



Kenya
Red Cross



STRATEGY
2025

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MESSAGE FROM THE GOVERNOR

I am honoured to present the Kenya Red Cross Society's five-year Strategic Plan 2021-2025. This plan guides future decisions related to services, programming, collaborative partnerships and our own internal organisational development. Our Vision and Mission statement sets a clear path forward while the Fundamental Principles of the Red Cross and Red Crescent Movement together with Our Values, guide us in achieving our humanitarian goals.

Our value proposition "always there" highlights our ambitious commitment to be always present in Kenyan communities through our network of branches, volunteers and members. This Strategy aligns to the Constitution of Kenya, the Government of Kenya Vision 2030, and the IFRC Strategy 2030 all clearly contributing to Kenya's efforts towards attainment of the Sustainable Development Goals (SDGs).

Despite enormous progress and successful gains made in education, health and technology, we recognise that future scenarios both locally and

globally, will continue to challenge the resilience of communities in Kenya. COVID-19 posed one of the biggest challenges to communities and its after effects will continue to challenge our progress. We also see the impact of the climate and environmental crisis as a growing reality for millions of Kenyans, with impacts on health and fuelling of conflict as drivers in migration and displacement.

Our strategic plan seeks to address some of the main challenges facing our communities today, with three main humanitarian goals working towards sustainable positive change:

Goal 1: Communities are able to anticipate, prepare, respond to and quickly recover from crises.

Goal 2: Communities lead healthy lives and have opportunities to achieve social, economic and psychosocial wellbeing.

Goal 3: Youth lead positive change in their communities.

We will endeavour to use our reach, relationships and our resources effectively to ensure we can provide relevant and quality services and support for our people where they are needed. Recognising that this cannot be done by KRCS alone, we will have a renewed focus on the following:

- Supporting community driven solutions, choices, decisions and ensuring the most relevant resources are available during crises supporting communities to have the capacities and options in order to survive and thrive.
- Investment will be directed towards locally-led and sustained ways to strengthen and better support our local grassroots network. Volunteer driven action will be at the core of building a sense of connection, community and relevant services.
- We will aim to work in closer collaboration and coordination with our government, partners and donors that share aligned values and commitments.

Mr. Francis M. MASIKA

Governor - Kenya Red Cross Society

Our value proposition
"always there"



MESSAGE FROM THE SECRETARY GENERAL

This Plan is the result of a six-month extensive consultations involving workshops, surveys and open forums. It also encompassed a review of the Strategic Plan 2016-2020 (Strategy 2020), seeking the input of volunteers, staff, members and governance, as well as our critical stakeholders. It has been an invaluable process, to step back, pause and reflect across all levels of the organization on progress made, to take stock of our internal achievements, challenges, what we need to do better and areas of growth as we move forward.

Under Strategy 2020, KRCS achieved a threefold increase in community based projects with donor funding and 54% increase in organizational income compared to the achievements at closure of the previous Strategic plan in 2015. The efficiency of internal process improved following automation and innovative initiatives. Additionally, the organization had a healthy staff retention rate of over 90% composed of skilled personnel.

Our history and track record of presence within communities has made KRCS one of the most recognisable and trusted organisations in Kenya. This has been crucial to ensure our access and acceptance by some of the most marginalised

and isolated communities. We lived true to our value proposition “Always There”. We are committed to preserve and enhance this trust and will continue to be transparent and accountable with communities, the authorities and our partners.

Based on the consultations, we have adapted our core organisational values to represent who we are, where we feel we are and where we want to be in this strategic period: **Service to Humanity, Accountability, Community Centred, Inclusivity and Innovation (SACII)**. In this strategy we have also made a deliberate choice to deepen our focus on communities and on youth and volunteers. We believe that the future of humanitarian action is local. Hence we will be even more deliberate in facilitating the communities and local actors, particularly youth and strengthen their capacity to lead local humanitarian response themselves.

We have also developed seven internal enabling actions aimed at strengthening KRCS to achieve a strong and sustainable organization able to deliver on our humanitarian mission and vision:

- Effective organisational systems fit for purpose.
- Inspiring sustainable voluntary service and local humanitarian action.
- Accountability to our communities, staff, volunteers, membership and partners.
- Invest in a strong and sustainable branch system.
- Influencing humanitarian action.
- Spearhead and systematically utilise innovative approaches in our action.
- Partnerships and Sustainable Financing.

I would like to extend my appreciation to the staff, volunteers, members and stakeholders who participated in the planning and development of this Strategic Plan. I wish to thank Movement partners and our counterparts from the public authorities for their feedback and the production of the plan itself.

On behalf of the KRCS governance teams, I would like to thank all of KRCS members, volunteers and employees for their compassion to serve humanity with passion and professionalism, especially as we saw the most recent difficulties during the COVID-19 pandemic. You embodied the spirit of humanitarianism working with and for your communities in such unpredictable and in many cases, high-risk environments showing the true value of volunteerism the power of local action. We call on you to continue with renewed resolve and energy into this new and exciting period.

Dr. Asha MOHAMMED

Secretary General - Kenya Red Cross Society

“Empowering communities is our best bet in achieving sustainable development”



WHO WE ARE

Kenya Red Cross Society (KRCS) is a national humanitarian, voluntary organization, established in Kenya by an Act of Parliament (CAP 256 of the laws of Kenya) in 1965. We are a member of the International Federation of Red Cross and Red Crescent Societies (IFRC) alongside 191 other National Societies (NS), which together with the International Committee of the Red Cross (ICRC) constitute the Red Cross and Red Crescent (RCRC) Movement. Our shared mission is 'to alleviate human suffering, protect life and health and uphold human dignity, especially during armed conflicts and other emergencies'.

KRCS Auxiliary Role

KRCS is auxiliary to both the National and County government in the provision of humanitarian assistance. The auxiliary role legally mandates KRCS and public authorities to work together in the interests of vulnerable people in Kenya on humanitarian issues, while protecting the independence of KRCS and the seven fundamental principles of the Red Cross and Red Crescent. It is the only organization in the country established by an Act of parliament and mandated to complement the efforts of both the national and county governments.

KRCS Volunteers and Membership

KRCS is a volunteer-based organization. We draw our strength from a strong network of over 200,000 members and volunteers with diverse skills and professions. The volunteers and members are drawn from their own communities and therefore possess the local knowledge and understanding of community priorities. They actively contribute to the local actions in delivering of the organisation's mandate. They deliver humanitarian services, help strengthen community resilience, develop social cohesion, engage in civic processes and advocate fiercely on behalf of the communities. Volunteerism continues to be at the heart of KRCS as it has proven to be a powerful and cross-cutting humanitarian service delivery tool.

KRCS membership and volunteerism is open to everyone regardless of race, sex, religion, class, political opinions or nationality. Membership to the society includes subscribing members, corporate members, life members and honorary members. KRCS membership enables individuals and corporates to support the valuable work done by the organisation, participate and vote in meetings; and to elect and be elected to the Governing bodies. In addition, membership to KRCS is membership to the entire Red Cross Red Crescent Movement across the world.

KRCS Geographical Reach

KRCS is present in every corner of the country at the grassroots level. We have eight regional offices and 47 county branches in Kenya. This has enabled us to be first on site and last out when disasters strike, while also being present on the ground to facilitate implementation of community-driven programs. We serve a diverse range of communities with a special focus on addressing the needs of those hardest to reach

and most vulnerable groups especially in the arid and semi-arid lands (ASALs), urban informal settlements, remote rural areas, geographically marginalized areas. We are deeply rooted in the communities that we serve, hence our programmes are informed, guided and governed by them. We understand community specific priorities and use our local knowledge and international network and experience to make a difference in these communities.

