

Afya



Elimu



Wezesha



SAFARICOM FOUNDATION
STRATEGY

April 2018 to March 2021

Partnering to Transform Lives

MESSAGE FROM THE CEO



Safaricom is a purpose-driven company, and it follows that the Safaricom Foundation is an expression of that purpose, which we refer to as Transforming Lives.

I am proud of the decade and a half-long journey that the Safaricom Foundation has spent working with partners and communities to transform lives across the country. The effort, resources and time spent by the thousands of community partners and members of staff across Kenya have certainly created an indelible footprint.

I am pleased to note that our contribution to Kenyans is not only done through the grants from the Foundation. Over 70% of Safaricom staff participate in the Foundation's community activities every year and the Foundation is an important way for employees to find personal purpose and the opportunity to write their own transforming lives' story.

Looking forward, this new Safaricom Foundation strategy will enable us and our partners to develop new and exciting partnership models which will bring together philanthropy, strategic investments, shared value and issue based advocacy.

The three strategic focus areas - Health, Education and Economic Empowerment - are aligned to the 17 United

Nations' Sustainable Development Goals, which aim to end poverty, protect the planet and ensure prosperity for all. As a business, we have integrated 9 of these 17 goals into our business strategy, in order to drive our impact and relevance to society. The Foundation's SDG alignment as well as our focus on protecting and promoting the rights of children are particularly important elements of our transforming lives agenda.

I would like to appreciate the work that has gone into creating this strategy and in particular the insights from stakeholders, partners and communities. With this new strategy, we will continue to build our partnerships and in particular will forge stronger shared value partnerships for longer term programmes.

I look forward to seeing the contribution of the Safaricom Foundation to our promise of delivering impactful community investments. Twaweza!



Bob Collymore
CEO, Safaricom PLC

MESSAGE FROM THE CHAIRMAN



Fifteen years ago, the Safaricom Foundation embarked on a transforming lives journey that has created one of the largest footprints of its kind in Kenya.

Over that period, we have impacted Kenyans across all 47 counties. This impact has been created through improving education infrastructure, building and equipping health facilities, providing micro-loans for small enterprises, providing clean and safe water for agriculture and domestic use, restoring ecosystems and providing timely responses to disasters.

As our 2014-2017 strategy drew to a close, we felt the need to take an in-depth look at our focus areas and our partnership models with a view to making a step change in our approaches.

This 2018-2021 strategy is the result of a consultative process involving research, benchmarking and lots of conversations with our partners and stakeholders. The deliberate alignment to some of Kenya's most pressing needs and to the Sustainable Development Goals (SDGs) aims at continuing to make significant contribution towards Kenya's sustainable development.

For the 2018-2021 strategy period, the Safaricom

Foundation will focus on three thematic areas: Health, Education and Economic Empowerment. Under these three themes we will focus our efforts on: Maternal and Child Health, Diabetes in Children, Improving Learning Outcomes, Technical and Vocational Education and Training and Economic Empowerment for the Youth. We will integrate technology solutions into our programmes to enable us to be more efficient and to scale our impact.

We recognise that we will continue to need the support of the development community, partners and Kenyan communities as we embark on, what for us is a marked change in the way that we have usually done business.

Thank you to all those who have contributed to the development of this strategy, and to those who will partner in its implementation. We know that when we partner together, we can transform lives. Twaweza!



Joseph Ogutu
Chairman, Safaricom Foundation

INTRODUCTION

The Safaricom Foundation Strategy 2018-2021 was developed under the leadership of the Trustees of the Foundation, with contributions from numerous partners and stakeholders who share the Foundation's determination to ensure that all Kenyans enjoy prosperous and fulfilling lives and its commitment to achieving sustainable development in its three dimensions - economic, social and environmental - in a balanced and integrated manner.

Over a 3-month period, the Foundation management with oversight from its Trustees, led a robust process to collect the strongest ideas, perspectives and guidance to formulate the strategy. The process included dozens of interviews and discussions with Foundation Trustees and management, benchmarking with game changing corporate Foundations, a retreat to select focus areas, in depth analysis of selected focus areas to identify the most pressing needs in which the Foundation can strategically utilise its





grants to make impactful community investments as well as further consultation processes to engage on findings from the analysis. The Strategy development process captured the expertise, diversity and innovative spirit of the Foundation and integrated broader views and experience of partners and other internal and external stakeholders.

The Strategy development process achieved three main goals: First, it assessed the Foundation's approach to investments to date and looked at how best to adapt to a changing philanthropic landscape and to contribute more meaningfully to the Total Societal Impact (TSI)¹ of Safaricom PLC: the source of the Foundation's primary income. Second, it achieved wide consultations among the Foundation's Trustees, its management, stakeholders and partners about priorities for the future, what is working well and what can be improved. And finally, it charted a path for the new 2018-2021 Strategy towards an evidence based, results focused, accountable and impactful Foundation that is fit for purpose. The Strategy will guide the selection of partners and grantees as well as the allocation of financial, human and leadership resources. The Strategy breaks new ground, signalling the Trustees determination to apply a more ruthless focus, rigor and outcome orientation to its investments and to clearly link the Foundation's investments to the achievement of the Sustainable Development Goals (SDGs).

