabilities
- Primary school completion rates amongst children with disabilities
- ICT competency rates amongst teachers
- ICT competency rates amongst learners
- Number of children with disabilities with access to education
- Number of children from nomadic pastoralist communities with access to education
- Number of teachers trained in using ICT for education
- Number of students trained in ICT
- Number of teachers trained in basic literacy and numeracy skills
- Number of students educated in basic literacy and numeracy skills

Strategic direction 2: Improve the health status of Kenyans

The opportunity

Health enables people to reach their potential, healthier is wealthier. In addition good health is not only an outcome of, but also a Foundation for development. Healthy Kenyans are more productive, earn more, save more, invest more, consume, and work longer, all of which have a positive impact on GDP. The findings of a study by the International Finance Corporation (IFC) exploring the impact of health – as

measured by life expectancy - on economic growth, suggest that one extra year of life expectancy increases GDP by 4%. In addition, the benefits of investing in health outweigh the costs. The United Nations High-Level Panel report indicates that every \$1 spent generates up to \$30 through improved health and increased productivity. It is evident therefore that investing more in health is a smart strategy to empower people and build a stronger Kenyan society and economy.

The challenge

Recent decades have witnessed dramatic progress in improving the health status of Kenyans. However, despite this progress, significant challenges remain in improving the health status of Kenyans:

- Infant and under-five mortality rates remain unacceptably high. Most neonatal deaths are caused by preterm birth, asphyxia during birth, and infections such as sepsis, pneumonia, and meningitis;
- Maternal mortality rates have risen from 488 per 100,000 live births between 2003 and 2009 to 495 in the last four years⁴) mothers suffer primarily from haemorrhage, sepsis, obstructed labour, and disorders caused by high blood pressure. Effective, low-cost interventions are available, but they are not reaching all of the women and babies who need them; and
- Kenya has witnessed a dramatic increase in chronic diseases of lifestyle (CDL)⁵ that have resulted in various long term disease processes, culminating in high mortality rates attributable to stroke, heart attacks, tobacco and nutrition induced cancers, diabetes, chronic bronchitis, emphysema, renal failure and amongst others. These diseases are known as non-communicable diseases (NCDs). Prevention or effective management of these NCDs requires low cost health screening and treatment interventions, but these interventions are not reaching all of the people that require them, especially in rural areas.

Strategy and areas of focus

Over the next three years, the Foundation will work with its partners to deliver outcomes that:

- Ensure that mothers and infants survive and stay healthy during childbirth and early childhood, when services are most lacking and the majority of deaths occur; and
- Increase access to health screening and treatment for chronic diseases of lifestyles.

Illustrative indicators for measuring progress⁶

- Neonatal mortality rates in areas in which Foundation
- Infant mortality rates
- Maternal mortality rates
- Number and percent of mothers and babies provided with postnatal care within 2 days of birth
- Number and percentage of live births attended by a skilled health professional
- Number of women who received postnatal care within two days of childbirth
- Number of babies who received postnatal care within two days of childbirth

⁴ Kenya Demographic and Health Survey reports

⁵ Chronic diseases of lifestyle (CDL) are a group of diseases that share similar risk factors because of exposure, over many decades, to unhealthy diets, smoking, lack of exercise, and possibly stress. The major risk factors are high blood pressure, tobacco addiction, high blood cholesterol, diabetes, and obesity

⁶ These indicators will refer to counties/districts/areas in which Foundation grantees operate

- Number of individuals trained to provide Antenatal Care (ANC) services
- Number of health facilities equipped to provide quality maternal and child health care
- Number of women attending ANC services
- Number of people screened for chronic diseases of lifestyle
- Number of people treated for chronic diseases of lifestyle

Strategic direction 3: Economically empower young Kenyans

The opportunity

Economic empowerment refers to the capacity of women and men to participate in, contribute to and benefit from growth processes in ways which recognise the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth. A key aim of the Government of Kenya's Vision 2030 is to lift Kenyans out of poverty through economic empowerment, particularly youth⁷ who comprise 60% of the country's population. When Kenyans have both the ability to succeed and advance economically and the power to make and act on economic decisions that lift them out of poverty, their lives will be positively transformed. The income from their labour will allow them to save more, invest more, consume more as well as raise healthier, better educated families. It is evident therefore that investing more in economic empowerment is a smart strategy to empower people and build a stronger Kenyan society and economy.