KRCS Complementarity to National and Global Strategies

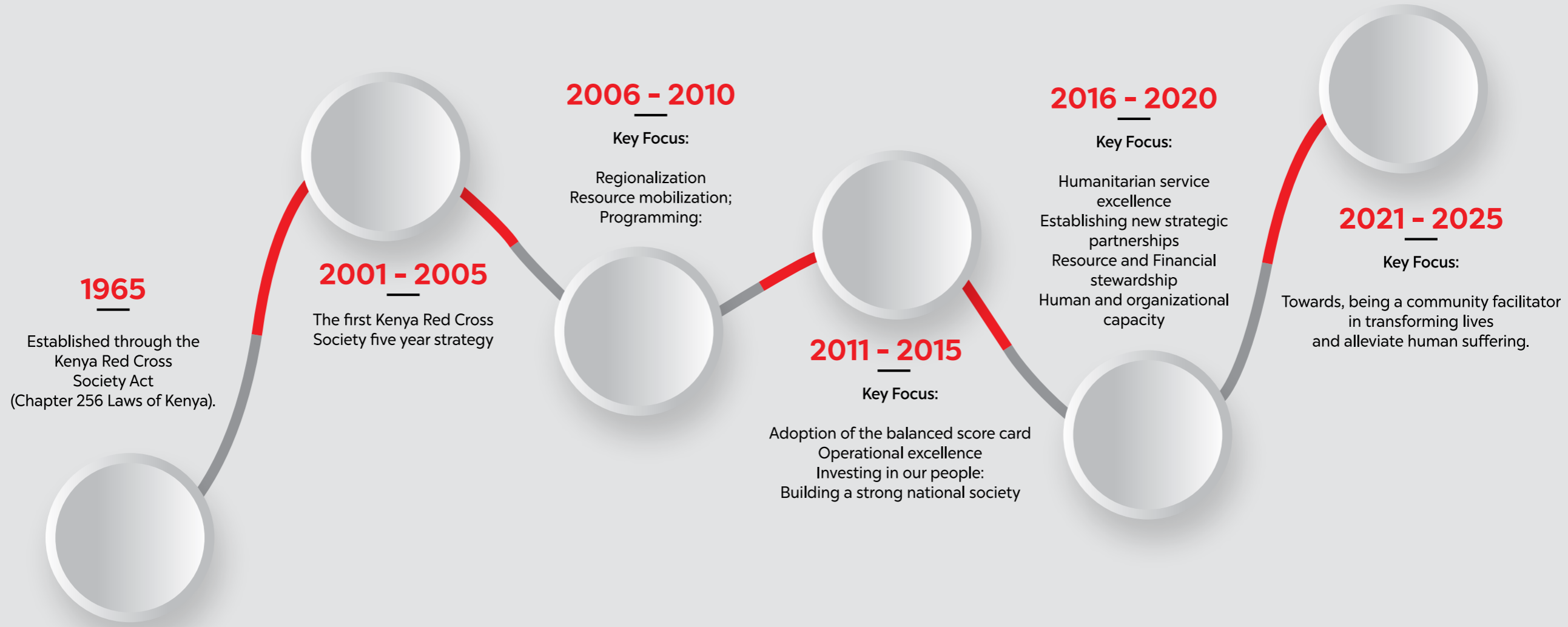
KRCS aligns its strategy to the Constitution of Kenya, the Vision 2030, and the IFRC Strategy 2030. KRCS contributes to Kenya’s efforts towards attainment of the Sustainable Development Goals (SDGs) specifically: SDG 1 poverty, 2 zero hunger, 3 good health and well-being, 4 gender equality, 6 clean water and sanitation 11 sustainable cities and communities, 13 climate action, 16 peace and justice and 17 partnerships.



This visual shows what has contributed to the KRCS Strategy 2025



KRCS STRATEGY JOURNEY





OUR KENYA TODAY AND TOMORROW

EVOLVING DISASTERS

Globally, disasters are predicted to become increasingly common, costly, complex and concentrated. Kenya is already witnessing and living through this prediction as the frequency, scale, intensity and impacts of disasters has increased.

This is due to a number of key drivers including climate change, rapid population growth particularly in urban areas, unsustainable environment, which have exacerbated pressures on infrastructure, the environment and ecosystems.

The disaster landscape in Kenya is characterized by several natural and man-made hazards, mainly prolonged, cyclic droughts and floods, disease outbreaks and epidemics, landslides, and conflicts that continually weaken the communities coping mechanisms and capacity.

The number of Kenya's population living in poverty and excluded from basic social and economic gains has increased over the last decade with prospects for sustainable livelihoods has declined. Poverty in rural segments of the population is highest at 40% compared with peri-urban at 27.5% and core urban at 29.4%.

Population growth in Kenya is on the rise, which according to the 2019 Kenya Population and Housing Census indicates an increase in the population from 37.7 million in 2009 to 47.6 million in 2019. Nairobi is Kenya's largest city, with 3.1 million population in 2016 and considered fastest growing in East Africa of 4.3% annually.

With shifts in both locality and growth of Kenya's population, social stability and security is also under pressure, with increasing risk of conflict, ethnic divisions and limited socio-economic opportunities varying across the country, which in turn is influencing both a rise and flow of migration.

In this strategic period, KRCS will support responding to and mitigating vulnerabilities and disadvantages resulting from all kinds of crises and disasters for all people, especially the most vulnerable and marginalised, building on their resilience and supporting opportunities for them to thrive.



THE CLIMATE CRISIS

Climate related shocks and hazards are amongst the major humanitarian emergencies confronting communities today.

The climate crisis and environmental degradation are significant risks to humanity. Kenya is already witnessing evident changes and variability of weather patterns with increasing temperatures, heavy rainfall and rising sea level and highlight the susceptibility and fragility for Kenya to climate change. With an economy largely reliant on rained agriculture and tourism, the climate crisis poses a key challenge to Kenya achieving strategic and sustainable development goals.

Drought, poverty and conflict are closely interconnected, with production, availability and access to food posing the biggest problem. Drought cycles have shortened with two-to-three-year cycles instead of five to seven cycles in the past, which is wreaking havoc on our agricultural productivity. Already scarce water resources, strained by population growth will be further stressed in the coming years ahead by increasing temperatures and rain variability. Kenya's exposure and susceptibility to climate change will increase due to its reliance predominately on surface water sources. In 2010 water availability was 586m³ per person, already well below the internationally acceptable threshold of 1,000m³ per person annually. This figure is expected to fall to as low as 293m³ by 2050.



With a warmer, wetter climate change on the horizon, Kenya is expected to experience and increase infectious diseases with malaria, Rift Valley fever, Chikungunya and dengue transmission. Of concern and risk are the highlands where 70% of the population resides. Waterborne diseases such as cholera, diarrhoea, typhoid and hepatitis A, will pose a major risk for populations with limited access to adequate water sources.

Extreme climate related hazards are increasingly weakening the communities' capacity to cope. In this Strategic period KRCS will support reducing the current and future humanitarian impacts of the climate crisis and support people build on their resilience and thrive in the face of it.