1. Total Societal Impact (TSI) is the total benefit to society from a company's products, services, operations, core capabilities and activities. A company's TSI includes the impact of its products and services, its operations and its Corporate Social Responsibility initiatives. It also includes the result of explicit decisions the company makes to adjust its core business to create positive societal benefits.





The Strategy outlines a bold agenda for the 3-year period, 2018-2021. It is based on ambitious vision and mission which are underpinned by our values and a set of principles built on our commitment to development effectiveness.

Vision:

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

Mission:

The mission of the Safaricom Foundation is to transform lives through partnering for impactful community investments.

Values:

The Foundation's thoughts, words and actions are driven by the following values:

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





OPERATING PRINCIPLES

- **Globally engaged:** alignment with the Sustainable Development Goals (SDGs);
- **Catalytic and sustainable:** provide support to generate long term sustainable results;
- **Leveraging Safaricom business expertise, knowledge and assets:** in order to deliver high value and scalable investments;
- **Integrated:** promote integration of the interventions the Foundation supports in order to maximise the impact of our investments;
- **Environmentally aware:** reduce and mitigate any negative impact of the Foundation's investments on the environment;
- **Gender sensitive:** ensure that the investments the Foundation makes provide equal enjoyment by women, men, girls and boys of rights, opportunities and rewards;
- **Rights based:** ensure that the ultimate aim of the Foundation's investments is the realisation of the rights of women, men, girls and boys, as articulated in the constitution of the Republic of Kenya as well as regional and international conventions and declarations;
- **Evidence based and result focused:** ensure that the Foundation only invests in programmes and activities that are based on evidence and achieve measurable results; and
- **Twaweza:** collaborate and partner with internal and external stakeholders when making investments

THE STRATEGY 2018-2021

The Strategy outlines a bold agenda for the Foundation over the next 3-year period, 2018-2021. It is based on an ambitious vision and mission outlined above: 1 strategic goal, 3 strategic objectives supported by 7 strategic enablers. The strategic objectives provide a critical path outlining how the Foundation will work with partners to ensure that its investments are impactful and sustainable.

STRATEGIC GOAL

The Foundation's strategic goal for the period from 2018 to 2021, is to make a significant contribution towards Kenya's sustainable development in our areas of focus.



STRATEGIC THEMATIC AREAS: THE IMPERATIVE OF RUTHLESS FOCUS

The Trustees and management undertook a strategic review of the thematic areas in which it has invested from 2014-2017. The Foundation has been supporting investments in education, health, economic empowerment, environmental conservation, water, arts and culture, disaster relief and technology for good.





Benchmarking of game changing and impactful corporate Foundations revealed that a key characteristic they all have is ruthless focus i.e. they target the investments in fewer thematic areas leading to a higher impact for society as well as the Foundation. This is because financial resources, expertise and knowledge can now be directed to one area. In addition, a focused Foundation programme provides direction across all activities whether national, regional or county level-driving a clear, consistent approach with structured delivery.

Delivering impactful community investments is a core agenda of the Foundation going forward and while it is acknowledged that there remain pressing needs in all eight of the thematic areas that the Foundation has invested in previously, the transformational benefits of a more ruthless focus on a smaller set of thematic areas far outweigh previous broader focus.

The Foundation has therefore made a strategic decision to only focus on **health, education** and **economic empowerment**. The Trustees are committed to ensuring that the Foundation uses its resources in an ambitious, efficient and flexible way that drives positive change in our focus areas.

The Foundation will continue to provide philanthropic grants in health, education, economic empowerment and disaster relief to respond to the needs of Kenyans and will also co-create longer term strategic and shared value programmes with a wide range of partners.

STRATEGIC DIRECTIONS

The Foundation has articulated three strategic directions for the period 2018 to 2021 in which it intends to make a significant contribution:

- Ensure healthy lives and promote well-being for Kenyans;
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for Kenyans; and
- Ensure full and productive employment and decent work for young Kenyans.



These are the strategic areas of focus that the Foundation intends to invest in for the period of the new strategy. In addition, all of the 3 objectives are explicitly aligned to those of the Sustainable Development Goals.

Strategic Direction	Alignment to Sustainable Development Goals
Ensure healthy lives and promote well-being for Kenyans	SDG 3: Ensure healthy lives and promote well-being for all at all ages
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for Kenyans	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Economically empower young Kenyans	SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

APPROACH TO FOUNDATION INVESTING

The Foundation will employ a hybrid model that combines responsive as well as Foundation-initiated grant making. The Foundation will continue to provide responsive grants for philanthropic investments in Health, Education and Economic Empowerment, based on proposals received from communities and organisations. The Foundation will also respond to philanthropic requests for Disaster Relief.

