

# Dorcas Kenya

*Strategic Plan 2022-2025*

Realising economic  
inclusion and building  
climate-resilient communities



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# Our Identity

We fight poverty, exclusion and crisis. We empower marginalised people and communities to flourish. This is how we follow Jesus Christ.

**What we believe**

We believe in the value and God-given potential of every single person. We are called to demonstrate God’s love for those in need. This is how we follow Jesus Christ.

**What we see**

We see a world where poverty, exclusion and crisis marginalise people. We also see the potential of these people and their communities to flourish despite their difficult circumstances.

**What we do**

We empower people who are marginalised to develop their talents. And we enable disadvantaged communities to flourish. We equip individuals and communities to promote and ensure participation of all.

We create hope and long-term perspectives in volatile and complex situations. We meet people’s basic needs in times of crisis and increase their ability to overcome poverty

and exclusion. We persist despite frequent setbacks and invest in durable relationships to realise sustainable change.

We are part of a global movement of individuals and organisations working for a just and fair world. We recognise and appreciate everybody who supports our work. And we actively partner with others to create synergy and amplify our impact.

**Theory of Change in short**

Dorcas works towards change on three levels. We create opportunities for people to develop themselves further, and if necessary, we provide for their basic needs. We invest in resilient, self-organising communities that work together to solve their problems. Lastly, we contribute to a just society in which everyone has the opportunity to participate.



Dorcas Kenya works with actors in the public, private and civil society space to enhance economic inclusion, improve access to water, sanitation and hygiene (WASH), build communities resilient to climate change, provide humanitarian assistance and recovery, and strengthen the social empowerment and protection of people in a vulnerable position.

# Dorcas Kenya

## History

Dorcas is a registered NGO in Kenya and has operated there since 1993, first as Dorcas Aid International – Africa and since 2007 as Dorcas Aid International Kenya (further referred to as Dorcas Kenya). Our office is located in Nairobi and currently has 13 staff. We work in five of Kenya’s 47 counties and plan to expand to seven within this strategic period.

Over the years, Dorcas Kenya has worked in emergency relief, WASH, food security, sustainable livelihoods, climate change, health, economic empowerment, and child protection. By integrating entrepreneurship into our WASH programmes, we have generated job opportunities and revenue streams in local communities and gained experience in working through public-private partnerships to enhance efficiency and leverage on synergies in water provision. Through various partnerships, we have also developed expertise in enhancing livelihoods and value chains within the agribusiness sector.

Partnerships and collaboration have played a pivotal role in deepening impact, scale and sustainability. Dorcas Kenya has developed strategic collaborations with local and international NGOs, invested in relationships with the private sector and aligned its programmes with county and national government priorities in Kenya. We realise our programmes through local partners, which fosters ownership among local communities and optimises the use of local resources. Thanks to these efforts, Dorcas Kenya now has a strong track record in empowering communities through long-term relationships.

After nearly 30 years of working in Kenya, Dorcas has become a desirable strategic partner that complements national and local efforts to reduce poverty.