WORSENING FOOD INSECURITY AND SOCIO- ECONOMIC CHALLENGES

Agriculture plays a significant role in Kenya's economy, yet in recent years the country has faced severe food insecurity problems attributed to several factors. The changing nature and frequency of extreme weather events induced by the climate crisis climate (floods and drought) is shifting in Kenya, which in turn is increasing overall social and economic risk for a large proportion of the population. In Kenya droughts have the greatest social and economic impact with a decline on average of 0.6% in GDP growth.

With the majority of Kenya's income poor engaged in the agriculture sector as a source of livelihood, such stagnation of agricultural outputs continues to have a ripple effect.

Limited access and availability to sufficient and quality food impacts over 10 million people suffering from food insecurity and poor nutrition, with 2-4 million people requiring emergency food assistance. With an increase in food prices and low purchasing power, the level of poverty also rises challenging the nutritional, and mental health status of communities.

Sixty percent of the urban population are living in informal settlements due to multidimensional layers of inequality among different socio-economic groups of the population. Residents living in informal settlements are not legally recognised and so are in constant fear of being evicted and have no access to justice systems and basic services. Residents are exposed to a myriad of health threats and disaster risks due to the fact informal settlements are unregulated. They are generally overcrowded, lack basic services such as water and sanitation and are predominantly located along riverbanks thus prone to landslides and flooding.

Air pollution is widespread, as most residents use solid fuels for cooking resulting in emissions of unhealthy fumes in addition to vehicle and industrial pollution. The outcome of all of the above this is likely to continue to have a negative impact on both attainment of the SDGs as well as overall economic growth.

In this Strategy period KRCS will support communities to have access to sustainable livelihood opportunities and access to basic services with a particular focus on underserved communities.



GROWING GAPS IN HEALTH AND WELL-BEING

Despite recent gains made across the country's health system strengthening and investment to assure a high standard of health in Kenya, the recent turmoil of COVID-19 throughout 2020 has seen such gains halted or in some instances reversed. While progress was and is still evident in areas, issues around gender inequality, inclusion, cultural barriers and illiteracy continue to be key obstacles to access and utilise services and further limits people's capacity to make decisions around health. This will continue to limit Kenya's progress towards achieving key health outcomes and ambitions set out in the 2030 Vision and SDG Plan for Kenya.

Kenya continues to witness deaths that are preventable, especially amongst children under five and pregnant mothers through adoption of interventions such as immunization, nutrition, access to Sexual and Reproductive Health (SRH) services and Water Sanitation and Hygiene (WASH) practices. Under five mortality stands at of 43.2/1,000 live births, with infant mortality at 32/1000 and neonatal mortality of 21 per 1000. While, maternal mortality rate of 362/100,000 live births are seen to be associated with low utilization and resourcing of MNCH services. Immunization coverage requires improvement, with only 76% of children under 1 fully immunized. Kenya's burden of malnutrition remains a challenge. The national prevalence amongst children under five stunting at 26%, with wasting at 4.2% (global nutrition report). The proportion of households with access to water and sanitation in Kenya remains disproportionate, only 70% of Kenyans having access to basic drinking water and 29% access to basic sanitation and 10% practicing open defecation. Kenya's population is also faced with water scarcity unevenly distributed across the country and variable rainfall resulting in frequent droughts and floods, resulting in directly drinking from contaminated surface water sources.



Malaria remains a public health concern with over 70% of the population at risk, particularly for children under 5 and pregnant women who are most affected. The burden of HIV&AIDS, TB and NCDs are also a concerning impediment to achieving health goals in Kenya. In 2015, 31% of deaths and more than half in-patient admissions were related to NCDs. By 2030, it is projected that deaths due to communicable diseases will decrease by 48 percent, while deaths due to NCDs will rise by 55 percent a worrying trend on the rise which will impact heavily on health care system outcomes.

Mental health is a key determinant of overall health and a key driver of socio-economic development. The fact that communities are continuing to face crisis and shocks, and many continue to remain in the cycle of poverty is understandably taking its toll on the mental health of the country. The Government's Mental Health Policy 2015-2030 states that 1 in every 4 Kenyans suffers from mental ill health in their lifetime. This translates to 12 million Kenyans who will require some sort of MPPSS support, the needs far outweigh the available MHPSS services of 88 consultant psychiatrists and about 500 psychiatric nurses serving a population of over 45 million people.

In this Strategy period KRCS will support communities to have equal access to health, water and sanitation during before, during and after crises and lead healthy lives.

CONFLICT, MIGRATION AND POPULATION DISPLACEMENT

Kenya is the strongest economy in the region and viewed to be a relatively stable context politically and economically. Such factors are seen to position Kenya as a safe destination and critical transit hub in the region. Mixed migration flows into Kenya include economic migrants from neighbouring countries in search of greater opportunities, Kenya's economic success in the region has also made it a destination for economic migrants from neighbouring countries seeking opportunity for themselves and their families.

Forced migration of refugees and asylum seekers affected by conflict and disaster from neighbouring countries such as Somalia, Ethiopia, Eritrea, South Sudan, Sudan, and DRC has resulted in Kenya hosting one of the largest refugee populations and asylum seekers in the world, approximated to be 494,289 as of July 2020. With increasing evidence that climate change is affecting traditional nomadic and pastoral groups movements and even expanding their geographical areas to more insecure regions in search of more suitable lands. This also combined with poverty, regional disparities in development and availability of opportunities and services, in rural areas has contributed to rapid urbanisation.

Kenya is a large multi-ethnic country, with over 40 different ethnic groups and many overlapping conflicts. It has high levels of sexual and gender-based violence and of intercommunal violence; low levels of persistent violence; cycles of election-related violence; and increasing numbers of terrorist attacks. The incidence,



gravity and intensity of violence have all increased with time. Kenya is also a country affected by internal displacement due to ethnic, political, and land-related violence. Kenya has a history of electoral violence and political tensions are already beginning to rise in anticipation of the upcoming elections in the year 2022.

Human trafficking is also an issue, with the situation rapidly changing and becoming more complex. This includes, the exploitation of children through forced labour into services such as, agriculture, fishing, street vending, begging and domestic service. Traffickers also exploit girls and boys in commercial sex for the tourism industry, Khat cultivation areas along major highways and goldmines. Internally displaced people, refugees and asylum seekers are more vulnerable to become a victim to human trafficking including being recruited through illegal employment agencies for work overseas and find themselves in forced labour and sex work.

In this Strategy period KRCS will support people on the move to be safe, to be treated humanely and with dignity and those affected by conflict to be protected.



THE INCREASING NEEDS OF YOUNG PEOPLE

Youth 'bulges' have become a global phenomenon, with Kenya having no exception to this trend. In Kenya, young people under the age of 35 years constitute nearly 80% of the population.

While such figures represent an abundant asset for Kenya, it also presents foreseeable challenges for both youth and the country, if the right choices and investments are not directed to accelerate specific Youth socio-economic development and their untapped potential.

While rapid economic growth has advanced parts of the population, others have been left out. Moreover, the economic rise has not been matched with creation of jobs for all. At the forefront of this lies the challenge of high unemployment rate among young people, which is estimated to be double the national level of unemployment of 12.7%. Education and opportunities for skills development are also a vital driver for engaging young people. Beyond the benefits of strengthening Kenya's human capital and productivity, it also provides young people with greater resilience to become effective agents for and contributors to positive change. Widespread inequality resulting in unemployment, poverty and political marginalization is contributing to the radicalization of some of Kenya's youth.