However, for all longer term strategic Corporate Social Investment and Shared Value Investments in health, education and economic empowerment, the Foundation will actively shape investments with partners through a co-creation approach.

The following pages explain each strategic direction, highlighting the pressing issue(s) for each direction and the areas of focus by the Foundation over the period of the new strategy.

3 GOOD HEALTH AND WELL-BEING



STRATEGIC DIRECTION 1:

Ensure healthy lives and promote well-being for Kenyans.

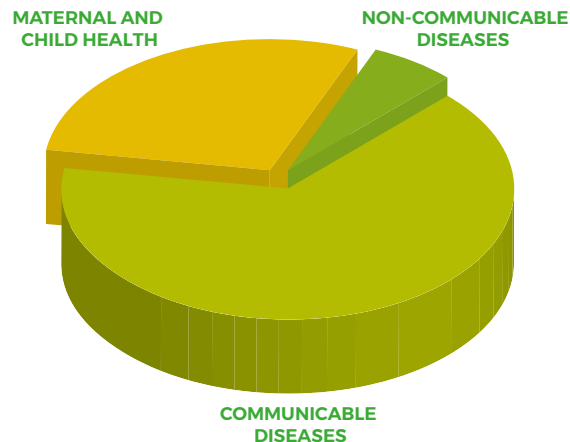


Good health is a value in itself. It is also a precondition for economic prosperity and a foundation for development. This is because poor health impairs productivity, hinders job prospects and adversely affects human capital development. Healthy Kenyans are more productive, earn more, save more, invest more, consume more and work longer, all of which have a positive impact on Gross National Income (GNI).

THE PRESSING ISSUES

There has been impressive advancement made by the Government of Kenya (GoK) in improving the health status and well-being of Kenyans as demonstrated by an improvement in life expectancy from 50 years at the end of 2000 to 62 at the end of 2016¹. Nevertheless, pressing issues that remain include; large burdens of communicable and non-communicable diseases (NCDs), high rates of maternal mortality and injuries. Communicable diseases account for 56% of reported deaths. Leading killers are HIV, TB and Malaria which account for 70% of these deaths. NCDs are responsible for 30% of reported deaths in Kenya. Leading killers are Diabetes, Cancer and Hypertension accounting for 90% of reported deaths in this category. Maternal

1. WHO Global Health Observatory.



health conditions are responsible for 9% of reported deaths. Leading killers are: hypertension, haemorrhage, infection and obstructed labour. Injuries are responsible for 5% of reported deaths. The leading killer is road traffic accidents (95%)². 65% of national health expenditure in 2015 was expended on communicable diseases, 29% of maternal and child health, 6% of non-communicable diseases and the remainder on road injuries³.

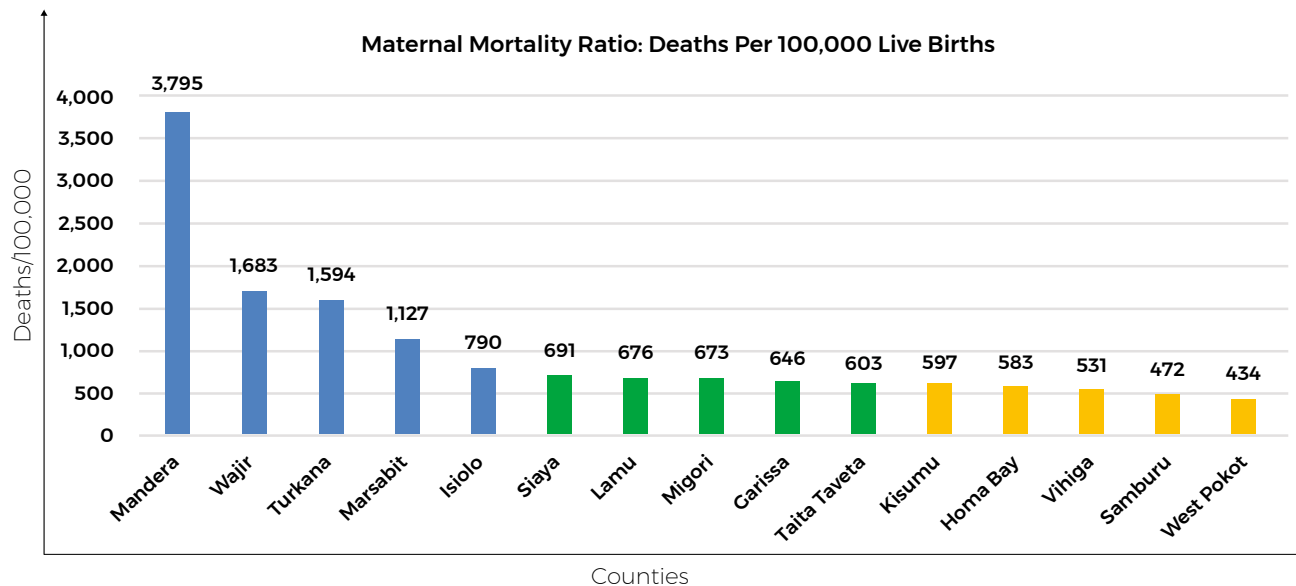
2. Kenya Economic Survey Report 2017.