The challenge

Unemployment is considered Kenya's leading economic policy challenge. At the forefront of this challenge lies the high unemployment rate among young people, which is estimated to be double the national level of unemployment of 12.7 percent⁸. Hence, most of the unemployed people disproportionately stem from the youth segment of the population and belong to the bottom 40 percent of the income distribution. Many of these young people could lift themselves out of poverty through training in entrepreneurship education as well as support to establish micro and small scale enterprises. However, opportunities for entrepreneurial training remain few and far between and access to funding for micro and small scale enterprises remains minimal.

Strategy and areas of focus

Over the next three years, the Foundation will work with its partners to:

- Support the establishment of micro and small scale social enterprises that have social impact and create jobs; and
- Increase access to entrepreneurship education and financial literacy for young people.

Illustrative indicators for measuring progress

- Number of micro and small scale enterprise established
- Number of jobs created through micro and small scale enterprises

⁷ Defined as those aged between 15 and 24

⁸ Discussion paper: Kenya's youth employment challenge (UNDP, January 2013)

- Number of young people provided entrepreneurship education
- Number of young people trained in financial literacy

Strategic direction 4: Preserve and protect the environment

The opportunity

Preserving and protecting our environment is fundamental to all our lives and well-being. Integrating environmental concerns is crucial to meeting the Government of Kenya's ambition of a 2030 that is more equal, more prosperous, greener and more peaceful.

Kenyans living in poverty suffer first and worst from environmental disasters such as droughts, floods and harvest failures, yet every Kenyan suffers without clean air, soil and water. We are cognisant of the fact that if we do not preserve and protect the environment, we can make gains towards eradicating poverty, but that transformation will not last.

The challenge

Deforestation is a major problem in Kenya. When the country attained independence in 1963, it had forest cover of some 10% and by the end of 2012; it was less than 4%. The United Nations Environmental Programme (UNEP) estimates that over 50,000 hectares of forest in Kenya's water towers have been lost to deforestation in the ten year period of 2000 to 2010 increasing pressure on a population already grappling with hunger and water scarcity. Many of these forests had traditionally been managed by local communities. When the forests are cleared, these communities lose a traditional source of their livelihoods, while the country loses an important natural resource that could be managed for more sustainable economic development. The Kenya Forest service (KFS) has identified 22 water towers that are now endangered due to deforestation⁹.

Kenya is synonymous with wildlife. Indeed, Kenya's wildlife contributes significantly to our country's earning in tourism, with the Maasai Mara alone estimated to contribute approximately 8% of the country's tourism earnings. However, our country's status as the premier destination for wildlife tourism is now under serious threat as the wildlife population continues to decline sharply. Data from the Kenya Wildlife Service (KWS) shows a worrying trend in animal populations across species, some of which are on the verge of extinction. Presently 107 wildlife species are listed as threatened. Of these 16 are classified as critically endangered including elephants, black Rhino, the Adder Duiker, the bongo and the Hirola antelopes. It is imperative that these wildlife populations are protected and preserved, not only for the benefit of future generations, but also because of their critical contribution to the economy (and hence sustainable development) through wildlife tourism.

Strategy and areas of focus

Over the next three years, the Foundation will work with its partners to:

⁹ Mt. Kenya Ecosystem, Aberdare's Ecosystem, Mt. Elgon Ecosystem, Mau Forest Complex Ecosystem, Cherangany Forests, Shimba Hills Ecosystem, Chyulu Hills, Taita Hills, Marsabit Forest, Kibwesi Forest, Ngong Forest, Karura Forest, Mathews Range, Mua Hills, Loita Hills, Kakamega Forest National Reserve, Bonjoge Forest, Ol Donyo Sabuk National Park, Ndundori Hills

- Preserve and protected at least one endangered water tower; and
- Protect and restore endangered wildlife and their habitats