This is providing a fertile environment for terrorist groups to recruit members by offering an opportunity to redress the balance with social and economic opportunities to those who have little.

Health is also a concern that needs to be factored among young people in Kenya. Apart for common health related issues, increasing exposure to drug and substance abuse, depression, anxiety, eating disorders, reproductive health issues such as sexually transmitted diseases, and mental health problems are presenting as major issues among youth across the country. Engaging young people through empowerment, employment and education opportunities is no longer a choice but an imperative for the future socio-economic, political, cultural and development landscape of Kenya.

In this Strategy period KRCS will support young people to reach their potential and lead positive change in their communities. Youth will be supported to access opportunities that would help improve their livelihoods and achieve their aspirations.



Core Values



STRATEGY FOUNDATIONS

VISION

A leading humanitarian organization sustainably promoting the well-being, health and resilience of communities.

MISSION STATEMENT

We facilitate communities to respond to humanitarian emergencies to alleviate human suffering and work with partners to implement innovative community driven programmes that transform lives and enhance community resilience.

CORE VALUES

Service to Humanity: our desire to bring assistance and act in order to prevent and alleviate human suffering.

Accountability: Integrity and responsibility is central to our work; both to the people we serve and those we receive resources from.

Community centred: we believe that local communities are the primary agents to drive change for their own survival and achievement of their aspirations.

Inclusivity: our desire to respond to vulnerability in all its forms, and reach the most marginalised people.

Innovation: we champion new and improved tools and approaches to deliver incremental change to meet the needs and aspirations of people.

VALUE PROPOSITION: ALWAYS THERE

KRCS is the largest volunteer-based humanitarian network in Kenya. Our strength lies in our countrywide presence, network of over 200,000 community and professional volunteers and members, community-based expertise alongside our auxiliary role to government. We are “always there” in every community reaching on average 50% of total Kenyan population annually through development programmes and disaster response to affected populations.

Our very presence at the community level through local branches uniquely positions us to have close interaction with the communities and enables us to have knowledge of the challenges they face and solutions that can work in their different contexts. We have over time-built trust and acceptance among the communities that we serve. This positions us well to develop further our role as a humanitarian facilitator, supporting the communities to drive their own ambitions and locate relevant partners to contribute to change improving lives and wellbeing.



OUR STRATEGIC GOALS

KRCS acknowledges that communities consist of diverse individuals with different priorities, vulnerabilities and capacities to resist harm and exclusion. All interventions will be adapted so they address the specific needs, protection risks, and priorities of groups with different gender, age, disability status and background and to ensure that all relevant groups enjoy equitable access to humanitarian services.

We will enhance our work in targeting 'last mile' communities, marginalised groups and those in specific geographical areas of the country which suffer multidimensional poverty and exclusion from basic social and economic benefits. We will prioritise our services and programmes targeting these communities with support and linking through referral and coordination mechanisms with other relevant actors and service providers relevant to their context and needs.

We are firmly rooted in the right, empowerment and action of communities to drive change for themselves as individuals and for their communities. Communities understand the persistent and emerging challenges they face and have ideas for relevant solutions to drive change. Voluntary service is at the core of the KRCS mandate and we aim to fulfil this crucial role as catalysts for positive change and transformations in communities. We will continue to listen to communities, support them in finding solutions to challenges and support them to grow and live healthy, dignified lives through the mobilisation of KRCS volunteers and youth.

Kenya Red Cross Society will thus work towards achieving the following goals in its humanitarian and development services:

Strategic Goal 1:

Communities are able to anticipate, prepare, respond to and quickly recover from crises

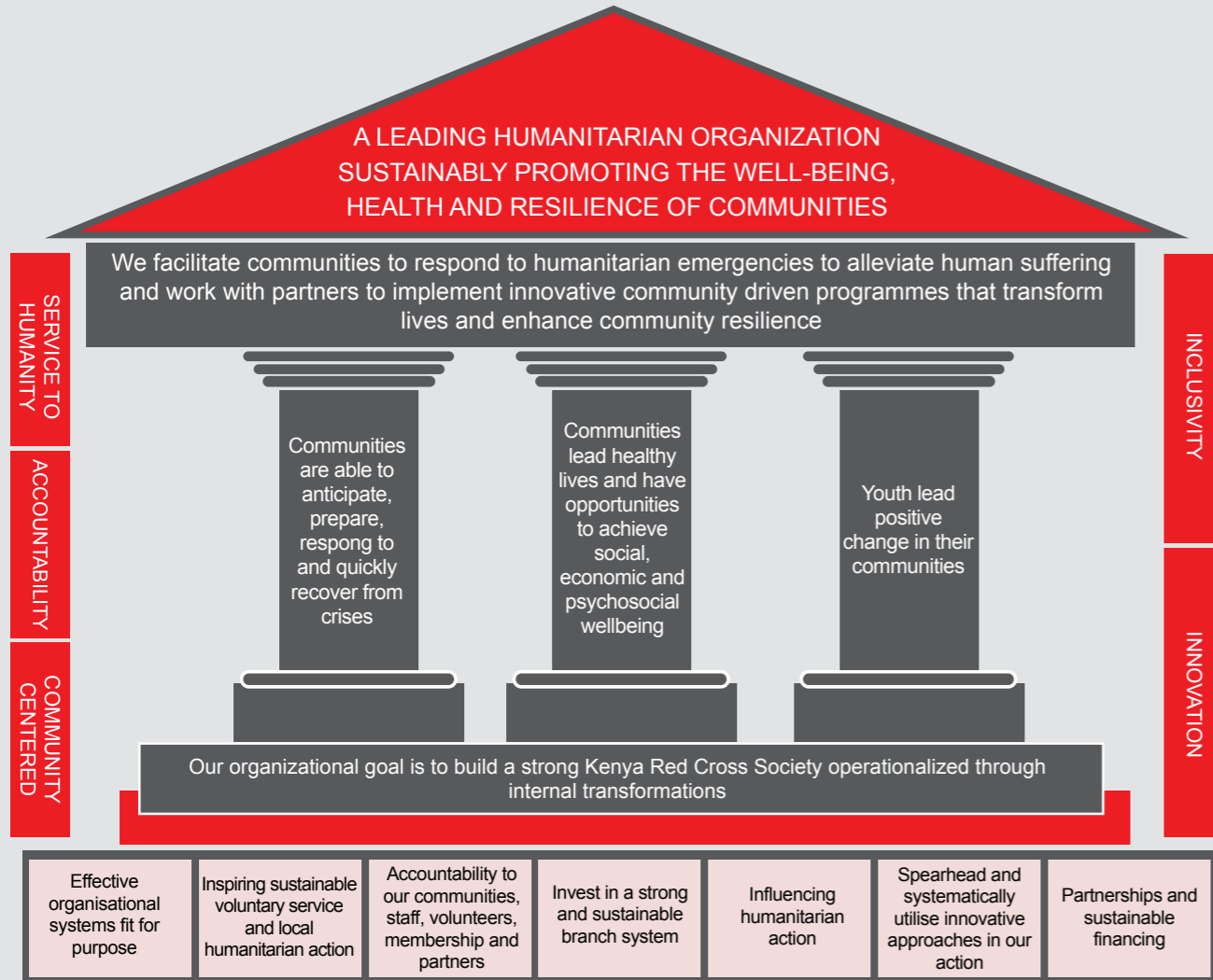
Strategic Goal 2:

Communities lead healthy lives and have opportunities to achieve social, economic and psychosocial wellbeing

Strategic Goal 3:

Youth lead positive change in their communities

STRATEGY HOUSE





STRATEGIC GOAL 1:

Communities are able to anticipate, prepare, respond to and quickly recover from crises

Specific Objectives

1. At risk communities are well organised and can anticipate and prepare for new and recurring shocks.
2. Affected communities receive effective, innovative and timely humanitarian response.
3. Communities have improved access to relevant and sustainable livelihood opportunities.