3. Kenya National Health Accounts, 2015, Ministry of Health.

FOUNDATION SUB-FOCUS AREAS IN HEALTH

Conclusions from the insight analysis on health commissioned by the Foundation are that communicable diseases are receiving substantial investments from both the Government of Kenya and development partners. In addition, both the Government of Kenya and other partners

are ramping up their focus on road safety and road injuries. Therefore, the Foundation has made a strategic decision to not focus on these areas during the period 2018-2021. The Foundation will therefore focus on addressing maternal mortality as well as Non-Communicable Diseases.



MATERNAL MORTALITY

Although the national maternal mortality ratio (MMR)⁴ has declined substantially from 759 out of 100,000 live births in 2000 to 362 out of 100,000 at the end of 2014, this ratio remains unacceptably high especially in light of the SDG target of reducing the ratio to 70 out of 100,000.

In addition, staggering disparities between Counties remain, with 98.7% of maternal deaths in the country occurring in just 15 Counties⁵.

In 15 Counties, 20% of maternal deaths occur during pregnancy primarily as a result of lack of information available to these women on how to monitor their conditions including when they need to visit Antenatal Care (ANC) facilities and actions they need to take when they have certain symptoms. 16% of deaths are due to hypertension and 50% of deaths occur during delivery primarily due to the fact that these deliveries occur in health facilities that lack the requisite equipment or personnel or they occur in the absence of skilled birth attendants with delivery often taking place at home. The remainder occur largely within 2 months of delivery due to complications from delivery that the mothers lack the knowledge to monitor and manage.

4. The Maternal Mortality Ratio (MMR) is the ratio of the number of maternal deaths during a given time period per 100,000 live births during the same time-period.

5. UNFPA (2016) Report of the Assessment of UNFPA's Advocacy Campaign to End Preventable Maternal and New-Born Mortality in Kenya.



STRATEGIC ASSESSMENT

Although substantial investments have been made by both the GoK and its development partners to address the high rates of maternal mortality in these 15 Counties, the majority of the investments focused on the top 5 Counties (highlighted in blue on page 18) and bottom 5 Counties (highlighted in orange on page 18). The middle 5 Counties (highlighted in green on page 18) have had less attention and investment and thus present an opportunity for the Foundation to develop focused investments in these Counties. In addition, the investment funded by the Foundation will focus on holistically addressing the 25-50-30 underlying causes noted for maternal deaths above i.e. both supply and demand side interventions. In addition, the Safaricom Foundation investments will focus on leveraging and scaling up existing and proven innovations in Maternal and Child Health in Kenya to identify and address bottlenecks to the availability, accessibility, acceptability and affordability of quality maternal, newborn, child and adolescent health interventions that prevent equitable outcomes.



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NON-COMMUNICABLE DISEASES

Kenya faces a growing burden of Non-communicable diseases (NCDs) such as diabetes, cancer (breast, cervical and prostate) and hypertension. These NCDs account for 27% of all deaths and 50% of total hospital admissions in the country⁶.

An estimated 478,000 Kenyans are living with diabetes, 60% of whom are unaware that they have this condition as 88% of adult Kenyans have never been screened for raised blood sugar and are unaware of the need to regularly measure their blood sugar. Further, among those diagnosed with diabetes, less than half (40%) are currently taking medication⁷.

Cervical cancer affects 25 out of 100,000 women and is the leading cause of death among women of reproductive age in Kenya. Although effective treatment is available, 80% of reported cervical cancer cases are detected at an advanced stage when very little can be achieved in terms of treatment⁸. Major barriers to prevention include low awareness of cervical cancer signs and symptoms (40%

6. Kenya Economic Survey Report (2017).

7. Kenya STEPwise Survey for NCDs and Risk Factors Report (2015).

8. Kenya STEPwise Survey for NCDs and Risk Factors Report (2015).



DIABETES

Affects an estimated
478,000 Kenyans



CERVICAL CANCER

Affects 25 out of
100,000 women



HYPERTENSION

Affects 24% of
adult Kenyan men
and women

of Kenyan women have never heard of cervical cancer) and inadequate early detection services (just 16% of women aged 30-49 who are most at risk and are within the recommended age group for screening had ever been screened).

