

## FUNDAMENTAL PRINCIPLES

KRCS's programmes and projects are designed and implemented according to the International Red Cross and Red Crescent (RC/RC) Movement's fundamental principles:

### **HUMANITY**

To prevent and alleviate human suffering wherever it may be found. Our purpose is to protect life and health and ensure respect for the human being. KRCS promotes mutual understanding, friendship, cooperation and lasting peace amongst all people.

### **IMPARTIALITY**

KRCS makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

### **NEUTRALITY**

In order to continue to enjoy the confidence of all, the Red Cross Movement does not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

### **INDEPENDENCE**

The Movement is Independent. The national societies while auxiliaries in the humanitarian services of their Governments and subject to the laws of their respective countries, must always maintain their autonomy so that they are able at all times to act in accordance with the principles of the Movement.

### **VOLUNTARY SERVICE**

It is a voluntary relief movement not prompted in any manner by desire for gain.

### **UNITY**

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

### **UNIVERSALITY**

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.





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It gives me great pleasure to introduce the Kenya Red Cross Society (KRCS) Strategic Plan 2016 – 2020 or **KRCS Strategy 2020**. Having participated in its development, I am proud of the

rigorous internal consultative and honest introspection process undertaken with our partners.

In addition to presenting our strategic direction and providing a clear implementation framework for the next five years, Strategy 2020 focuses on our mandate, and seeks to preserve our core purpose. The Strategy is also guided by our core values as well as our humanitarian and Red Cross/Red Crescent (RC/RC) fundamental principles.

Our strategic direction, goals, objectives, resources and day-to-day operations are aligned to our core purpose and to building lasting relationships with key stakeholders. This plan further introduces a practice of embedding sustainability and values at the centre of all activities.

### **Governance:**

Strong governance, transparent, accountable processes and actions are critical to the long-term creation of value in any organisation. Our commitment to corporate governance

**Our commitment to corporate governance best practice in the humanitarian sector plays a key role in managing our opportunities and risks.**

best practice in the humanitarian sector plays a key role in managing our opportunities and risks. It also ensures the trust and support of our stakeholders.

Over the last few years the National Executive Committee (NEC) and the Regional and Branch boards have worked to ensure that the right balance of skills and breadth of experience is reflected in the boards and across our management. During the lifetime of this plan which marks the first five years after our fiftieth anniversary, we will continue to focus on the right skills, resources, processes, and the right oversight and direction to enable the achievement of results outline in our plan.

Finally, on behalf of the Board, I wish to thank all KRCS members, volunteers and employees for their tremendous effort to serve humanity with excellence, passion and resilience. I am also proud of their resolve to deliver great results in what continues to be a complex and rapidly changing humanitarian landscape. It is your commitment and focus on our mandate that enables and sustains our substantial progress, which has continued to earn us the support and respect we enjoy within Kenya and globally.

I look forward to working with all our esteemed stakeholders and strategic partners in support of our management team to deliver on our humanitarian imperatives and Mandate.

Asanteni Sana.





The previous Kenya Red Cross Society's (KRCS) Strategic Plan (2011 – 2015) laid a solid foundation for growth and quality service delivery. It focused on, investing in people and operational excellence to build a strong National Society. As we embark on a new chapter, we are

proud to look back and celebrate fifty years of service to Kenya and our achievements and growth as an organisation.

While we have made tremendous progress in the last few years, we recognise that there is still a great deal to be done in the face of increasingly complex and changing humanitarian needs at a time of continuing resource constraints. This poses challenges and opportunities as articulated in this strategic plan.

I am therefore pleased to present the KRCS Strategy 2020, which maps out how we will work with our communities, volunteers and partners to ensure we prepare for and respond to all humanitarian and development needs. This Strategy will also help focus our collective capabilities and resources to alleviate human suffering and save lives.

As Secretary General, I am committed to focusing my energy and that of my team to work with stakeholders and partners to achieve the objectives identified in this plan. I also commit to engaging closely with our national and

county governments to which we are an auxiliary, our RC/RC Movement partners, development partners and other business and industry leaders in the most practical and collaborative way possible to achieve our humanitarian goals as set out in this plan.

I envision a new era of strategic partnerships to secure support for and sustainability of our humanitarian initiatives. Thus, enabling KRCS to collaborate broadly with stakeholders.

Moving beyond the foundation of traditional humanitarian approaches, we seek to build excellence, sustainability, accountability and value for resources into our day-to-day operations. Today's humanitarian challenges require competent and resilient individuals; transparent, integrated and aligned processes; collaborative cross-partner interactions; and new tools that promote innovation and partnerships. This also means that we move beyond basic response, to more robust preparedness, prevention, risk reduction and mitigation initiatives that link our humanitarian actions in response and recovery to longer-term resilience development initiatives.

Finally, we must and will continue to fulfill our mission while operating as a high performing organisation that focuses on our imperatives of alleviating human suffering and saving the lives of the most vulnerable. We have always committed to these efforts and have made much progress to attract excellent people, modernise our operations and practices. We also fully employ new approaches, tools and technologies towards humanitarian excellence.

It is my privilege as the Secretary General of the Kenya Red Cross to help advance these strategic priorities, objectives and initiatives as well as the values identified in our Strategy 2020. I look forward to working with our valued stakeholders to achieve the results outlined in this plan.

I also take this opportunity to thank all our partners for their support, our boards at different levels, volunteers, members and staff who continue to provide exemplary humanitarian service and who are at the core of our strategic and operational success.

Thank you for always being there!

