



KidsCare

Sustainable Strategy



Anne Vijverberg
Mshiu, January 2018



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Introduction

With her innovative community based homecare programs, KidsCare Kenya wants to help families with orphans, vulnerable and/or disabled children in need to build a better future. On a yearly basis about 2000 children will be part of the KidsCare program. Striving for structural and sustainable child care in the south eastern Kenyan sub county LungaLunga, KidsCare wants to cooperate with other child-oriented organizations and the Kenyan authorities.

KidsCare organization

Currently, our organization can be subdivided into the following departments, indicating our field of operating:

- Facility: Centrally located in the LungaLunga sub county, we have our service centre with offices, a large conference room, a trainings room, guesthouse, big in- and outside kitchen, therapy room and model farm. This enables us to offer a wide range of services to the neighbourhood, what is a unique concept in the sub county. Earnings of the facility are used for our child supporting programs.
- Farm: With the model farm (i.e. consisting of cows, goats, chickens, 4 acres of trees and 4 acres of horticulture) at our service centre we aim to be an example for local households. It would be great if the farm could generate profit for our organization, however for now we target to be self-sustainable and try to realize a continuous optimal circle of production.
- CBHB (Community Based Homecare and Beekeeping): By matching the innovative KidsCare Homecare program with trainings, tools and equipment for beekeeping, the program is aimed at achieving the formation of 24 Community Based Beekeeping Groups in the Lunga Lunga Sub-County that will benefit 360 households with orphans and vulnerable children in groups of 15 households per village.
- CSA (Children with Special Abilities): This department is focused on strengthening the position of children and youngsters with physical and/or mental disabilities. KidsCare gives intensive guidance to more than 100 children and youngsters and their families in order to realize maximum achievable social and economic goals for each individual and to enlarge the awareness, expertise and involvement of the stakeholders. We strive for a community with knowledge about and recognition and acceptance of disabilities.

Moreover, we work on project basis in cooperation with other child-oriented organizations and Kenyan organizations (e.g. currently 36 children in scholarship program and in collaboration with Kenyan government we are running a project to implement six - role model - special school units for children with mental disabilities).

The way forward

We defined our position in 2020 as follows:

“By the end of 2020 the community based homecare programs for both (families with) orphans, vulnerable and/or disabled children have a solid base in the sub county LungaLunga and cannot be overlooked anymore. The KidsCare programs meet the needs in the field, they are acknowledged by the County authorities and have become an integrated part of the County policy. There is a good cooperation between the authorities and the KidsCare outreaches in the six Locations. The homecare programs are mainly focused on offering services of the best possible quality.

The number of children involved in the homecare programs will be in average 2000 a year. With this number KidsCare plays a substantial role as an institute for child aid in the LungaLunga sub county. KidsCare operate from her service centre in Mshiu. In all six Locations a KidsCare social worker has his own KidsCare Outreach. From there he/she is working close to the children and caretakers in the homecare program. At the centre we have social workers specialized in children with mental disabilities. Together with partners KidsCare wants to set up special (collective) projects for these target groups. For more specialized assistance individual referrals are done to partner organizations.”

SDGs

Our vision argues we want to have social impact. Looking at the Sustainable Development Goals (SDGs) of the United Nations, we claim to especially contribute to (or aiming for change in) goal 1 (no poverty), goal 2 (no hunger), goal 3 (good health and well-being), goal 4 (quality education), goal 5 (gender equality), goal 8 (decent work and economic growth), goal 10 (reduced inequalities) and goal 17 (partnerships). However, the goals are strongly interrelated. The SDGs are a universal call to action to end poverty, protect the planet and ensure that all people ensure enjoy peace and prosperity. Achieving this requires the partnership of governments, private sector, civil society and citizens to make sure we leave a better planet for future generations.





Independent

In our way forward KidsCare Kenya is assumed to have a strongly reduced dependency of the partner in Holland. Currently 80% of funding is raised in Holland, whereas only 20% is raised in Kenya. To become independent, we expect these numbers to turn; with Kenya being responsible for at least 80% of the fundraising. Also the operational management support from Holland should be limited. However in good cooperation with the board in Kenya, Holland will still assist to bring in innovative knowledge and knowhow in the KidsCare homecare organisation.