THE CHANGE WE WILL DELIVER

Specific Objective One: At risk communities are well organised and can anticipate and prepare for new and recurring shocks

To tackle the rising issues aggravated by recurring climate related disasters and conflicts, there is a pressing need to ensure that communities are better organised, have access to essential knowledge and skills to anticipate and react to such crisis. Preparedness is essential to save lives, reduce harmful impacts and recover, recognising that emergency response services alone are not enough to support communities to recover from crises. Communities are the experts of their own context and are best placed to identify what they need to enhance their protection from conflicts. KRCS will support communities to develop people-centred community protection responses focusing on the prevention, mitigation and reduction of the risk of violence. We will focus on strengthening social cohesion within and between communities, drawing on formal and informal community networks of support to identify problems, needs and opportunities to



establish priorities and act for the good and inclusion of all in the communities.

KRCS has been working extensively in the area of community-based risk reduction and we will continue during this new Strategic period to assist communities adopt risk-informed, holistic approaches to address their underlying vulnerabilities.

Priority areas

- Realign KRCS DM Policy with changes in national disaster and crisis landscape.
- Champion community driven Early Warning Early Action Systems and contingency planning to enhance relevant forecast-based actions and financing.
- Develop a policy to guide our engagement in conflict risk reduction and mediation activities.
- Support communities in the identification of risks including protection and conflict related risks and facilitate designing of community lead solutions.
- Promotion and dissemination of the RCRC Fundamental Principles and humanitarian values.
- Enhanced engagement of Youth as Agents of Behaviour Change (YABC) initiatives in relevant contexts.
- Promotion of social inclusion approaches such as gender and disability mainstreaming.
- Provide timely, relevant and actionable information to communities through appropriate communication approaches to encourage behaviour change.

Specific Objective Two: Affected communities receive effective, innovative and timely humanitarian response including cash assistance

The auxiliary role of KRCS ensures we have a responsibility and duty, to provide lifesaving and protection services. This remains a core part of our KRCS business and is what communities most recognise us for. We commit to be there for communities, enhancing our efforts to improve the quality of services save lives, reduce harm, and support communities to recover quickly from crisis. During this strategic period, we will focus our services to the most marginalised communities and areas of the country, where there is limited-service provision. We will also seek to reinforce our role in linking up more relevant service providers to communities, recognising KRCS alone cannot meet all the needs in crisis.

KRCS has a long history of supporting people on the move, from refugee communities to their host communities and we commit to continue. However, we recognise there is a need to ensure we have a clearer approach and policy for how we work in this area, defining what our added value is in this sector and to these groups and communities. We want to ensure our limited resources are maximised to the fullest, drawing on our privileged position of unhindered access to reach those who are most underserved and most at risk.



Priority areas

- Organisational contingency planning response and coordination planning with national and regional authorities and stakeholders.
- Enhancing public health in emergencies capacities with particular focus on interventions in WASH, NCDs in Emergencies, and epidemic alert systems.
- Identify and test innovative approaches to strengthen effective and timely humanitarian response.
- KRCS will support more people on the move with relevant initiatives based on a newly developed organisational policy in particular in areas of camp management and health care services including MHPSS.
- Continuation of Restoring Family Link (RFL) services by maintaining the visibility and accessibility of our services based on the changing needs and aligning with data protection standards.
- Implement Community engagement commitments to enhance accountability.

Specific Objective Three: More vulnerable communities have improved access to sustainable livelihood opportunities

KRCS recognises that lack of sustainable livelihoods are an underestimated driver of vulnerability for communities in Kenya. Access to sustainable livelihoods allows communities to thrive and mitigate the devastating impacts of crisis including food shortages, poverty, health shocks and situations of conflict. Throughout the design of this strategic plan, we received overwhelming feedback from communities that while grateful for the services they received, today they prioritise protecting and diversify their livelihoods and securing sustainable livelihood options.



Livelihoods support can generate a positive impact in the empowerment of individuals, making it possible to make them leaders of their own development, ensuring self-sufficiency and breaking with dependency dynamics. More than ever communities seek to be in a position where they have the ability individually and as a community to be able to mitigate and recover more quickly from crisis and economic stresses which are looming ever increasingly on the horizon. They want to enhance their own well-being, while contributing to their empowerment, personal dignity.

KRCS will enhance and widen its efforts in livelihoods with a two-pronged approach. The first will be to support individuals and communities to survive, meet their daily needs while maintaining their dignity during a crisis and re-establish their livelihoods during the recovery period. The second will focus on supporting vulnerable individuals, communities and households to develop sustainable and alternative livelihoods and development of personal capacities through access to relevant opportunities.

Priority areas

- Sustainable integrated livelihood programmes that guarantee food security and household income among vulnerable individuals and communities.
- Innovative economic empowerment through mobilizing community structures, seed funding for business activity start-ups and promoting linkages.
- The development of skills and referral for the improvement of employability through competency based vocational training courses.
- Improving KRCS own capacity to facilitate and direct relevant cash and livelihood initiatives.
- CEA and PGI commitments embedded within livelihood responses.



STRATEGIC GOAL 2:

Communities lead healthy lives and have opportunities to achieve social, economic and psychosocial wellbeing

Specific Objectives

- 1. Communities have improved and unhindered access to quality Universal Health Coverage.
- 2. Transformed healthy communities, driving self-care and risk reduction initiatives.
- 3. Inclusive, relevant and effective health policies at national and county levels.

THE CHANGE WE WILL DELIVER

Specific Objective One: Communities have improved and unhindered access to quality Universal Health Coverage

Universal Health Coverage (UHC) is the access to safe, effective, quality essential health care services, including affordable essential medicines and vaccines and is one of the key goals in Vision 2030. KRCS supports the authorities to achieve this goal by implementing Primary Health Care services and initiatives



around health system strengthening, working to improve the quality of services and securing better access for the most vulnerable and marginalised.

Like many health systems we continue to suffer from a gap in the numbers of health care workers required versus the actual numbers of mobilised health care workers. KRCS supports the authorities to meet this gap through the provision of health-related trainings at the KRCS' International Centre for Humanitarian Affairs (ICHA) training school which by end of this strategic period has had 6,000 graduates. During this strategic period, we will also support the work on improving the sustainability of the UHC in Kenya, recognising that its current high reliance on the donor community is a risk and we must work towards securing it for our future generations.

The provision of Primary Health Care is the most efficient and cost-effective way to achieve universal health coverage and so we will therefore continue to prioritise its provision by investing and mobilising community-based health services including the provision of Mental Health and Psychosocial Services (MHPSS). During this strategic period, we will work to strengthen links with the community based initiatives of KRCS volunteers and communities on health awareness and education with the PHC services and strengthen the referral mechanisms. We will prioritise those communities whom experience barriers to access the formal health system and support their future sustainable access through advocacy, education and livelihood support.