24% of adult Kenyan men and women have hypertension (raised blood pressure), however only 20% of this group are aware of their hypertensive status. Overall, 50% of Kenyan adults have never been measured for blood pressure⁹. Similar to the other two NCDs, low awareness of hypertension and inadequate early detection are the core barriers to effective prevention and management.

9. Kenya STEPwise Survey for NCDs and Risk Factors Report (2015).



STRATEGIC ASSESSMENT

Significant gaps in prevention and treatment of NCDs remain, especially for diabetes, cervical cancer and hypertension. There exists an opportunity for the Foundation to provide leadership in these areas with focused evidence based investments. The Foundation will focus on addressing at least one of the 3 NCDs above. The investment(s) will focus on addressing the main bottlenecks identified i.e. knowledge and health seeking behaviours related to NCDs (i.e. awareness, screening and early detection).

PROPOSED MEASUREMENT FRAMEWORK FOR STRATEGIC OBJECTIVE 1

Programme Target	Indicator(s)	Data Sources
By 2021, reduce the maternal mortality ratio in target Counties and Sub-Counties	Maternal mortality ratio	DHIS data (Aggregate from programme health facilities)
By 2021, reduce preventable deaths of newborns and children under 5 years of age, in targeted Counties and Sub-Counties aiming to reduce neonatal mortality and under-5 mortality	Under-five mortality rate	DHIS data (Aggregate from programme health facilities)
	Neonatal mortality rate	DHIS data (Aggregate from programme health facilities)
By 2021, reduce premature mortality in targeted County and sub-Counties from selected non-communicable diseases through prevention and treatment and promote mental health and well-being	Mortality rate attributed to cardiovascular disease, cervical cancer or diabetes	DHIS data (Aggregate from programme health facilities)



April 2018 to March 2021

4 QUALITY
EDUCATION



**STRATEGIC
DIRECTION 2:**

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for Kenyans.



Education is foundational to human development and critical to broad based economic growth. Few societies have achieved high and sustained rates of growth or significantly reduced poverty without first investing in expanding access to quality education. Further, education has proven essential for developing an informed and active citizenry, required for healthy democratic practice and for enabling individuals to make smarter choices affecting health and household welfare. Education remains the key for unlocking an individual's intellectual and creative potential.

THE PRESSING ISSUES

In recent years, Kenya has made laudable gains in expanding access to education by making additional resources available to ensure educational opportunities for its citizens committing annually 6.4% of GDP to education investments that support free primary education, tablets for primary school children, higher education loans and bursaries through the Higher Education Loan Board (HELB). These investments have resulted in significant improvements in net enrolment rates at primary and secondary school level as well as led to a record number of students pursuing undergraduate education.

Three pressing issues have been noted: First is the growing skill mismatch in the Kenyan economy and the subsequent skills gap in important growth industries. 95% of young Kenyans in secondary school plan on going to university, and yet only 30% of future jobs require a degree. A growing number of young people in Kenya will find themselves without the relevant knowledge and technical and vocational skills and therefore be unable to fully participate in and contribute to economic development¹. Second is the fact that despite free primary education offered by the Government, a significant proportion of Kenyan children in primary school are failing to master basic literacy and numeracy skills². Third is that primary education in the Arid and Semi-ARID Lands (ASAL) remains low with a child in a ASAL County 3 times more likely to be out of school than a child in a non-ASAL County³.

1. World Bank (2016) Project Appraisal Document - Youth Employment & Opportunities.

2. Uwezo (2016) Assessment: Are Our Children Learning?

3. DFID (2015) Business Case Kenya: Essential Education Programme.

FOUNDATION SUB-FOCUS AREAS IN EDUCATION

Conclusions drawn from the insight analysis are that gaps remain in ASAL regions as well as informal settlements and slums where there is continued underinvestment. In addition, there is low participation of young people in Technical and Vocational Education (TVET). The Foundation will therefore focus on improving educational outcomes in ASAL regions among children in primary school as well as in promoting access to technical and vocational education for young people.

PRIMARY EDUCATION IN ASAL:

As noted, access to education in Arid and Semi-Arid Lands (ASALs) remains low with a child in an arid Sub-County 3 times more likely to be out of primary school than a child in a Non-Arid County. Poor school facilities in ASAL regions play an important role in 'pushing' children out of school for example:

1. 63% of schools in ASAL Counties do not have access safe water sources;
2. 91% do not have latrines that met minimum hygiene conditions;
3. 80% do not have electricity; and
4. 40% do not have the basic teaching materials necessary to support learning.