# EXECUTIVE SUMMARY

Our mandate clarified; our uniqueness brought to the fore; our core preserved and a new era of partnerships launched towards excellence in humanitarian service delivery and preserving human dignity

The Kenya Red Cross Society (KRCS) Strategy 2020 builds on the progress gained from the previous Strategic Plan (2011-15) and institutionalises its efforts to position the organisation to greater heights of excellence.

Strategy 2020 clarifies the KRCS mandate and brings its uniqueness as an organisation to the fore. The overriding ambition of this Strategy is to help KRCS focus on its humanitarian core, guided by its fundamental principles and values. It highlights KRCS' auxiliary role to national and county governments as its unique strategic positioning among other humanitarian actors. The Strategy has also refocused on the organisation's unique structure, based on membership, volunteers, and its community base. All these form the essence of the KRCS unique mandate and place it at the centre of every community. We have also highlighted the objects of our National Society as contained in Statute (Cap 256 of the Laws of Kenya) of "Protecting Life, Promoting Health", alleviating human suffering and saving lives. This will ensure that all those in need of our help, regardless of

age, race, economic status or ethnicity have access to our services.

Strategy 2020 is based on a commitment that the organisation will provide assurance to its beneficiaries, members, volunteers and partners. Key among these assurances is effective and innovative use of resources to deliver humanitarian services in the most efficient, timely and effective manner.

The Strategy is aligned to, and supports a broader global, country and other partner strategies and policies relevant to our mandate. These include the sustainable development goals as set out in the new Global Development Agenda, Kenya's Vision 2030 under the Social Pillar, and the Red Cross/Red Crescent Movement partner strategies and policies.

The strategic priorities revolve around the core purpose and key enablers. The Strategy identified four priority areas and their corresponding results.

## KRCS MISSION

Timely, effective and innovative humanitarian services delivered with respect and in solidarity and accountability to our stakeholders, our communities and affected populations

1  
Humanitarian Excellence

2  
Resource and Financial Sustainability

3  
Strategic Partnerships excellence

4  
Human and organizational capital/capacity

The execution of Strategy 2020 and continuous monitoring of progress will be done using the Balanced Scorecard at corporate, departmental and individual levels.



# 1. INTRODUCTION



The KRCS Strategy 2020 marks the second five year strategic plan using the Balanced Score Card (BSC), and performance management tools. The BSC is a strategy performance management tool used for planning and tracking the execution of the plan activities. The BSC overcomes the major risk experienced with majority of strategic plans which is failure at the execution level.

## **Strategy 2020 Development Process**

Consultation and collaboration is a fundamental part of KRCS' approach to executing its mandate. Strategy 2020 was developed through a systematic review and analyses of an entire ecosystem. These include; the review of previous plans, extensive stakeholder consultations and engagements, in-depth strategic analyses of the needs of our beneficiaries, competitors, collaborators, and the socio-political and macroeconomic environments. Internal strengths, weaknesses and available resources were also assessed to identify the key challenges and opportunities to accelerate progress.

Additional activities included:

- Consultative meetings and key informant interviews with stakeholders;
- Questionnaires to external, internal, volunteer and governance constituencies;
- Qualitative and quantitative analyses of the feedback and measurement of key strategic objectives;
- Preparation of review report and communication of feedback; drafting and final document preparation.

The Board, staff, members and volunteers also provided feedback on their experiences. The direction and strategic focus of Strategy 2020 is conceptually organic and set within a robust humanitarian context amongst other relevant contexts.

## 2. SITUATIONAL ANALYSIS

A diagnostic review of global, country and organisational contexts as they relate to humanitarian action and development agenda.

### POLITICAL, ECONOMIC, SOCIAL AND HUMANITARIAN CONTEXT

The political situation in Kenya remains stable. However, the political context is far from peaceful. A number of communities live in constant conflict, especially in the northern-arid and semi-arid lands. The conflicts are a result of scarcity in resources and a struggle for political power and supremacy. Thus, vulnerable populations continue to become more vulnerable. This pattern is likely to continue and escalate as we move closer to the next general elections in 2017. Politicians have embarked on campaign strategies to win the elections and, in the process, are creating tensions within communities in certain parts of the country. KRCS Strategy 2020 incorporates how to address community violence at prevention, response and recovery levels.

Existing political expediency, uneven distribution of political power, and the relationship between political power and poverty/wealth, reduce the effectiveness of tackling critical aspects of vulnerability through the policy process. Uneven distribution of poverty between urban and rural areas and between different geographical areas means that addressing poverty through successful policy is less likely. Humanitarian interventions are therefore, a necessary strategy to address the resulting vulnerability from poverty.

An increasing urban population in Kenya will be characterised by high unemployment, poverty, and social disillusionment. Political indifference and negative competition between political actors may result not only in political tensions between groups and communities, but will also discount the potential for policy to address vulnerability within the country. When this is combined with climate variability, poverty, inequality, disparities in education levels across the country and the burden of disease, there will be a growing need for humanitarian action from KRCS.

The strategy to end poverty in Kenya has been pegged on successful implementation of devolution. Two years down the road, it is generally agreed that devolution is yet to realise the expected outcomes. More resources are going to the lower government (counties), but there is also conspicuous increase in wastage, heightened incidences of corruption, misplaced priorities and lack of capacity to provide basic services. This has resulted in unavailability or frequent disruptions of essential services in a number of counties. Examples include, increasing industrial action by medical personnel that results in closure of medical facilities. Humanitarian actors like KRCS will be required to step in and address such gaps. County governments dealing with the impact of misplaced priorities

**Uneven distribution of poverty between urban and rural areas and between different geographical areas means that addressing poverty through successful policy is less likely.**

will continue to request these humanitarian agencies to fill critical voids especially in healthcare and disaster response.