Priority areas

- Provision of PHC services ensuring links with community-based programming focusing on disease prevention, rehabilitation and palliative care, mental health and psychosocial support, substance abuse and blood donor services.
- Address social barriers to UHC through holistic and integrated programming.
- Advocacy with government and stakeholders for sustainable financing of the UHC system in Kenya.
- Contribute to human resources for health through knowledge and skills building programs under the KRCS training school.
- Community engagement approaches and standards promoted in Health interventions.



Specific Objective Two: Transformed healthy communities, driving self-care and risk reduction initiatives

Building on our long-standing experience in community-based health, KRCS will continue to support communities through relevant and sustainable change. Self-care is an untapped potential for communities to be able to assess and mitigate health risks, helping people to lead healthy lives. We know that through improved knowledge, skills and available tools, as well as better access to services, will motivate people to change behaviour. Strengthening referral pathways through improving access to services will continue to be a focus ensuring communities receive timely and relevant services. KRCS focus in communities will be contingent on risk identification and complemented with support in areas such as RMNACH (reproductive, maternal, new-born, adolescent and child health), prevention of communicable diseases through WASH initiatives, prevention and treatment of NCDs and improvement of psychosocial well-being.

As malaria remains one of the major causes of death especially in children under five and pregnant women, KRCS will have a particular focus on malaria prevention and treatment. We will also significantly invest in epidemic and disease control, working with the authorities and stakeholders mobilising volunteers and communities as early risk detectors.

We will enhance our work to promote positive mental health and psychosocial well-being so that communities going beyond resilience and thrive, while helping them overcome stresses to difficulties and adopt positive coping mechanisms. KRCS will also provide specific psychosocial support to those impacted by crises including a particular focus on providing support to people on the move.

Priority areas

- The promotion of healthy behaviours, around essential services including immunisation, healthy nutrition and RMNACH.
- Providing support and services around MHPSS in the community around promotion of mental health, prevention of mental disorders and substance abuse disorders.
- Capacity building of community structures and support local leadership within community health committees.
- Ensure provision of high-quality community health services at the household and community level, including referral and follow-up services.
- Invest in various mechanisms for mobilising, managing, and appropriately allocating resources for sustainable financing and delivery of community health services.
- Strengthening of health service data including community-based surveillance and Health Information System (CBHIS).
- Linkages for the community with innovative solutions and businesses engaged with water management and recycling.
- Strengthen Community participation and adapting lessons learnt to enhance community lead solutions.

Specific Objective Three: Inclusive, relevant and effective health policies at national, county and organisational levels

We will support the meaningful consultation and participation of all members of communities in the planning and decision-making processes and platforms which will have an impact on the overall quality and availability of health service provision. KRCS will support communities to become empowered, working towards enabling their access and relevant information, while supporting their engagement with other relevant networks, community groups and associations, ensuring a collective, strong voice. We will support communities to ensure and secure inclusion of all genders, age groups and marginalised voices, safeguarding and promoting their collective voice at local and national level levels. KRCS will focus on securing participation from communities with problematic access to health care services for example marginalised groups and areas of the country with a poor distribution of health services. We will increase our efforts in utilising and sharing evidence, research and data from our work with others to inform policy development and decision making.



Priority areas

- Champion access to Universal Health Coverage and highlight where access is still problematic and barriers remain for vulnerable and marginalised groups.
- Support the capacity building of communities to champion social accountability to empower communities to drive local policies, bills and strategies to address existing and emerging gaps.
- Deliberate investment and collaboration in research, documentation and knowledge management to inform policy.
- Improve functional partnerships and coordination with government and other CSOs for policy creation.
- Participation in policy and technical platforms at regional, national and county level.



- ★ These are Young People
- ★ These are Humanitarians
- ★ These are Frontliners
- ★ These are Responders
- ★ These are Change Makers
- ★ These are Champions
- ★ These are Our Heroes

STRATEGIC GOAL 3:
Youth lead positive change in their communities

Specific Objectives

1. Youth have improved knowledge, skills and experience for personal, social and economic development.
2. Youth are living healthy and responsible lives, maximising their potential.
3. Sufficient safe spaces for youth representation, participation and meaningful engagement.

THE CHANGE WE WILL DELIVER

Specific Objective 1: Youth have improved and relevant skills for personal, social and economic development

Youth are a key force in Kenya and indeed within KRCS as over 80% of our 200,000 members and volunteers are below the age of thirty. Acknowledging this huge contribution as a resource to KRCS and their communities, we also recognise that Kenya's Youth are bearing the brunt of Kenya's current and future challenges. Our youth engagement needs to focus on supporting the youth in overcoming these challenges and reaching their potential and realising their ambitions while recognising young people as



beneficiaries, as well as volunteers and leaders. As a result, KRCS Youth Engagement Strategy focuses on three areas: Empowerment, Education and Enabling environment. The four pillars of the Youth programme cover Dissemination, Protection of Life, Health and Community Service.

We will continue to expend and improve the quality of our Youth engagement with a particular focus on supporting the youth in improving their livelihood opportunities through skills development and vocational training.

KRCS will focus on mobilising youth volunteers to plan and conduct activities in their local areas. This allows them to play an active role in their community, gain social and practical experiences, increase their general wellbeing and self-esteem, while also supporting them in making healthy life choices. Volunteering provides an opportunity to practice skills and further develop the skills required for obtaining future job opportunities. Skills that can be learned from volunteering include working in a team, taking responsibility, being committed, being on time, showing empathy while also practicing communication skills.

Priority areas

- Providing skills development in soft skills, life skills and vocational training, opening the door to enhanced livelihood opportunities and options.
- Championing innovation and creativity towards community problem solving.
- Development of a career pathway and mentorship programme including transition into KRCS staff and leadership positions.
- Implementation of voluntary service and activities for vulnerable youth, families and elderly in their local areas developing volunteer experience and skills.
- Strengthen capacity of the youth in community engagement approaches to enhance their leadership in facilitating community led interventions.

Specific Objective 2: Youth living healthy and responsible lives maximising their potential

KRCS youth programming focuses on the specific health challenges faced by the Youth in Kenya. Programme and services focus on risk reduction initiatives in particular around NCDs, teenage pregnancies, early marriage, drug and substance abuse, road traffic accidents (which is the number one killer of youth aged 25-29 in Kenya) and most recently supporting families overcome barriers for girls to attend and complete school with menstrual hygiene management (MHM).

Focus will be given to activities raising prevention and awareness on Sexual and reproductive health and rights (SRHR) and NCDs. Radicalisation and ideological extremism has increasingly been included in risk reduction initiatives at the request of communities, networks and authorities. KRCS will continue to engage



with this through utilising the Youth as Agents of Behavioural Change Approach, which promotes a culture of non-violence and peace and seeks to empower the individual to take up an ethical leadership role in their community. It does so by triggering a process of self-transformation amongst participants that result in positive and lasting changes of mindsets, attitudes and behaviours, including behaviour designed to generate change in others in harmony with the Fundamental Principles.

Priority areas

- Capacity development of Youth champions for healthy living and reducing risky behaviours.
- Strengthen in school youth programming with increased investment and targeting the more underserved areas of the country.
- Champion Youth as Agents of Behavioural change throughout KRCS programmes and services.
- Strengthening the KRCS Youth in-school programme with increased investment in underserved communities.

Specific Objective 3: Safe spaces for youth representation, participation and meaningful engagement

Youth are important local, national and global change agents with the potential to inspire and influence positive change in others and represent their community needs. KRCS works to enable Youth representation through developing skills and experience, and providing the platform through participation as Youth representatives in their local branch structure through the Youth secretariat and then reflected nationally at the KRCS HQ.