Illustrative indicators for measuring progress

- Number of hectares of water tower where afforestation has taken place
- Percent reduction in death rate due to poaching (per endangered wildlife animal)
- Number of hectares of wildlife habitats protected from poaching

Strategic direction 5: Increase access to water amongst water insecure communities

The opportunity

Access to water is a basic human right. Safe drinking water is something everyone in Kenya needs. Kenyans depend heavily on water resources, not only as drinking water, but also for crops, agriculture and livestock and fishing. Predictable access to water expands job options for both men and women and supports broad based economic development. When safe water is reliable and accessible, food security and nutrition can be improved. When wastewater is adequately treated, environmental quality, food safety, and human health are better protected.

The challenge

41% of Kenyans lack sufficient access to safe drinking water, whilst 20% lack access to continuous safe water. Improving access as well as quality is becoming increasingly urgent particularly in water-scarce counties such as Turkana, Garissa, Isiolo, Mandera and Wajir. Projections are that by 2025, two thirds of the populations in these counties could be living in severe water stress conditions, adversely affecting individuals, communities and economies.

Strategy and areas of focus

Over the next three years, the Foundation will work with its partners to:

- Increase access to water in communities that are classified as water insecure

Illustrative indicators for measuring progress

- The number and percent of people with sustainable access to improved water supply

Strategic direction 6: Preserve, protect and enhance Kenya’s arts and culture

The opportunity

In its 66th session in 2011, the United Nations General Assembly recognised that the arts and culture are an essential component of human development. It stated that the arts and culture represent a “source of identity, innovation and creativity for the individual and the community, are an important factor in social inclusion and poverty eradication, providing for economic growth and ownership of development processes”. It also stated that the arts and culture contribute to the development of innovative creative

capacities in people and are an important component of modernisation and innovations in economic and social life. The Foundation has long recognised the importance of the arts and culture as a key element of development.

The challenge

Insufficient funding and resources have been made available towards preserving, protecting and enhancing Kenya's arts and culture. Without proper stewardship, protection and preservation a huge amount of Kenya's arts and cultural heritage will be lost to future generations

Strategy and areas of focus

Over the next three years, the Foundation will work with its partners to:

- Identify, protect, preserve and enhance Kenya's arts and cultural heritage

Illustrative indicators for measuring progress

- Number of initiatives to identify, protect and preserve Kenya' arts and culture supported

Strategic direction 7: Scale up the development and use of mobile technology for development

The opportunity

The Foundation believes that mobile is the transformative technology that enables us to put relevant, impactful services into the hands of underserved communities. Kenya has one of the highest levels of mobile penetration in Africa.

The challenge

However, the Foundation has not sufficiently leveraged mobile telephony for public benefit in the country whilst other countries have leapt ahead in utilising mobile telephony for public benefit in the areas of health, agriculture, economic empowerment, arts and culture, environmental conservation and to connect learners to educational content. In addition, the Foundation has previously been reactive in supporting mobile for development and developing partnerships in this area.

Strategy and areas of focus

Over the next 3 years the Foundation:

- Support the development and deployment of mobile technologies that achieve social impact

Illustrative indicators for measuring progress

- Number of mobile applications developed
- Estimated number of people benefiting from use of mobile applications

Strategic direction 8: Reduce suffering, disease and death due to disasters and emergencies

The opportunity

Rapid assistance can save lives during an emergency or disasters. We know that with immediate financial support, relief agencies and local organisations that are first responders can deliver help within hours or days—when needs are most significant and an immediate response is critical.

The challenge

Disasters and emergencies occur nearly every day and affect thousands of communities in Kenya, leaving our citizens in urgent need of help to survive and recover. While some disasters and emergencies, such as the Westgate Mall terror attack and the fire at Jomo Kenyatta International Airport (JKIA) gain widespread media coverage, many others are poorly publicised and receive little public attention.

Better disaster and emergency preparedness can also help to significantly mitigate the impact of disasters and complex emergencies. However, to date, insufficient attention has been given to research, data and to planning for the efficient management of disasters and emergencies when they arise in Kenya.