The following quote summarizes our thoughts in a good way:

“For nonprofits, financial sustainability and programmatic sustainability cannot be separated. It’s not enough to have a high-impact programme if there’s no effective strategy for sustaining the organisation financially. And neither is it enough to be financially stable: we build our organisations for impact, not for financial stability.” (‘NonProfit Sustainability: Making Strategic Decisions for Financial Viability’)

>> Our belief: Our sustainability strategy aims at having maximal social impact, we are ‘for change’, what requires money as a resource, not as a goal <<

To achieve this, the following strategic starting points are defined:

- A. The **social impact** will be made in our homecare programs, which will focus on two target groups: (families with) orphans and (families with) disabled children
- B. A strong **Kenyan board** has to be created to lead the organization to an independent status. This board must have direct connections with local/regional/national authorities and must have knowledge of the needs in the working field of KidsCare.
- C. The KidsCare management and board have to **strengthen the networks** with governmental authorities, other cooperation partners (like child oriented organizations) and sponsors.
- D. High priority has to be given to the exploration of **financial sources in Kenya**.
- E. Management and board must take care for further development of knowledge, skills and competences of the **KidsCare employees**.

Situation analysis

To make the current business model of KidsCare better visible, we defined the dimensions of this CANVAS business model focusing on social business. It summarizes most what is mentioned in the introduction; what do we do? How do we do this and what is needed to continue our operations?

Social Business Model Canvas

Key Resources Good governance Right employees Funding Partnercollaborations <small>What resources will you need to run your activities? People, finance, access?</small>	Key Activities CBHB CSA – Yes we can CSA- Physical CSA – SSU Scholarship Farm Facility <small>What programme and non-programme activities will your organisation be carrying out?</small>	Type of Intervention 2 Homecare <small>What is the format of your intervention? Is it a workshop? A service? A product?</small> Channels 6 Users: Public relations (mainly mouth to mouth) Customers: Social media, personal network, events, newsletter <small>How are you reaching your users and customers?</small>	Segments 1 Community of the LungaLunga Sub County <small>Who benefits from your intervention?</small> Beneficiary Customer 4 Socially conscious individuals, organizations or foundations <small>Who are the people or organisations who will pay to address this issue?</small>	Value Proposition 3 Social and economic support (health care/ education/ income generating activities) User Value Proposition Impact Measures # of children/ households in program % independent after program <small>How will you show that you are creating social impact?</small> Customer Value Proposition 5 Offering services corresponding to their CSR/ sustainability strategy <small>What do your customers want to get out of this initiative?</small>
Partners + Key Stakeholders Community Government Other NGOs Foundations Local companies <small>Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?</small>	Cost Structure Homecare CBHB (41%) Homecare CSA (28%) Scholarship (7%) Other guidance activities (7%) Office overhead costs (7%) <small>What are your biggest expenditure areas? How do they change as you scale up?</small>	Surplus X <small>Where do you plan to invest your profits?</small>	Revenue Kenya Business donations (7%) Facility(7%) Farm(0%) Holland Individual donations (24%) Business donations (14%) Collabo. with foundations (33%) Actions (14%) <small>Break down your revenue sources by %</small>	

* percentages of cost and revenue are based on expectations for 2017

Vision on sustainability

Based on the literature, we will first give a short introduction to (corporate) sustainability in general. After this, a model more specified to CSOs (Civil Society Organizations) will be explained and applied to our KidsCare organization.

Probably the most used definition in the field of sustainability is the definition of sustainable development of the Brundtland commission (1987) stating this concept contains development which meets the needs of current generations without compromising the ability of future generations to meet their own needs. This is a broad definition, but it argues the world has its limitations, and we also need to take the long-term consequences of our actions into account. An (or arguably the most) important assumption for business of the sustainability concept lies in its realization that economic welfare alone is not sufficient. This single-minded focus can succeed on the short term but in the long run sustainability requires all three dimensions to be fulfilled (i.e. next to being economic viable, also environmental and social impact need to be addressed). These three dimensions are inter-related and called the triple bottom line.

- Economic: Economically sustainable companies guarantee at any time cash flow sufficient to ensure liquidity.
- Environmental: Ecologically sustainable companies use only natural resources that are consumed at a rate below the natural reproduction, or at a rate below the development of substitutes. They do not cause emissions that accumulate in the environment at a rate beyond the capacity of the natural system to absorb and assimilate these emissions. Finally they do not engage in activity that degrades eco-system services.
- Social: Socially sustainable companies add value to the communities within which they operate by increasing the human capital of individual partners as well as furthering the societal of these communities.