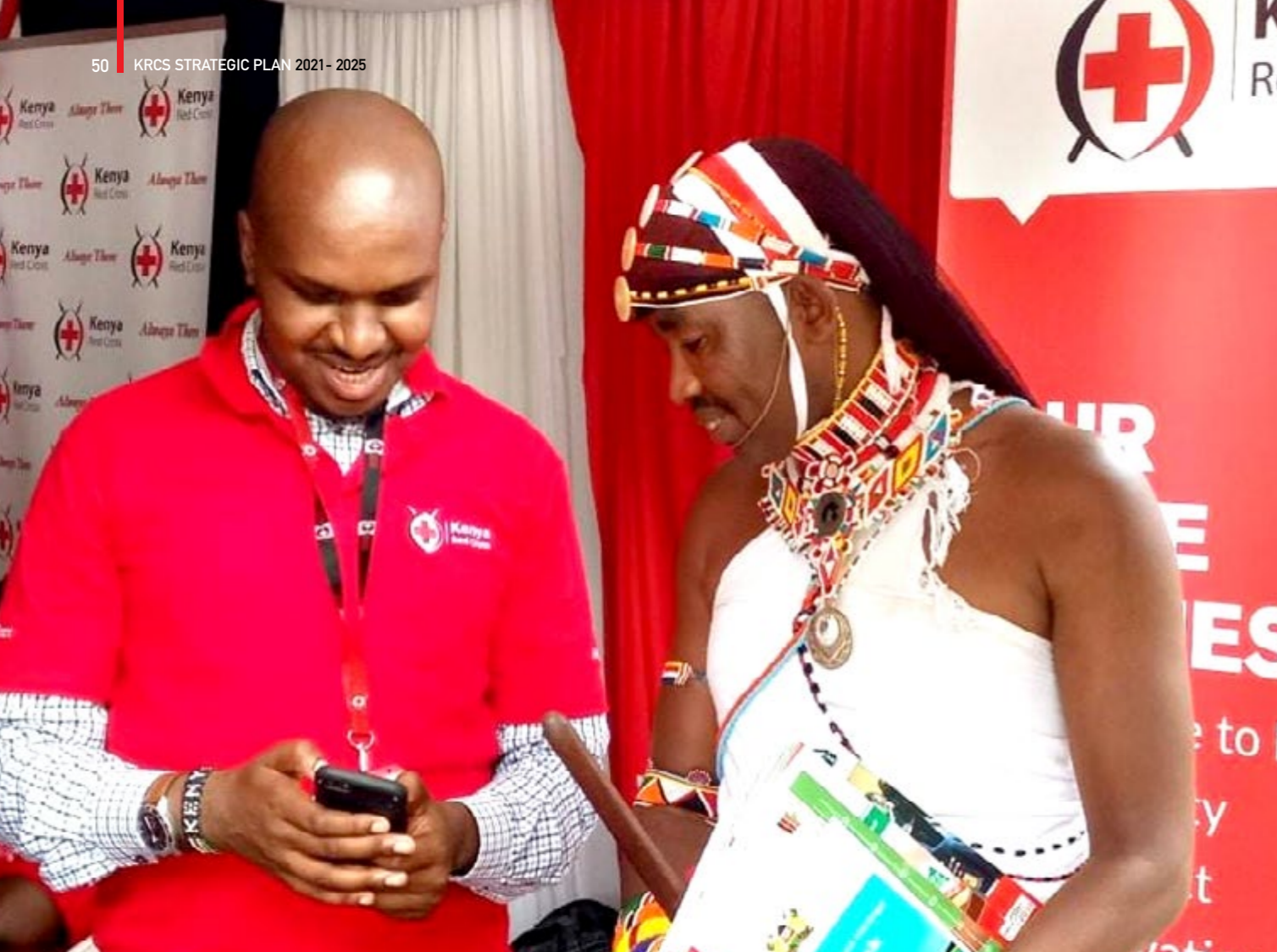
In order for young people to be able to take leadership, it entails supporting structures and guidance allowing for young leaders to learn and develop in a safe and supportive environment.

KRCS also works to ensure Youth programming is integrated and mainstreamed into all thematic areas and services of KRCS to ensure the needs and voices of the Youth are taken into account ensuring KRCS provides relevant services and support to the Youth of Kenya, especially during crises. KRCS will enhance its profile and position as a key actor in the area of child and youth development space nationally, which we feel we have not utilised opportunities to do this in the past, working to ensure the voices, experiences and demands of the Youth are taken forward into decision and policy making.

Priority areas

- Improved integration of Youth Programming within KRCS thematic areas of intervention.
- Creation of safe spaces for Youth engagement at the KRCS branch level.
- Development of capacities and skills of Youth leaders in KRCS governance roles.
- Establishment of the Youth secretariat within the regional branch structure.
- Championing strategic partnerships and profiling of KRCS in youth programming in Kenya and supporting Youth participation in national, international platforms and networks to share and transfer knowledge, learning and ideas.





**OUR ORGANIZATIONAL GOAL:
A STRONG KENYA RED CROSS**

Our Strategic plan 2025 commits to strengthening our organizational systems and cross cutting processes in order to actualize our humanitarian and development goals. This ensures that internal processes are strongly established for smooth undertaking of the programmatic focussed goals and effective support of the affected communities that are at the centre of our existence. The organizational goal is thus operationalized through internal transformations that are enablers to building a strong Kenya Red Cross Society.

ENABLING ACTION 1: Effective organisational systems fit for purpose

KRCs is committed to improve and build better systems which brings about operational efficiencies. In order to respond to the demands of an ever-changing humanitarian landscape the society plans to enhance systems ensuring they generate the right information for effective decision making at all levels in the organisation. We will focus on inverting the triangle to ensure the branch network is strengthened and can adapt to community led solutions and promote innovation at all levels. We will seek to strengthen capacity of our staff and volunteers through learning and professional growth opportunities. Staff and volunteers will continually be engaged to realize sustainable motivation approaches.



Key initiatives

1. Ensure internal processes are relevant to needs and are accessible to the end users at branch level.
2. Focus on systems facilitating timely and effective decision making at all levels in KRCS.
3. Ensure agile systems that can be adapted to changing needs and contexts. Needs-driven and inclusive innovation is encouraged to make systems more effective and efficient.
4. Potential of staff and volunteers realized through professional development and ensuring an engaged workforce.
5. Meaningful engagement of governance to enhance our service provision.

ENABLING ACTION 2: Inspiring sustainable voluntary service and local humanitarian action

Sustainable voluntary service supports long-term, sustained holistic work in communities where there is endemic poverty and marginalisation. It enables KRCS to explore ways to move from an overly prescribed programmatic structure to one which is based on an understanding of local experience and knowledge and has more opportunity to continue with small levels of investment.



Red Cross Volunteers are the backbone of KRCS. Their capacity is built to give real time response thus allowing the organisation to achieve the 'Always There' 'First in Last Out' Mantra. Local RCVs who understand the community contribute to the success of our humanitarian action since they understand the community, they work in. Their inclusivity promotes an all society approach to humanitarian action where no one is left out.

Key initiatives

1. Professionalise volunteer and youth management system into KRCS core support service functions (HR, security, safety, wellness, equipment, uniform) ensuring all branches are able to provide a minimum package.
2. Re-focus efforts in engaging community-based volunteers and youth as drivers of local humanitarian action through branches.
3. Intensify our efforts to create an inclusive environment ensuring KRCS Youth and Volunteers are a true reflection of Kenyan society (gender, disability, ethnicity etc).
4. Recognise KRCS Volunteers and Youth value and commitment with relevant skill and livelihood development support initiatives.