63%
OF SCHOOLS HAVE NO
ACCESS TO SAFE WATER



91%
OF SCHOOLS HAVE NO
HYGIENIC LATRINES



80%
OF SCHOOLS HAVE
NO ELECTRICITY



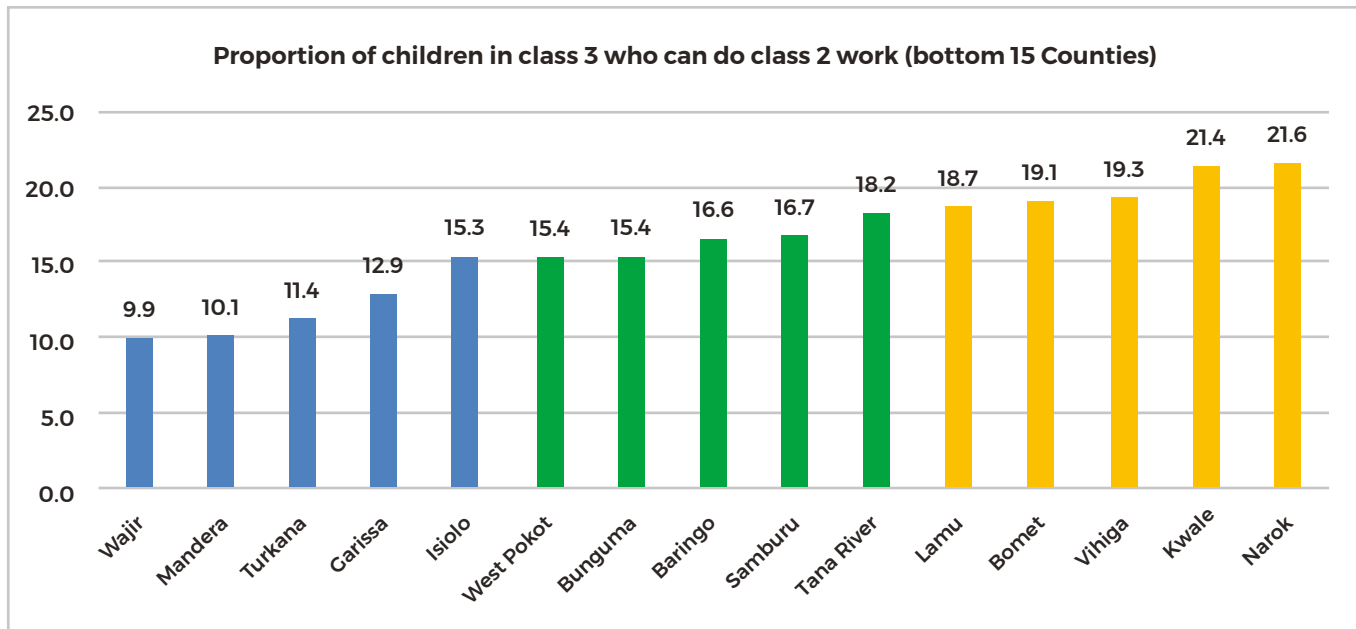
40%
OF SCHOOLS HAVE NO
BASIC TEACHING TOOLS

Further, even when in school, they are failing to master basic literacy skills: 1 in 4 children in class 3 could not do class 2 math, English or Swahili. ASAL Counties are ranked in the bottom 15% of the UWEZO for learning outcomes related to both numeracy and literacy (pastoralist areas are ranked last).



STRATEGIC ASSESSMENT

Although substantial investments have been made to address the challenges in learning outcomes related to numeracy and literacy among primary school children through several large scale interventions including *Tusome*, *Tayari* and *PRIEDE* projects, investments have not been adequate, as County integrated development plans that were reviewed indicate. In particular, the review reveals under-investment in these bottom 15 Counties in the table on the next page, although the investment is not uniform. Foundation investments will therefore be focused in the bottom 5 Counties and will utilise UWEZO data to further identify poor performing schools in these Sub-Counties for holistic investments that improve learning outcomes.



TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

The Kenyan economy is suffering from a skills mismatch, and subsequent skill gaps in important growth industries. A recent research by City and Guilds demonstrates that 95% of young Kenyans in secondary school plan on going to university and yet only 30% of future jobs

require a degree. Thus a growing number of young people in Kenya will find themselves without the relevant knowledge and technical and vocational skills and unable to fully participate in and contribute to economic development despite holding a university qualification. Further, when skilled jobs go unfilled, the country's global competitiveness and productivity suffers. The importance



of investing in technical and vocational education and training has never been clearer. Recent analysis by HELB found that employability is 96% among those who have acquired technical and vocational education, compared to 40% among those with a university degree⁴. However, Kenya has a relatively low participation in TVET⁵ with the most acute skill gaps noted in fashion and design, construction (including masonry, plumbing, electrical engineering and welding), automotive engineering, Information Communication Technology (ICT), carpentry, animal husbandry, agribusiness and the skills required for the oil and gas industry⁶. There are over 147,342 TVET slots approved in the 591 institutions accredited to provide technical and vocational education nationwide, but enrolment is only at 60%. Participation of women in TVET in the areas noted above is significantly lower at 15% of enrolled students.