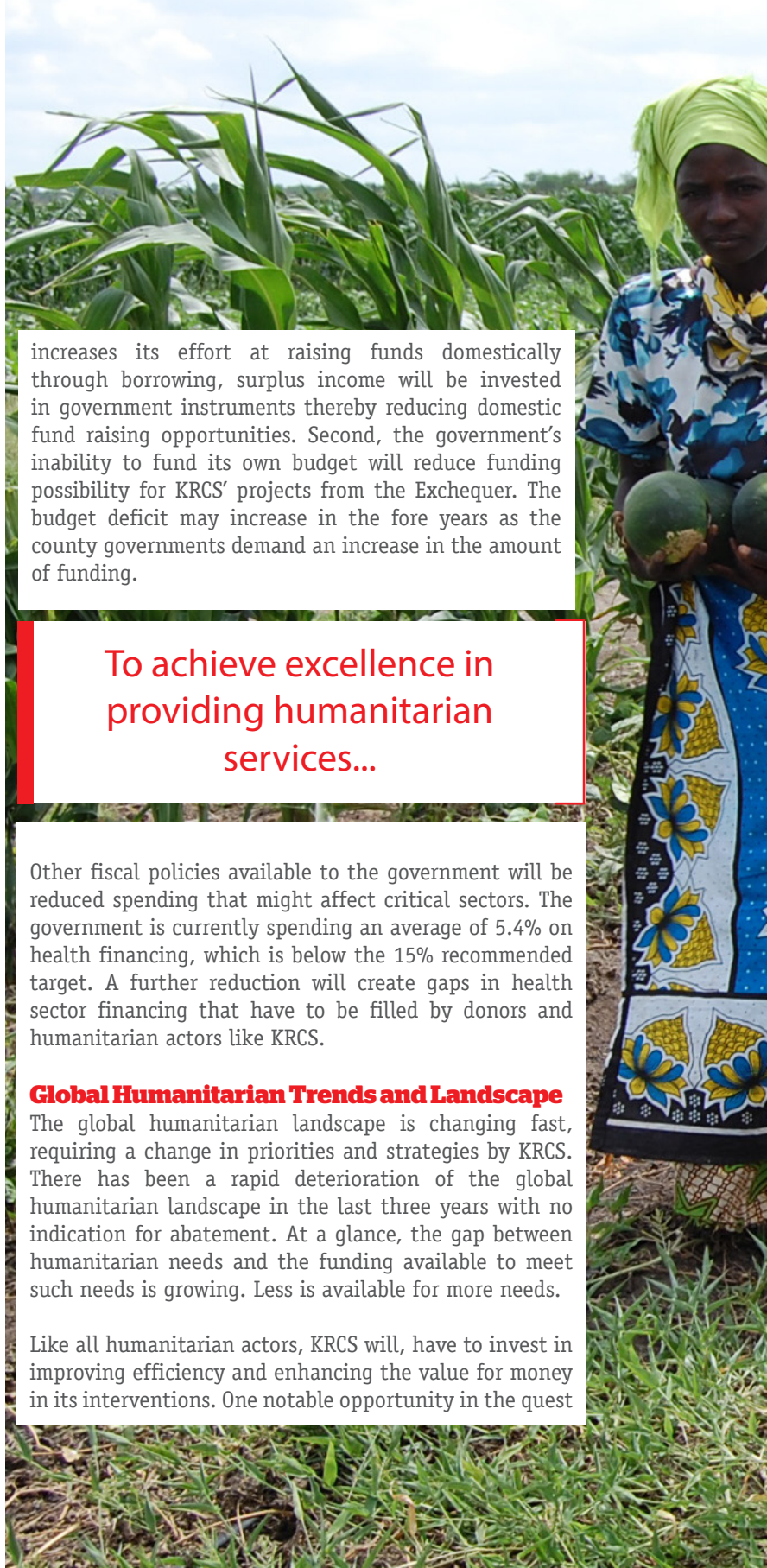
Additionally, KRCS' humanitarian programmes will be characterised by growing needs and a reduction in funding, due to global prioritisation by donors away from Kenya.

The financial backing to the Red Cross Movement will also continue to shrink as donor governments reduce funding to Partner National Societies (PNSs), thereby necessitating diversification of KRCS' partnerships. New opportunities will also be created by the reorganisation of the global funding models for aid, placing national actors at the center. This will also provide an enhanced economy in the country creating new opportunities for domestic fundraising. An assertive Kenyan government will hold Civil Society, including KRCS, accountable. Robust regulatory frameworks may result in a reduction in humanitarian space in Kenya, creating opportunities and challenges for KRCS.

The foregoing situation will require KRCS to refocus programming while building on gains made as the leading humanitarian organisation in Kenya. A strategic focus informed by efficiency, effectiveness, accountability and strategic partnerships, including strengthening the auxiliary role of KRCS, will result in excellent humanitarian service. Placing the right talent, capacities and resources within KRCS at the center of our approach will deliver on this focus.

Kenya has witnessed tremendous economic growth in the last few years. The economy was projected to have grown by 6.9% in 2015, from 5.3% in 2014. Real per capita income grew by 7.8% in the last five years. IMF and World Bank projections show that the economy will continue to grow based on infrastructure development and increased private investment. The expected benefits from this growth have, however, not reached everyone. Persistent inequality remains the overarching economic concern in Kenya. The weakening shilling and inflation has also increased the cost of living, thereby increasing the vulnerability of poor communities.