Sustainability dimensions

Where there is the triple-bottom-line for corporate sustainability, there are more specified models for CSOs (Civil Society Organizations) as well. The United States Agency for International Development comes periodically up with a CSO Sustainability Index for Sub-Saharan African countries. The conditions for CSOs are ranked on seven dimensions: organizational capacity, financial viability, advocacy, service provision, infrastructure, public image and legal environment. We believe that leadership is key. Using the seven dimensions as a guideline, leaders can embrace these characteristics for determining board competencies and delegation of duties for oversight, good governance and quality performance that will ensure continuity.



Organizational capacity

Organizational capacity is about (internal) organizational capacity and expertise to do the work; that a clearly defined vision, mission and set goals and targets have been defined in a medium to short-term strategy. Programmes and projects being undertaken by employees should be professional and with adequate resources in place. Dedicated staff and committed volunteers including board members have written ‘contracts’ with duties (job descriptions). Technological know-how and access to broadband is a must.

Financial viability

Financial viability of the organisation and its programmes; a funding plan with financial projections for at least 2-3 years should be in place and approved by the board. Such a plan will include diverse income sources and avoid reliance on a single or few streams - the plan needs to be balanced using a variety of fundraising techniques appropriate to programmes and the mission. Philanthropic gifts should be sought from individuals, trusts, foundations as well as tapping into corporate social investment as well as efforts to work with government departments.

Advocacy

Advocacy for the work undertaken to change the world. Interact with national and local government on policy making, join issue-based coalitions and energetically participate in advocacy campaigns, encourage ethical behaviour, promote values and sign codes of good conduct. However we do not consider our self as an activist (in terms of going to the court for policy changing) but belief we should create change by having a positive attitude, showing our impact and receiving respect/ support/ authority.

Service provision

Quality and professionalism of service provision; focus on the greatest needs in your community and do not offer projects that are not necessarily going to change the status quo. The impact should be measured; what is being achieved and effectiveness services to beneficiaries. Ideally other NPOs and government departments recognise your work and beneficiaries are even prepared to pay fees for your services. You confidently demonstrate a social return on investment.



Stable infrastructure

Stable infrastructure and ownership of assets. Form alliances; build strong relationships with local business and government, encourage cooperativeness and share lessons learned with other organisations and work with many to make a difference. Make sure that team members receive opportunities for upgrading their skills by attending training courses and tap into new technology.

Public image

Building the brand and public image; issue positive and regular media messages about your work, self-promote at forums, do public speaking stints and monitor public perception. It is a good idea to have a communication strategy in place for both internal and external communication. Create solid relationships with the public, local newspapers, radio stations, social networks, schools, hospitals and the police and have a dynamic website that publishes news and uplifting results.

Legal Environment

Legal good standing and compliance; this includes not only signing off audited financial statements but making sure that all fiduciary reporting deadlines are met, that all taxes are paid, that receipts to donors are done correctly, that amendments and changes to constitutions, trust deeds and memorandums of incorporations are done in accordance with statutory bodies.

Our model

Based on the seven dimensions, we developed a model with corresponding challenges and strategies on how to address them. We think that success in all of the seven dimensions should form a good basis for a sustainable CSO business model.

Most important sustainability dimensions for CSOs

Organizational capacity

Financial viability

Advocacy

Service provision

Infrastructure

Public image

Legal environment

Sustainability challenges CSOs facing

Organization. capacity and expertise

Reliance on external funding

Making a change

Addressing the greatest needs

External expectations

Establish a non-profit "brand"

Maintaining legitimacy

Strategies to address challenges

- Develop *(general) strategy*: mission, vision, targets, actions, resources
- Develop *HR strategy*

- Develop coherent *fundraising plan*
- Use innovative *fundraising techniques*
- Invest in *relations with funders*

- Radiate *statement on vision and mission*
- Develop actions on *policy influencing*

- Develop *business plan* describing situation/ need
- Use program to *demonstrate value* (and social return on investment for investors)

- Develop *stakeholders analysis* and establish high-impact collaborations
- Establish and maintain *system of community volunteers*

- Develop a *mission and brand values* and integrate the them in the company
- Develop a *marketing plan* with communication strategy

- *Annual reports* to demonstrate accountability and legal situation
- Develop *monitors*

Sustainability for CSOs

Sustainability for KidsCare

Using this model, the current situation of KidsCare will be analysed. The dimensions will be explained and concrete actions will be formulated.

Organizational capacity

Our strategy is written in the *KidsCare Kader 2020* file. At the end of 2017 we have reviewed our organizational structure, identified gaps, made changes in job/ task description and created new positions to enhance capacity. In addition we intend to form a new Kenyan board (see *KidsCare Kader 2020*). This had not yet been implemented/ formed. KidsCare bases her HR operations currently on the KidsCare Handbook. This handbook should be reviewed/ updated and supplemented with a well-defined HR strategy.