Strategy and areas of focus

The Foundation aims to reduce suffering, disease, and death amongst communities affected by disasters and complex emergencies in Kenya. In addition to responding directly to disasters and emergencies, the Foundation has a longer-term strategy to help communities prepare for disasters and recover more quickly after an emergency.

- Thus over the next three years, the Foundation shall as and when required continue to provide quick, initial funding to humanitarian agencies for disasters and emergencies amongst the communities in Kenya in order to help to save lives and alleviate suffering, targeting the most vulnerable people.
- In addition, the Foundation will explore the possibility of partnering to building the capacity of a national disaster preparedness and response centre.

Illustrative indicators for measuring progress

- Number of people benefitting from disaster and emergency relief efforts supported by the Foundation

Strategic direction 9: Further develop as an effective corporate Foundation, recognised as a leader in our field

In order to effectively deliver on the investments that the Foundation intends to make in the various focus areas articulated in the 8 strategic directions described attention:

Increasing the Foundation's organisational capacity to effectively its grant portfolio

It is recognised that the Foundation's core business is grant management. However, it has not invested sufficient resources in putting together an organisational structure that is 'fit for purpose' with a consequence that existing management is overstretched, impeding its ability to effectively manage the grant portfolio at hand. Thus there is an urgent need to invest in organisational capacity to manage the grant portfolio through the following actions:

- Streamline the Foundation's organisational structure to better align it to our core business of grant management and to this new strategy; and
- Recruiting additional resources (in particular for grant finance, programme management and monitoring and evaluation).

Strengthening the Foundation's capacity to monitor and evaluate the impact of its investments

It was widely acknowledged the Foundation have paid insufficient attention to monitoring and evaluation (M & E) due to a lack of adequate capacity, yet this is essential in order to establish performance incentives for our grantees and partners; detect and address problems in the delivery of funded interventions so that programme redesign and improvement become standard operating procedures; provide evidence of the effectiveness of Foundation investments; and communicate to stakeholders in transparent and objective ways.

Thus, the Foundation shall invest in strengthening its capacity to monitor and evaluate the impact of its investments through the following actions:

- Develop a monitoring and evaluation framework to monitor and evaluate progress in the implementation of this strategy;
- Ring fence between five to ten percent of our resources to support the monitoring and evaluation function in line with international best practice;
- Commission independent thematic evaluations; and
- As part of its grant making process, carefully work with partners to define and measure results rather than inputs and activities.

Improve grant making processes and systems

The Foundation takes note of the feedback from past and current grantees, staff and stakeholders concerning challenges with our grantmaking processes. In addition, surprisingly for a corporate Foundation whose parent company is a leader in technology, the Foundation has not made effective use of technology as part of its grant management systems. Thus early in 2014, the Foundation will undertake a review to streamline and automate its grant application, planning and management processes.

Approach to grant making

Historically, the Foundation has primarily been a responsive grant maker and such an approach has it well. However, as a result of the development of this more detailed strategy, the Foundation will be

moving to a hybrid model that combines responsive grant making with a more Foundation-initiated activity focused on specific thematic areas.

Responsive grant making

The Foundation will continue to operate responsive grant programmes for the following thematic areas: health, education, and water and disaster relief. The percentage of funds allocated annually to responsive grants will vary over time, but will generally represent 40-50% of the funds available to the trustees in any given year. Given what the Foundation expects will be the highly competitive nature of these programmes in the future, each quarter's submissions will be reviewed and screened prior to advancing to additional due diligence and site visits. The Foundation may decline otherwise eligible projects at this initial stage if it appears that they are unlikely to compete successfully for funding.

Foundation initiated grant making

In the thematic areas of the environment, economic empowerment as well as mobile technology for development, the Foundation will generally favour focused, proactive philanthropy. When it knows a particular organisation is well-suited to do the work, it will reach out to the organisation directly to request a concept note or grant proposal. When the Foundation wants to broaden its network or fund multiple organisations for a project, it will solicit public or private Request for Proposals (RFPs). Public RFPs will be posted on the Foundation's web site; and restricted RFPs will be directed to specific organisations which will be invited to apply. The review and selection process for RFPs varies widely and will be described in each RFP.