The country continues to experience a budget deficit, with the 2015/2016 budget projected to have a deficit of 8.2%. This has two implications for KRCS. First, as the government



increases its effort at raising funds domestically through borrowing, surplus income will be invested in government instruments thereby reducing domestic fund raising opportunities. Second, the government's inability to fund its own budget will reduce funding possibility for KRCS' projects from the Exchequer. The budget deficit may increase in the fore years as the county governments demand an increase in the amount of funding.

**To achieve excellence in providing humanitarian services...**

Other fiscal policies available to the government will be reduced spending that might affect critical sectors. The government is currently spending an average of 5.4% on health financing, which is below the 15% recommended target. A further reduction will create gaps in health sector financing that have to be filled by donors and humanitarian actors like KRCS.

**Global Humanitarian Trends and Landscape**

The global humanitarian landscape is changing fast, requiring a change in priorities and strategies by KRCS. There has been a rapid deterioration of the global humanitarian landscape in the last three years with no indication for abatement. At a glance, the gap between humanitarian needs and the funding available to meet such needs is growing. Less is available for more needs.

Like all humanitarian actors, KRCS will, have to invest in improving efficiency and enhancing the value for money in its interventions. One notable opportunity in the quest



to increase the value for money by donors is the increasing preference by donors to work through national actors, rather than through international agencies. This option helps to reduce the 'middle men' element of humanitarian funding. As a leading national humanitarian actor, KRCS can strategically place itself in the preferred space for donors through rendering excellent humanitarian service.

Another opportunity is the link between relief, rehabilitation and development, an area where KRCS not only has considerable experience but has also achieved great results. Strategy 2020 deepens the provision of relief and rehabilitation with longer-term sustainable development initiatives that establish coping strategies for our communities. This is identified as a sustainability concept and an opportunity for strategic partnerships for medium and long-term development. The strategic priorities and objectives identified are designed to galvanize the momentum and gains over the last few years. KRCS will seek to invest better and ensure value for money, be more strategic and partner with the right players. To achieve excellence in the provision of humanitarian services KRCS will chart a clear road map and link operations to higher-level strategic objectives, while monitoring results and implementing performance and accountability frameworks.

## THE ARCHITECTURE OF OUR ORGANISATION

The Kenya Red Cross Society is a federated System. Federations are membership organisations, though the members may have different labels such as, 'Branches'. However, some membership organisations have organisational (not individual) members without being federations and are styled as 'umbrella bodies'

The component members cooperate to share resources or campaign/execute together. This is the case with KRCS and its Branches; IFRC; and its National Society membership.

Best practice for a non-federal membership organisation is to balance internal and external focus. This enables the organisation to work with its members and volunteers, so that the strategy and accompanying organisational change are owned by the members besides building relationships and working with Partners.

### Federated Structure and Strategy

To reap maximum benefits from a federated system the following principles should guide the strategy and structure:

- Subsidiarity - taking decisions at the lowest possible level.
- Twin citizenships - enabling an individual to take pride in being a member of an organisation and part of a federation. This makes the whole, greater than the sum of its parts in matters like advocacy (for an NGO) or global influence (for a political federation). For example, a member of Migori Branch is also a member of KRCS and IFRC.
- Interdependence - 'the principle that each part needs the other parts, as well as, the centre to survive' and thrive.
- Common law - a common set of rules and standards that are developed and shared by the entire organisation. They focus on what really matters for the common good without overpowering the diversity and shared learnings that are key benefits.
- Separation of powers - seen at its clearest between governance at different levels and management.
- The principles of subsidiarity - twin citizenship and interdependence mean that the strategy and accompanying organisational change of each component are aligned. Thus, the KRCS Strategy 2020 is not just a strategy for the KRCS Headquarters.

### Special Function as Auxiliary to National and County Authorities

Kenya Red Cross Society is an independent organisation established under a statute, The Kenya Red Cross Society Act Cap 256 Laws of Kenya. It has a core mandate of preventing and alleviating human suffering in Kenya without any discrimination. In pursuing the objects of the organisation, KRCS is an auxiliary to the public authorities in the humanitarian field. In 2012, the mandate of the organisation was revised through an amendment of Section

6 of Cap 256 making the Society auxiliary to both the national and county governments. In this role, KRCS has an obligation to support and compliment the efforts of both the national and county authorities. Kenya Red Cross Society is therefore a corporate body established by the Laws of Kenya, which has been in existence for the last fifty years serving the most vulnerable of our society.