ENABLING ACTION 3: Accountability to our communities, staff, volunteers, membership and partners

Accountability will ensure that KRCS staff, volunteers and membership are continually responsive to the needs and expectations of the communities and partners. Upholding these commitments will enable KRCS to improve quality of programming and emergency responses as communities fully participate in



the programme management cycle which in turn promotes ownership. KRCS staff and volunteers will view accountability as an integral part of our humanitarian mandate and thus strengthening our responsibility to each other through the organizational commitments.

Accountability will equally enable KRCS alignment to the Red Cross and Red Crescent Code of Conduct and principles, and will further contextualize our work within the core humanitarian standards on quality and accountability.

Key initiatives

1. Create and entrench an accountability culture throughout KRCS.
2. Ensure regular and meaningful engagement and open communications with stakeholders and partners to ensure we are fulfilling our commitments.
3. Strengthen the current feedback mechanisms ensuring it is mainstreamed throughout all KRCS services with systematic reviews planned and resourced.
4. Strengthen KRCS compliance with contractual agreements.

ENABLING ACTION 4: Invest in a strong and sustainable branch system

A branch as a system encompasses the human resource capacity which includes; volunteers, staff, and registered members from whom contributes to the governance structure of the KRCS. It is at the branch



that interactions with the communities and therefore there is a continuous need to enhance and secure branch capacity. Strengthening our branch system will ensure sustained meaningful engagement with the communities through execution of service provision, partnership and resourcing. Having efficient and effective support branch systems, is a key enabler to ensuring sustainable humanitarian actions.

Key initiatives

1. Invert the paradigm, ensuring the focus of headquarters is to support in strengthening branches capacity to implement humanitarian action.
2. Intensify our efforts in branch development through launching and resourcing a branch development framework with a specific branch development plan and support for each KRCS branch.
3. Strengthen branch capacity on community engagement and accountability focusing on mobilising community members to take ownership and drive community driven initiatives.
4. Establish a resource mobilisation framework to support branches analyse, improve and execute sound income generating activities with relevant resources and expertise.
5. Strengthen Governance through implementation of a 'good governance' support programme.

ENABLING ACTION 5: Influencing humanitarian action

KRCS recognises the world is changing and that the challenges the communities face are complex requiring a multitude of approaches to address such issues. Furthermore, KRCS recognise that at times this will require the use of evidence and research as well as our auxiliary role to both National and County Governments.



KRCS will invest in understanding and addressing the underlying causes of crises, emerging risks and vulnerabilities, gender dynamics and intersectionality. We will continue to champion the integration of ethical and principled approaches and we renew our dedication to generate evidence and learning to enhance the body of knowledge to support policy, advocacy, innovation and capacity development in order to improve practice, standards, impacts and performance in the humanitarian systems.

Key initiatives

1. Use research to generate evidence that amplifies our advocacy and influence in Kenya and globally.
2. Evidence of our auxiliary status and humanitarian services is used to promote positive outcomes for people in Kenya.
3. Develop data and digital solutions for evidence-based decision making.
4. Building strategic collaborations to enhance service delivery to communities.

ENABLING ACTION 6: Spearhead and systematically utilise innovative approaches in our action

KRCS through its innovation unit will work closely with all departments in the organization, its network of branches, volunteers and communities to improve the efficiency and effectiveness of humanitarian assistance through adoption of innovative tools and approaches. Through branches, the unit will facilitate the process of innovation from ideas to design, to prototyping, iteration and finally to testing and taking to scale. KRCS will strive to facilitate a safe and creative space to design, develop and adopt innovative solutions to achieve growth, sustainability, enhancing community resilience and improving humanitarian service delivery. KRCS will equally strengthen efforts already put in innovations currently as highlighted in the key initiatives below.



Key initiatives

1. Develop an innovation strategy that will guide the innovation work in KRCS and enhance the uptake of innovative tools and approaches throughout project design and implementation.
2. Use the KRCS innovation lab as a unique environment for creativity and information sharing, creativity, building new knowledge, creating alignment, and developing comprehensive solutions.
3. Enhance the use of satellite imagery in improving service delivery and preparedness.
4. Support community designed solutions through continued promotion of Hackathons.

ENABLING ACTION 7: Partnerships and Sustainable Financing

KRCS recognises the importance and need of building partnerships to enhance achievement of its outcomes. Partnerships with both humanitarian and development partners will enhance our reach to the most vulnerable communities, maximise impact and enhance sustainability of our programmes. Based on the needs of the KRCS strategy 2021-2025, adequate resources will be required for implementation. The resource mobilisation plan will be informed by KRCS past achievements in income realisation and take into account current and future global and national landscape.

Key initiatives

1. Establish and nurture partnerships that entail pooling of resources, strategic use of complementary capabilities, exchange of knowledge and ideas, joint development of methodologies and enhance organisational and capacity development.
2. Develop innovative partnerships and funding sources.
3. Diversify its income streams and donor base to enhance multiyear, multi donor programmes.
4. Strengthen resource mobilisation capacities across KRCS branches.
5. Enhance Systematic communications which highlight results and impact, as well as contributions of partners.





MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEA&L)

The KRCS Strategic Plan will be operationalised through thematic policies, operational procedures and tools, programmes and direct service provision.

Performance frameworks will be developed for each unit and at the organizational level. The priority areas spelled out in the strategic goals and internal enabling actions will form the key indicators and initiatives to be tracked throughout the five years.

Baseline values of the indicators will comprise the findings of the end term review of the SP2020. Indicators that miss information for target setting from the review findings, will be determined from the programmes strategic frameworks and document reviews.

Target setting will be informed by programme specific goals and historical implementation levels documented in internal reports. Higher level results measures will be informed by the national level targets documented by sector specific M&E frameworks in the government, which are commonly guided by global goals.

The organization wide performance framework will be cascaded to the departmental, regional and branch levels. The staff, governance and volunteers across the KRCS branches will be trained on the cascade of the objectives and targets to enable development of unit specific performance frameworks. Reporting on the branch level frameworks will be done quarterly by the branch coordinators highlighting achievements against set targets. Departmental frameworks will be discussed to show progress against the organizational level targets during semi-annual and annual review forums.

The Monitoring and Evaluation Unit will ensure that quarterly reports by branches and semi-annual reports by departments are consolidated. A Midterm review of the Strategy will be undertaken in the year 2023 in the last quarter while the End Term Evaluation of the same will be done in the year 2025.

The review of the SP2025 will be a participatory initiative undertaken with the local communities, volunteers, staff, governance teams and partners.

Accountability as a core value in SP2025 is detailed accordingly in the enabling actions.

Community engagement and accountability commitments will be embedded into framework to enable tracking of the initiatives. Learning throughout this strategic period will be guided by the organizational learning framework which encompasses learning from routine and non-routine program reporting, change stories, research and publications amongst others. KRCS will equally explore the Collaborative Learning and Adaptation concept in promoting the learning agenda in the organization.


In this strategic period, KRCS will promote Innovative approaches in MEA&L that will include promotion of the participatory video concepts for communities to provide their feedback, Data Visualization to enhance information use for decision making, targeted gathering of structured information using mobile phones and outcome harvesting evaluation approach.




“ Always There ”



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