4. HELB (2016) Annual Report.

5. HELB (2016) Annual Report.

6. World Bank (2016) Project Appraisal Document - Youth Employment & Opportunities.

STRATEGIC ASSESSMENT:

The skill mismatch is widely acknowledged with HELB recently providing loans for Technical and Vocational Education in order to improve uptake and employability. A recent youth power meta-review on skills and employability analysis for young people say that given Kenya's economic trajectory emphasis should be on TVET and that deliberate investment should be on young women (displacement). The Foundation will therefore focus on supporting technical and vocational education, with a deliberate focus on improving participation of women. The TVET to be supported will be that which is focused on acute skills gaps noted above to maximise opportunities for employability.





PROPOSED MEASUREMENT FRAMEWORK FOR STRATEGIC OBJECTIVE 2

Programme Target	Indicator(s)	Data Sources
By 2021, increase the number of young men and women who have relevant technical and vocational skills for employment	Proportion of young men and women with technical and vocational skills, by type of skill and disaggregated by gender	Programme Data
By 2021, ensure increase in the proportion of primary school children in select Counties and Sub-Counties who achieve literacy and numeracy	Proportion of children in class (a) 2/3 and (b) class 8 achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by gender	Programme Data
Upgrade educational facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all in select Counties and Sub-Counties	Number of education facilities upgraded by type of upgrade	Programme Data

8 DECENT WORK AND ECONOMIC GROWTH



STRATEGIC DIRECTION 3:

Economically empower
young Kenyans.



Economic empowerment refers to the capacity of women and men to participate in, contribute to and benefit from growth processes in ways that 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 young people aged 15-35 who comprise 66% of the country's population.

When young people 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 and better educated families. It is evident therefore that investing more in economic empowerment is a smart strategy to empower young people and build a stronger Kenyan society and economy.

THE PRESSING ISSUE

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 percent¹. In a recent survey by the Aga Khan University², overall unemployment among youth was 55%. Unemployment was highest among women (62%) and even higher among rural women (68%). Youth aged between 18 and 25 were twice more likely to be unemployed compared to their counterparts aged 26 to 35 years.

The economy is failing to create the jobs needed to employ the more than half a million youth entering the workforce annually. Recent analysis by the World Bank as part of the design of a new programme focused on youth employment noted that the majority of Kenyan youth they spoke to are disappointed and frustrated because far fewer jobs are created than are needed.

1. Discussion Paper: Kenya's Youth Employment Challenge (UNDP, January 2013).
2. Awiti and Scott (2016) Kenya Youth Survey Report 2016, Aga Khan University.

For the cohesion of the nation, it is of utmost importance to provide opportunities for employment, especially for the young people who might be most vulnerable to criminality and radicalisation.

The majority of these young people could lift themselves out of poverty through entrepreneurship (which both recent analysis by the World Bank as well as Safaricom PLC commissioned insights indicate that almost all young people aspire to). However, they face the following five constraints³ that need to be addressed holistically:

- Lack of access to start up financing;
- Lack of managerial and entrepreneurial skills;
- Lack of relevant exposure and networks for starting and growing a business;
- Lack of access to apprenticeships, especially among those successful ones that have been similarly started by young people; and
- Limited information and capacity to take advantage of available youth focused government funds that focus on youth such as the Youth Enterprise Development, UWEZO, Women Enterprise Funds and AGPO.

3. World Bank (2016) Project Appraisal Document - Youth Employment & Opportunities.

Thus as a result of these constraints, a mismatch exists between the aspirations of the youth to empower and uplift themselves through entrepreneurship and the opportunities available to them to translate these aspirations into a productive and fulfilling future as many lack a clear path to entrepreneurship.

FOUNDATION FOCUS AND STRATEGIC ASSESSMENT:

Conclusions from the insight analysis on economic empowerment for young people are that though youth unemployment is receiving substantial attention, there remains a clear chance for intervention in this space as Kenya needs to create at least 500,000 jobs or entrepreneurial opportunities annually. The Foundation will therefore focus on supporting youth entrepreneurship in a manner that addresses the 5 constraints noted above. In addition, to ensure maximum impact, the Foundation will focus on specific geographies and on particular groups of youth.



MEASUREMENT FRAMEWORK FOR STRATEGIC OBJECTIVE 3

Programme Target

By 2021, increase the number of young men and women who are self employed, or employed; who previously were not in employment

Indicator(s)

Number of young men and women previously not employed who are now self employed or employed

Data sources

Programme Data



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STRATEGIC ENABLERS

The 2018-2021 Strategy includes 7 strategic enablers which are critical to the Foundation achieving its goal and objectives: resource mobilisation; monitoring and evaluation; mutually accountable partnerships; advocacy; branding, marketing and communication; effective governance and a 'fit for purpose' management team.