## ORGANISATIONAL STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS

		ENABLERS	PAINS
INTERNAL		<p>Strengths</p> <ul style="list-style-type: none"> <li>• Great Mandate and Values</li> <li>• RC/RC Humanitarian Principles</li> <li>• Legal Framework - KRCS auxiliary role to national and county governments</li> <li>• Focus on mitigation</li> <li>• KRCS networks - communities, volunteers &amp; movement</li> <li>• Brand image - trusted by government and community</li> <li>• Governance structure - community owned/ membership</li> <li>• Good leadership; competent staff</li> <li>• Innovation/creativity;adaptation to change</li> </ul>	<p>Weaknesses</p> <ul style="list-style-type: none"> <li>• Dwindling resouces</li> <li>• Sub-optimal automation of systems and processes</li> <li>• Structural challenges</li> <li>• Sub-optimal culture ofnon-documentation and existence of silos</li> <li>• Capacity in the face of complex and expensive humanitarian responses requiredWeak internal controls</li> <li>• Sub-optimal value for money</li> <li>• Potential overwork and burn-out of staff</li> <li>• Demotivation in the face of heavy workload</li> </ul>
		<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Resource mobilisation/investment in IGAs</li> <li>• Good partnerships</li> <li>• Global humanitarian funding shift to partnerships with local organizations</li> <li>• Effective networks and partnerships</li> <li>• Opportunities offered by use of ICT</li> <li>• Decentralisation to counties and potential support from the county authorities</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>• Intense competence for scarce resources/ humanitarian response</li> <li>• Security and socio-political uncertainty</li> <li>• Diversity, complexity and intensity of disasters</li> <li>• Shifting donor priorities</li> <li>• Unrelistic community and government expectations</li> <li>• Constant change in needs and complexity</li> <li>• Donor fatigue in nature of humanitarian needs</li> <li>• Competitive partners</li> </ul>
EXTERNAL			

# COMMUNITIES/CUSTOMER/STAKEHOLDER IDENTIFICATION AND ANALYSIS

Communities/ Stakeholders Group	Who Are they?	Desired Behaviour	Their Needs (Value They Are Seeking From Us)	Resistance Issues	Their Influence
Primary	<ul style="list-style-type: none"> <li>Affected Populations Communities.</li> <li>Members &amp; Volunteers</li> <li>Government</li> <li>Donors</li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction</li> <li>Retention</li> <li>Service appreciation</li> <li>Goodwill and support</li> <li>Resource / technical leverage</li> </ul>	<ul style="list-style-type: none"> <li>Efficient and Effective service delivery</li> <li>Communication/ info</li> <li>Support</li> <li>Results</li> <li>Transparency and accountability</li> <li>Timely reports</li> <li>Competence</li> <li>Consultation</li> <li>Reliability</li> </ul>	<ul style="list-style-type: none"> <li>Policies</li> <li>May resist certain accountability standards</li> <li>Demand value for money</li> <li>Innovation and creativity to sustain status quo</li> <li>Roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>May withhold support</li> <li>Policies</li> <li>Partner selection criteria</li> <li>Technical support withdrawal</li> <li>Lack of goodwill</li> <li>Commitment</li> </ul>
Other	<ul style="list-style-type: none"> <li>Development partners</li> <li>Suppliers</li> <li>Media</li> <li>Politicians</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships</li> <li>Collaboration</li> <li>Transparency</li> <li>Timely decisions</li> </ul>			

### 3. KEY STRATEGIC ELEMENTS

The KRCS mission, vision and core values define the organisation's core ideology and envisioned future. The core ideology consists of two parts: The Core Values – (the principles that guide and help to navigate the humanitarian imperatives) and the Core Purpose - our most fundamental reason for existence.

The strategic assessments and extensive stakeholder feedback established the following:

- KRCS will focus on its core purpose guided by the core values as well as humanitarian and RC fundamental principles.
- The strategy development process helped KRCS rediscover its core purpose, sense of purpose; what it stands for and why it exists.
- KRCS will continue to periodically question its structure, processes and strategic choices while preserving its core purpose of serving humanity guided by its humanitarian values and principles.

#### **Our Mission Statement is guided by:**

1. The need to highlight our auxiliary role to the national and county governments as our unique strategic positioning as opposed other humanitarian actors.
2. The structure based on membership and volunteers and the community base, form the essence of our mandate.
3. The objects of the National Society as highlighted in our statute of 'Protecting Life and Health'.
4. The need to link our humanitarian actions to long-term development initiatives towards reducing risks and vulnerabilities and building resilience.

#### **Our Mission**

As an auxiliary to the national and county governments, KRCS will work with communities, volunteers and partners to ensure that we are not only prepared but also respond to humanitarian and development needs. We will focus our

collective capabilities and resources to alleviate human suffering and save lives.

#### **Our Vision**

A sustainable, effective and trusted humanitarian organisation serving present and future generations.

#### **Our Core Values**

***SIRI - Our Secret for Success and Humanitarian Excellence***

**Service to Humanity:** Embodying responsibility, accountability and commitment – we will faithfully execute the duties and responsibilities entrusted to us and maintain the highest ethical and professional humanitarian standards.

**Integrity:** We will be consistent, honest, accountable and transparent in what we say and do. We will safeguard the integrity and dignity of those we serve.

**Respect:** We will serve with respect, honouring the people we serve, our communities, partners and one another. We will highly value the relationships we build with our communities, partners, stakeholders and each other.

**Innovation:** We will create opportunities and creative solutions: we will continue to identify and explore uncharted opportunities for growth and sustainability, mitigate risks, and provide the best humanitarian services that we can.

#### **Our Value proposition**

***"Always There"***



## 4. STRATEGIC PRIORITY AREAS

The strategic priorities, thematic areas or pillars of excellence are centred around the KRCSS core purpose. The main area of focus is our mandate – Humanitarian service excellence and three other support pillars. The corresponding strategic results for each of these priority areas were defined and further broken down to specific objectives that can be achieved and measured.