Strategic partnerships

The Foundation's grantees and partners are at the core of its mission and work. The Foundation also knows that in its thematic areas of focus, partnerships offer the Foundation several advantages including increased efficiency, increased effectiveness, stakeholder engagement and ownership. The Foundation has not previously been as rigorous in developing strategic partnerships to achieve shared impact. The Foundation is therefore committed to forging high-impact public-private partnerships with new and existing partners that leverage new resources and expertise to expand the reach and impact of its work. In particular, it will look to establishing five types of high impact partnerships:

- **Funding partnerships** in which it partners with other Foundations, donors and the private sector to manage their funding for investments in its areas of focus, leveraging its grant making systems and access to implementing partners;
- **Co-funding partnerships** in which it will partner with organisations to co-fund particular investments in its areas of focus;
- **Implementation partnerships** in which it will partner with organisations who will utilise its investments to achieve particular outcomes in our areas of focus;
- **Advisory partnerships** in which it will partner with organisations to leverage their knowledge and technical leadership in a particular thematic area;
- **Policy and advocacy partnerships** in which it will partners with organisations to advocate for conducive policy environment that enables the achievement of particular outcomes in our areas of focus.

At all times, the partnerships that the Foundation commits to will be based on an agreed and clearly articulated vision, goal and SMART¹⁰ objectives. In addition, we shall strive to realistically assess, prior to partnership ventures, the true costs and risks of partnerships.

Monitoring and evaluation

The Foundation is committed to rigorous monitoring and evaluation of its investments in order to track progress and facilitate results driven planning and performance based management. The Foundation will ring-fence, five to ten percent of grant funds to support monitoring and evaluation efforts in line with good practice to ensure that robust M & E is undertaken for all grants. The Foundation shall also regularly assess and learn from answers to these questions:

- What are Foundation investments achieving?
- Are efforts supported by the Foundation producing the desired outcomes to address the challenges articulated in our strategy?
- Are barriers hindering the progress or performance of Foundation funded interventions?
- What changes would support broader or deeper outcomes or impacts?

To this end the Foundation's approach to the monitoring and evaluation strategy will be comprised of monitoring to address the question of whether activities, grantees and interventions are accomplishing what was intended and Evaluation to capture the aggregate impact of all of Foundation investments in a particular thematic area.

Monitoring

The Foundation will not measure every result of a strategy, a portfolio of investments, or an individual investment. Instead, Foundation staff and partners will identify the most critical metrics of progress that support continued learning, adjustment, and alignment. The Foundation is more interested in working with partners to define and measure results rather than inputs and activities. Although it's acknowledged that this is difficult to do well, the Foundation is eager to support this type of focused and selective measurement. The Foundation recognises that improving this practice is a journey that will not happen overnight.

Evaluation

Achieving the Foundation's ambitious goals requires rigorous evaluation so that the Foundation and its partners can continually improve how it undertakes its work. When done well, evaluation is a powerful tool that can inform decision making about how best to invest scarce resources for maximum impact.

Because the Foundation shall support a diverse range of partners and projects around the country, evaluation practices will have to be flexible and appropriate to the purpose. The Foundation considers evaluation to be a collaborative learning tool that provides it and its partners with feedback so it can improve, adjust, and decide how best to achieve outcomes.

¹⁰ Specific, Measurable, Achievable, Realistic and Time Bound

Early in the grantmaking process, Foundation staff will work with partners to determine whether evaluation will be warranted and what resources will be needed to produce useful evaluation. The Foundation shall also work to ensure that its partners have the capacity and support to generate quality evidence that can inform decision making and facilitate improvements.

Financing the strategy

Additional financial resources will be required implement this strategy effectively. The amount of funding allocated to the Foundation by both Safaricom and Vodafone has remained relatively stagnant over the last 5 years. The Foundation will therefore work with Safaricom and Vodafone management to lobby for a significantly increased financial contribution to the Foundation. In addition, as previously stated, the Foundation will also seek to establish funding and co-funding partnerships with likeminded partners to support the achievement of outcomes in the Foundation's areas of focus.