STRATEGIC ENABLER 1: RESOURCE MOBILISATION

Increased programmatic and financial resources from diverse sources are needed to implement this strategy effectively. Over the next strategy period, the Foundation Trustees and management will seek to aggressively broaden its funding base to include other likeminded institutions (whether bilateral or multilateral agencies, philanthropic Foundations or other institutions). Finally as an investment principle, the Foundation will seek out partnerships where each parties' funding can leverage investments for greater impact.





STRATEGIC ENABLER 2: MONITORING AND EVALUATION

The Foundation is committed to rigorous monitoring and evaluation of the investments it makes going forward in order to track progress and facilitate result driven planning and performance based management. 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's 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 will work with shared value and strategic Corporate Social Investment (CSI) partners to define and measure outcomes rather than inputs and activities - this focus on results is clearly reflected in the measurement framework that is proposed for each focus area as noted in the various

sections above. The Foundation will simplify monitoring and reporting for one off philanthropic investments.

EVALUATION

Achieving the Foundation's ambitious goal and objective will require rigorous evaluation so that the Foundation and its shared value and strategic CSI 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 is likely to support a diverse range of strategic CSI and shared value partners, evaluation practices will have to be flexible and appropriate to the purpose. Early in the programme co-creation process, Foundation staff will work with partners to determine what resources will be needed to produce useful evaluation and ensure that it is appropriately budgeted for in each programme partnership. 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.







STRATEGIC ENABLER 3: MUTUALLY ACCOUNTABLE PARTNERSHIPS

The Foundation's grantees and partners are at the core of its mission and work. The Foundation also knows that in its proposed 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. However, the ambitions that we have outlined in this strategy, as well as our ruthless focus require (certainly for strategic CSI and shared value investments) that we pay particular attention to the identification and development of mutually accountable partnerships for impact.

Going forward, the Foundation will identify partners with mutual interest in focal areas to co-create strategic CSI and shared value investments. Over the 2018 - 2021 strategy period, the Foundation will rely on this partnership model in order to achieve impact.

STRATEGIC ENABLER 4: **ADVOCACY**

The Foundation Trustees and management will engage in issue based advocacy in health, education and economic empowerment in partnership with programme partners. Advocacy will focus on influencing community practices, programme design, resource allocation and policy.

STRATEGIC ENABLER 5: **BRANDING, MARKETING AND COMMUNICATIONS**

As the Foundation enters this new phase of co-creation and partnerships, it is important for the Foundation to review its branding, marketing and communications to ensure that platforms for co-branding and joint communications by partners can be delivered. The Foundation will aim to connect with Kenyans in as many ways as possible through various communication channels.









STRATEGIC ENABLER 6: **EFFECTIVE GOVERNANCE**

In order to deliver this strategy, the Foundation Trustees will be actively involved in the oversight of strategic CSI and shared values investments. In addition, to more efficiently govern the Foundation, 3 trustee sub-committees have been established: Finance and Audit, Partnerships & Resource Mobilisation and Strategy.

STRATEGIC ENABLER 7: **A 'FIT FOR PURPOSE' MANAGEMENT TEAM**

The organisational structure will be aligned to this new strategy, team members capacitated and operational processes enhanced to ensure that both the team and operational processes are 'fit for purpose'.

EMPLOYEE ENGAGEMENT IN CSI ACTIVITIES

The Foundation recognises that community investment is an important employee engagement tool and will continue existing initiatives in place to maximise Safaricom employees' engagement with the Foundation including: Usamaria, Pamoja and regional grants. The Trustees will continue to allocate investments for these initiatives over the course of the strategy. The initiative under this investment will be aligned to this strategy.

In addition, the Foundation's strategic CSI and shared value investments will also offer an opportunity for skill based volunteering in which teams of corporate employees work for extended periods of time to help a partner solve operational or technical problems. Skill based volunteering has been shown to increase employee engagement and retention, while also measurably enhancing the skills and talents that employees bring back to their desks¹. The Foundation will develop and implement an employee engagement framework that will be aligned to the strategy areas of focus.

1. Letts and Holly (2017): The Promise of Skills Based Volunteering. The Standard Social and Innovation Review.








CONCLUSION

The Foundation Trustees and management are committed to doing everything possible to achieve the goals and objectives articulated in this plan. The Foundation will review progress towards the achievement of the objectives annually and is committed to using the available data and evidence generated from the investments made to course correct and adjust strategies.

A photograph of a man and a woman sitting on the ground in front of a large, ornate wooden door. The man is on the left, wearing a blue and white striped shirt and a blue headpiece with colorful beads. The woman is on the right, wearing a white headscarf and a patterned dress. They are both smiling and looking towards the camera. The background is a textured wall.

All enquiries should be directed to the Foundation Office.

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