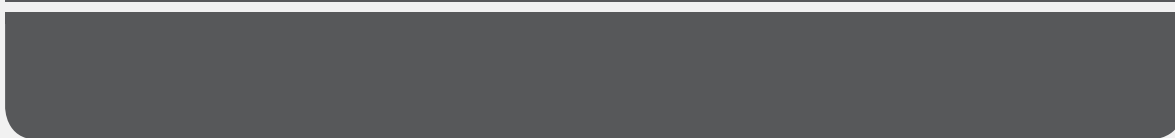
**Mission | Vision | Value Proposition**

**KEY STRATEGIC RESULTS**

**Priority Strategic Areas of Focus**



**Our Core Values and Humanitarian Principles**



STRATEGIC PRIORITY/ PILLARS OF EXCELLENCE	KEY STRATEGIC RESULT(S)
Humanitarian Service Excellence	<ul style="list-style-type: none"> <li>• Timely, effective and innovative humanitarian services delivered with respect and in solidarity and accountability to our stakeholders, our communities and affected populations.</li> </ul> <p>Strategic collaboration with our stakeholders provides leverage for service delivery.</p> <p>Our humanitarian response and development initiatives are guided by Humanitarian and RC Fundamental Principles and Core Values.</p> <p>Increased community satisfaction, participation and support for our work.</p> <p>(great brand image for excellence in humanitarian service delivery)</p>
Resource & Financial Sustainability	<ul style="list-style-type: none"> <li>• Resources mobilised and leveraged for sustainable execution of our mandate.</li> </ul> <p>Increased value for money to maximise time and resources to extend our mission reach.</p> <p>Costs efficiencies for improved resource stewardship and waste elimination.</p> <p>(great brand image as stable, efficient, sustainable and value for money organization)</p>
Strategic Partnerships	<ul style="list-style-type: none"> <li>• Knowledgeable, collaborative and consultative relationships that exceed partner, employee and stakeholder expectations are developed and nurtured</li> </ul> <p>New strategic partnerships established and quality and value of existing/traditional partnerships increasing</p> <p>(great brand image of KRCS as reliable and trusted partner)</p>
Human & Organisational Capital	<ul style="list-style-type: none"> <li>• Recruit the right people and deploy them strategically. Great place to work where learning and development helps them achieve their full potential. They are satisfied and retained</li> </ul> <p>Our investment in human capital and organisational capacity and skills development creating a pool of skilled human capital for our organisations, our country and our continent.</p> <p>Learning and development helps realise the full potential of employees and students.</p> <p>(great image as a catalyst for human capital developer for Kenya/ the entire continent and employer of choice)</p>



## 5. IMPLEMENTATION, AND MEASUREMENT FRAMEWORK

### STRATEGIC OBJECTIVES, MEASURES, INITIATIVES AND STRATEGY INFLUENCED RESOURCE ALLOCATION

To achieve the expected results, the broad areas were broken down into specific objectives, initiatives and activities to be pursued and resources allocated. The results will be monitored within the strategic measurement framework.

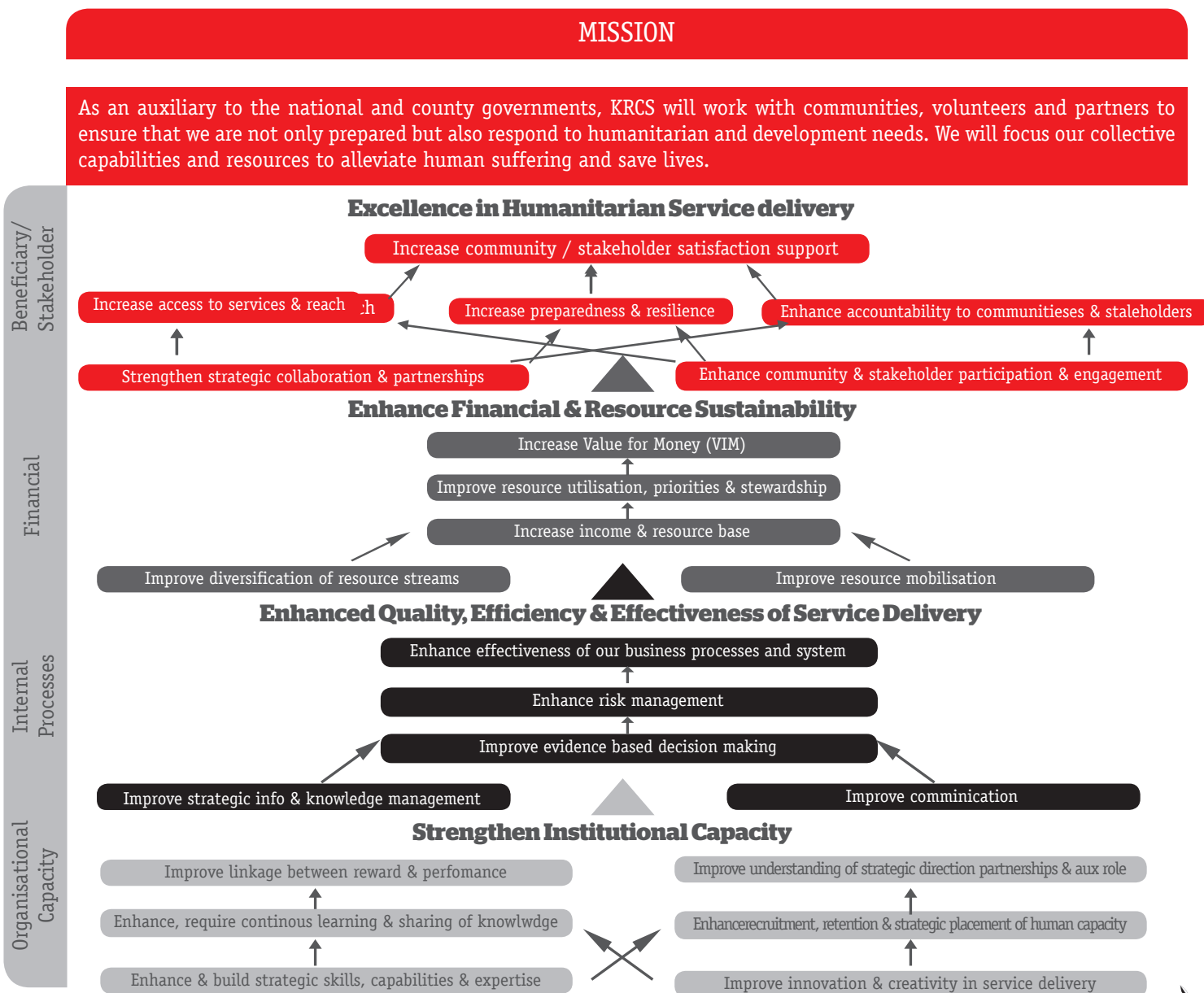
The Balanced Scorecard and Strategy Maps will be utilised to achieve the objectives, ensure alignment across the organisation and measure progress. This will not only ensure effective communication internally and externally, but also help to prioritise and align all programmes, projects, services and resources.