To do » (1) review handbook and supplement with HR strategy (George) and (2) implement strong Kenyan board (Ali)

Financial viability

Currently we are working on this, see *KidsCare funding plan* which build on the *KidsCare Stakeholders Analysis* and this document. For KidsCare this mainly includes the shift from revenue gathered in Holland to revenue gathered in Kenya. We should do research to possibilities at national foundations, international development funds, companies and the government. The conditions a funding provider has should fit our core business; supporting (households with) vulnerable, orphan and/or disabled children. Next to gifts we think it is important to have a stream of own revenue (facility of possibly farm).

To do » do research and finalize funding plan (Resource manager?)

Advocacy

We believe that our business model and vision are grounded on social change needed in the LungaLunga sub county and contribute therefore in all our daily activities. We can improve on working together with/ for organizations (on e.g. policy influencing). We believe CSOs are complementing the government and require a good environment to operate. Our next step in this field will be the stakeholder meeting/ consortium with other small CSOs, by discussing opportunities and together approach the government.

To do » define policy influencing strategy (Ali)

Service provision

KidsCare should work on a more specified measurement tool for our social outcome (compared to the two points mentioned in the canvas business model). We think it is important that our homecare programs are focused to only two target groups: (families with) orphans or vulnerable children and (families with) disabled children. With this we can maintain high quality and focus.

To do » Develop tool to measure value (Resource manager? HODs?)

Stable infrastructure

See our Stakeholders Analysis. We need all our (potential) stakeholders to maintain and increase our capacity/impact! Our main stakeholder groups are the community, national and county government, NGOs, local organizations and foundations. The government has most influence (in terms of their power and our interest) and should be managed closely. Our services are for and with the community, what makes them key. For our funding, we are dependent on external parties, and we truly believe that you reach more if you work together (with other NGOs, the government, knowledge institutions, community, etc.).

To do » follow actions provided in KidsCare Stakeholders Analysis and review the analysis regularly (all)



Public image

We do speak up about our operations, yet not in a structured way. Our Facebook page is updated regularly, we have a website, are in the media sometimes, Ali speaks at events about KidsCare, the Homecare department focuses on public relations concerning their department, etc. To make this more professional and effective, a communication strategy should be developed. In addition, we should develop a marketing plans for the farm and facility departments.

To do » (1) Develop KidsCare Farm Marketing plan (CO = Coordinator Operations), (2) KidsCare Facility Marketing plan (CO) and (3) an external communication strategy (Ali)

Legal Environment

KidsCare is a legal entity (trust), fitting the legal expectations. We have to maintain this. Annual reports should be written to show both internal and external that we are on the right track. Agreements with third parties must be complied. For this, monitors should be developed and evaluated.

To do » (1) Reviewing situation continuously by writing annual reports (responsible: George), (2) Improve monitors and make sure they are evaluated (HODs/ directors)