The high-level objectives and value creation process are captured in the corporate strategy maps.



# CORPORATE STRATEGY HOUSE

## b) Detailed Objectives Strategy Map



# CORPORATE SCORECARD

PERSPECTIVE	STRATEGIC OBJECTIVES	PERFORMANCE MEASURES	TARGETS	INITIATIVE	OWNER	
BENEFICIARIES/ STAKEHOLDERS	Increase Community/ takeholder satisfaction and support	Satisfaction levels of our strategic partners	(x+10)%	Develop and administer periodic stakeholder satisfaction surveys	SG	
		Satisfaction levels of our communities	(x+5)%	Annual community satisfaction surveys		
		Satisfaction levels of our staff	80%	Develop and administer periodic staff satisfaction surveys		
	Strengthen strategic collaboration & partnership				Advocate, identify and secure diversified funding	DSG programmes
			Number of new strategic partnerships formalized	10% annual increase	Annual mapping of partnerships	
			% of projects supported by new partnerships	10% annual increase	Facilitate and participate in regular partnership forums	
			Satisfaction levels of our strategic partners	(x+10)%	Develop and administer periodic stakeholder satisfaction surveys	
	Enhance community & Stakeholder participation		% of partners strategic plans embedding KRCS priority areas	75%		DSG programmes
			% of projects involving communities in all stages of project cycle	60%	Development and dissemination of community participation/engagement models	
	Enhance Accountability to our communities & stakeholders		Satisfaction levels of our communities	(x+5)%	Annual community satisfaction surveys	DSG programmes
			Existence of minimum standards on accountability for KRCS	Accountability Framework by Year 1	Develop Accountability Framework	

PERSPECTIVE	STRATEGIC OBJECTIVES	PERFORMANCE MEASURES	TARGETS	INITIATIVE	OWNER
		Proportion of projects/responses using the framework	80%	Operationalise the Accountability framework	
		% of projects with beneficiary complaints feedback mechanism	80%	Set Up and implement Complaints and Feedback Mechanisms for active projects	
		Compliance index	80% of running projects with compliance index	Development and operationalization of comprehensive projects compliance checklist	
	Increase community access to humanitarian services	% of target population reached	100 % of target population reached	Design and implement evidence based interventions	DSG programmes
	Enhance community Resilience	Existence of KRCS resilience strategy for programming	National resilience strategy for programming by Year 1	Development and operationalization of resilience strategy	HoD - DRR
		% of projects with resilience frameworks	100% of projects with resilience frameworks	Develop project specific resilience frameworks	
		Community disaster resilience index	(x+10)%	Advocate for innovative approaches to integrated programming	
				Developing/adopt a community disaster resilient index (social, economic, physical, natural, etc.)	

PERSPECTIVE	STRATEGIC OBJECTIVES	PERFORMANCE MEASURES	TARGETS	INITIATIVE	OWNER	
FINANCIAL STEWARDSHIP	Improve diversification of					
	Resource streams	Additional categories and types of resource teams	3 new categories per year	Advocate, identify and secure diversified funding	HoD - RM	
		Increase income & Resource Base	% Increase in funding secured	5% annual increase in funding	Review and implement resource mobilisation strategy at all levels	SG
					Set up of humanitarian endowment fund	
			Proportion of funded/successful proposals	50% success rate in proposals monetary value	Establish a resource mobilization unit	
VFM	Increase value for money					
		VfM index	High value for money	Annual VfM analysis	Group Head - Finance	
				Process automation		
				Going Green initiatives		
		Improve Resource Utilisation & stewardship	Cost efficiency ratio	Baseline	Annual Cost efficiency Analysis (CEA)	Group Head - Finance /HoDs
		% increase on productivity	(x-5)%	Define productivity ratio		
				Process automation		
				Going Green initiatives		

PERSPECTIVE	STRATEGIC OBJECTIVES	PERFORMANCE MEASURES	TARGETS	INITIATIVE	OWNER	
INTERNAL PROCESSES	Improve strategic knowledge Management	% of staff aware of strategic plan and its operationalization	95%	Cascading of the strategic plan	EXD - ICHA / Group Head - HR	
				Bi annual reviews and dissemination of the SP		
					Develop portal for e learning courses	
		% of projects and units aligned to the SP	100% of projects SP aligned	Cascading of the strategic plan		
				Regular program and support units review forums		
		Knowledge management system (research, documentation, archiving)	Existence of a knowledge management system by Year 1	Set up knowledge management platform		
		% of business units (branches/ departments) meeting minimum standards	40%	Setting up minimum standards for branches and units		
				Implement service level agreements		
		Increase Efficiency & Effectiveness of our Business Processes & Systems	% of internal business process automated	75% of processes automated	Define and automate organisation wide processes	HoDs
			Cost efficiency ratio	(x+5)%	Annual Cost efficiency Analysis (CEA)	
		% increase on productivity	(x+5)%	Define productivity ratio		
				Implement service level agreements		
	Enhance Risk management	% compliance to acceptable control standards	80% of running projects with compliance index	Develop and Implement comprehensive compliance checklist	Head IA & Compliance / HoDs	

PERSPECTIVE	STRATEGIC OBJECTIVES	PERFORMANCE MEASURES	TARGETS	INITIATIVE	OWNER
		% of projects with risk management plans	80% of running projects with risk management plans	Develop a comprehensive risk management framework and system (project, department, organisation wide)	
				Operationalise risk mitigation measures	
	Improve internal and external Communication	Existence of Information and communication strategy	Information and communication strategy by Year 1	Develop and operationalise the strategy	Group Head - HR /Manager - Communications
				Regular program and support units review forums	
<b>LEARNING AND GROWTH</b>	Enhance and build strategic skills, capabilities & expertise	% improvement on strategic skills and competences	(x+20)%	Define the key strategic skills required and realise the skills level index	Group Head - HR
				Develop baseline skills level index	
				Conduct bi-annual internal skills audit and implement a capacity strengthening plan addressing the gaps	
				Review recruitment methods to optimize selection/ Strengthen recruiting and hiring the right people, in the right job and at the right time	
				Develop & Implement formal management and governance succession plan	
				Develop and implement methods to plan for and proactively meet future staffing needs	

PERSPECTIVE	STRATEGIC OBJECTIVES	PERFORMANCE MEASURES	TARGETS	INITIATIVE	OWNER
				Deliberate membership recruitment of sought after skills	
				Establish a volunteers engagement strategy (Mechanism for continuous dialogue/ involvement)	
		Existence of an optimal structure	Optimal structure by Year 1	Define and implement optimal organisation execution structure	
				Capacity strengthening of staff in resource management and control systems=learning and growth	
	Improve linkage between reward and performance	Satisfaction levels of our staff	80%	Develop and administer periodic staff satisfaction surveys	Group Head - HR
		Existence of a functional performance reward scheme	Functional performance reward scheme by Year 1	Develop and implement appropriate reward scheme for both staff and volunteers	
				Review the current performance appraisal system for staff and volunteers	
		Staff retention rate	(x+10)%	Conduct annual retention reviews.	
	Improve our understanding and use of ICT	% of internal business processes automated	75% of processes automated	Define and automate organization wide processes	HoD - ICT
	Improve our innovation and creativity in service delivery	Innovative approaches implemented within programs	2 innovations per annum	Advocate and implement innovation projects	HoDs
	Improve understanding of strategic direction and implementation	% increase in no. strategic partnerships	10% per annum	Develop a strategic partnership framework	DSG-Programs

PERSPECTIVE	STRATEGIC OBJECTIVES	PERFORMANCE MEASURES	TARGETS	INITIATIVE	OWNER
		% of strategic partners retained	95% retention	Conduct partner mapping and assessment for alignment to KRCS strategic objectives	
		Level of our understanding of key strategic partnerships	95%	Facilitate and participate in regular partnership forums	
				Review internal existing policies to align to County and National GOK	
		% of staff aware of strategic plan and its operationalization	95%	Cascading of the strategic plan	
				Bi annual reviews and dissemination of the SP	
				Develop portal for e learning courses	
		% of projects and units aligned to the SP	100% of projects SP aligned	Cascading of the strategic plan	
				Regular program and support units review forums	

## BUDGET

A:	STRATEGY IMPLEMENTATION	2015	2016	2017	2018	2019	2020	TOTAL
A1	Humanitarian Service Excellence		23	10	13	6	6	58
A2	Resource and Financial Sustainability		50	15	24	15	24	128
A3	Strategic Partnerships		7	7	10	7	10	41
A4	Human and Organisation Capital		16	6	6	11	6	45
		-	96	38	53	39	46	272
<b>B:</b>	<b>PROGRAMMATIC/ THEMATIC AREAS*</b>							
B1	Disaster Management Operations	1,055	946	993	1,043	1,095	1,150	5,226
B2	Disaster Risk Reduction	2,488	698	732	769	808	848	3,854
B3	Health and Social Services	713	710	746	783	822	863	3,924
B4	Nutrition	215	195	205	215	226	237	1,078
B5	Organization Development	508	517	543	570	599	629	2,857
B6	Water and Sanitation	561	526	553	580	609	640	2,908
B7	Special Programmes**	714	2,047	800	840	882	926	5,495
		6,254	5,639	4,572	4,800	5,040	5,292	25,343
<b>C:</b>	<b>SUPPORT SERVICES*</b>							
		352	401	421	442	464	487	2,216
Total	Budget	6,606	6,136	5,031	5,295	5,543	5,826	27,831

\*We factored a 5% 'year on year' increase

\*\*Special programmes will decrease in 2017; 2016 had a one-off procurement on behalf of the State PR





Emergency  
Medical Services

Kenya  
Red Cross

AMBULANCE

KBQ 502U

*"Always There"*