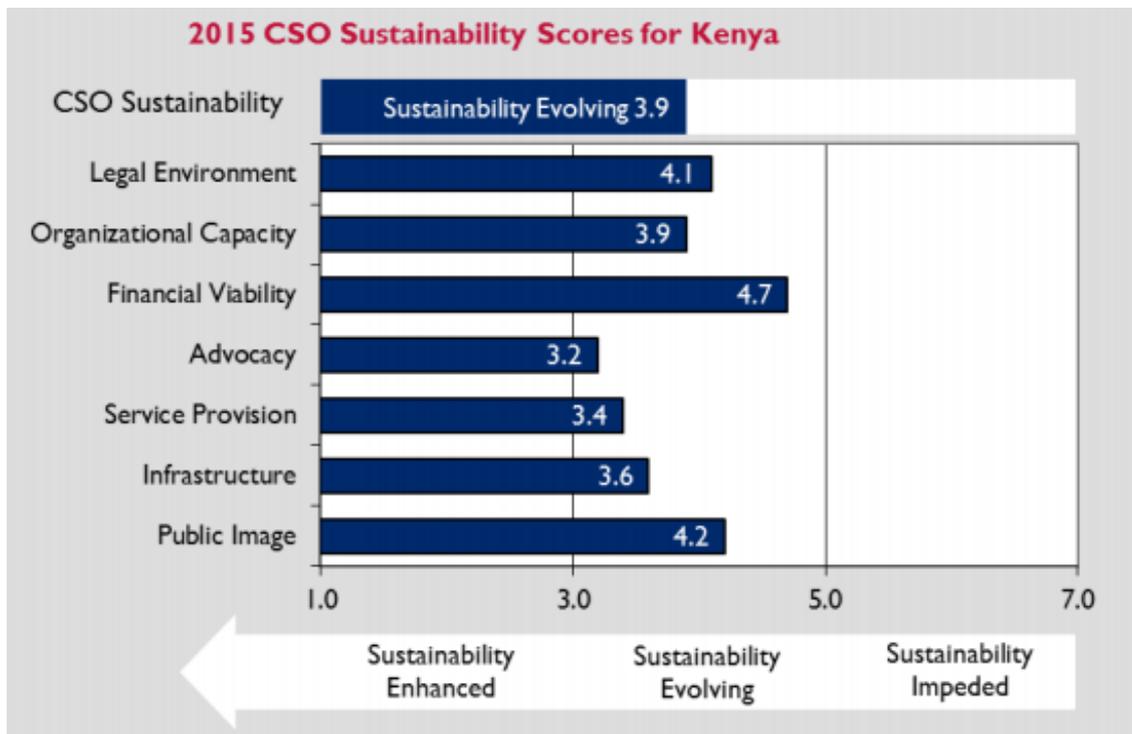
Dimension	Challenge	Strategies	See file * ¹	To formulate * ²
Organisational capacity (internal)	Organizational capacity and expertise	<ul style="list-style-type: none"> Develop (medium to short term) strategy: mission, vision, targets, actions, resources (tangible and non-tangible) Develop HR strategy 	<ul style="list-style-type: none"> KC Kader 2020 KC Handbook 	<ul style="list-style-type: none"> Review Handbook, define HR strategy
Financial viability	Reliance on external funding	<ul style="list-style-type: none"> Develop coherent fundraising plan Use innovative fundraising techniques Invest in relations with funders 	<ul style="list-style-type: none"> KC Funding plan (framework) KC Stakeholders analysis 	<ul style="list-style-type: none"> The actual research and implementat. funding plan
Advocacy	Making a change	<ul style="list-style-type: none"> Develop statement on vision and mission Develop actions on policy influencing 	<ul style="list-style-type: none"> KC Kader 2020 	<ul style="list-style-type: none"> Policy influencing actions
Service provision	Addressing the greatest needs	<ul style="list-style-type: none"> Develop business plan describing situation/ need Use program to demonstrate value (and social return on investment for investors) 	<ul style="list-style-type: none"> KC Kader 2020 	<ul style="list-style-type: none"> Program measuring value
Infrastructure (external)	External expectations	<ul style="list-style-type: none"> Develop stakeholders analysis and establish high-impact collaborations Establish and maintain system of community volunteers 	<ul style="list-style-type: none"> KC Stakeholder analysis 	
Public image	Establish a non-profit “brand”	<ul style="list-style-type: none"> Develop a mission and brand values Integrate the values in the company and drift mission Develop a marketing plan with (internal/external) communication strategy 	<ul style="list-style-type: none"> KC Kader 2020 KC brand values 	<ul style="list-style-type: none"> KC Farm Marketing plan KC Facility Marketing plan Communication strategy
Legal environment	Maintaining legitimacy	<ul style="list-style-type: none"> Use annual reports to demonstrate accountability and legal situation 	<ul style="list-style-type: none"> Annual reports Monitors 	

*¹ KidsCare documents/strategies already existing

*² Documents/ strategies to formulate

Measurement

The USAID measured the conditions of CSOs in Kenya in 2015 as given in the graphic below. It might be an idea to discuss the scores for KidsCare as well. This will help the organization prioritizing the fields in which she should focus first.





Conclusion

To continue with our operations in the long run, we have to think about a sustainable strategy starting today. We believe that our sustainable strategy aims at having maximal social impact. KidsCare is 'for change', what requires money as a resource, not as a goal. With our operations we think we contribute to a better – sustainable – world (e.g. we contribute to a majority of the SDGs), but there is more needed to become sustainable as an organization.

We conducted a model based on the seven dimension of the CSO Sustainability Index for Sub-Saharan African countries of the USAID. For each dimension we defined the biggest challenge CSOs are facing and corresponding strategies to address them. We think that success in all of the seven dimensions should form a good basis for a sustainable CSO business model. Since the model is broad and seven areas is a lot, it might be a good idea to rank the scores for KidsCare on the seven dimensions first. Based on the scores, management can give priority to certain dimensions to work first on. Lastly, there should be emphasized that this is the first version of our research to sustainability. More research is needed and we are very eager to learn and adapt our sustainable strategy.