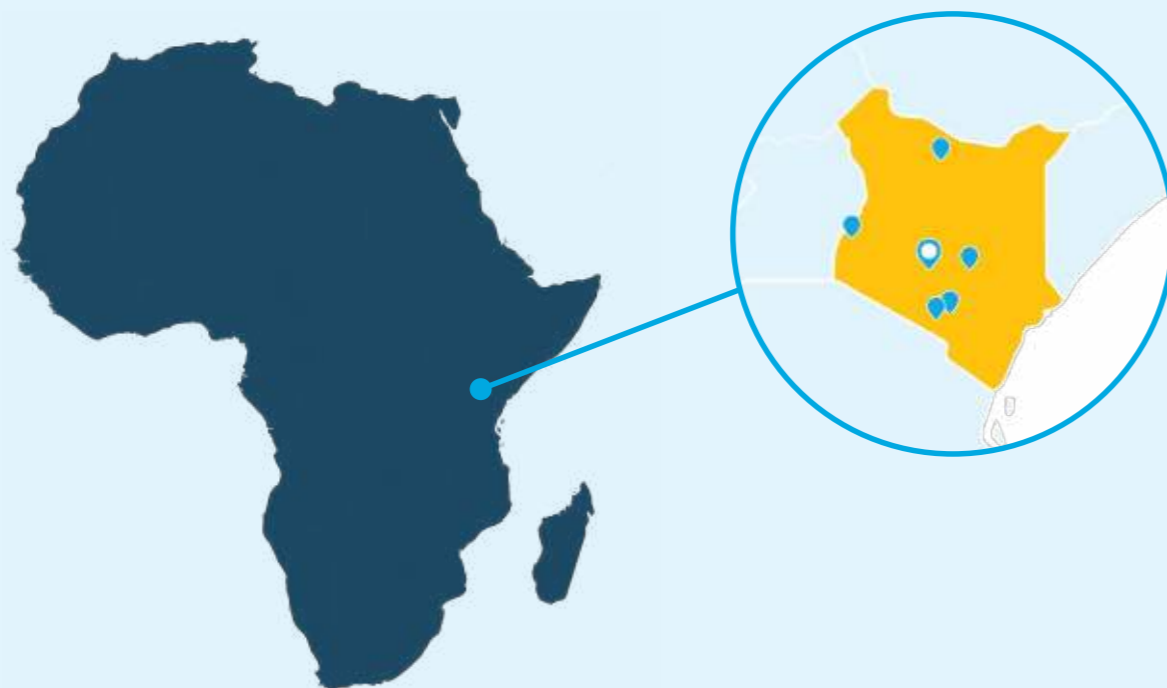


## Context

Kenya is consolidating its position as a low-middle-income country. However, it faces severe hurdles due to high corruption, unsustainable debt burden, youth unemployment, excessive inequality, wastage of resources, COVID-19 and climate change. Nevertheless, Kenya has a remarkable potential for growth given its educated young workforce, entrepreneurial spirit, vibrant private and financial sectors and a well-developed ICT network.

Against this background, major shifts are occurring in Kenya’s development landscape with a growing emphasis on trade, economic empowerment, and the private sector participation. Development efforts are transitioning from traditional humanitarian aid to combatting the effects of climate change, building resilient economic systems and protecting the most vulnerable and marginalised.

This has had a knock-on effect on Kenya’s funding landscape for NGOs. It has become far more constrained, cumbersome and competitive as donor policies shift from aid to trade. Donor funds are increasingly skewed towards private sector engagement and working with governments and consortiums. The focus is on co-creation and co-financing of programmes that have potential for scale, replication and sustainability. Potential donors also seek programmes that leverage on ICT to increase efficiency and deliver better service, build communities’ resilience to climate change, offer protection to people who are marginalised and address youth skills and employment. Finally, there is growing emphasis in Kenya on a localisation agenda based on the Grand Bargain that seeks to strengthen local organisations’ capacities to develop their communities and hold the parties involved accountable.



# Strategic Ambitions

For over forty years, Dorcas has reached out to people in need. We have learned how to contribute to the desired impact so that people and communities flourish. For the Strategic Period 2022-2025, we will focus on people who are marginalised, develop coherent and community-based programmes, achieve more scale by engaging and collaborating with thousands of individuals, partners, networks, and other agencies, and increase our agility. These main policy choices are worked out in six concrete ambitions for our Country Offices.



- We will increase our focus on **including people who are marginalised and socially excluded**.
- We will improve **the cohesion and integration of our community-based programmes**, monitor these more accurately and learn from those outcomes. We will also expand our influence on authorities and policymakers.
- We will **increase the scale and effectiveness of our work** through constructive partnerships that tackle today's complex challenges.
- We will **mobilise resources and engage communities** by increasing the number of foundations, groups and individuals who support our work.
- We will strengthen the position of our country offices, as well as the role of Dorcas as an **agile catalyst for change and a ConnActor** of various stakeholders.
- We will bolster and align our **regional strategies, cross-country learning and cooperation**.

How Dorcas Kenya will work out these strategic ambitions is now described.



## Include People who are Marginalised and Socially Excluded

Dorcas Kenya focuses on three coherent programme concepts that create impact and demonstrate our added value and expertise: Social Empowerment and Protection, Inclusive Entrepreneurship and Humanitarian Assistance and Recovery.

We work toward the social empowerment and protection of poor and marginalised groups, especially children, youth, women and people with disabilities, as well as smallholder farmers. Through the Dorcas Flourish Model, we meet their immediate basic needs, link them with existing social protection services, strengthen community-level protection platforms, enhance opportunities for economic empowerment and advocate for their rights. These efforts positively impact women who often lack access to secondary education, employment and participation in the political space. They also benefit children who share the burden of poverty, youth who are prone to mass unemployment, and vulnerable communities that experience food insecurity related to climate change and conflicts over diminishing resources. Finally, we help people in vulnerable positions to become financially literate and link them to existing Community Safety Nets and protection platforms. Our efforts focus on arid and semi-arid rural and urban areas where most poor people live, specifically in the following counties: Nairobi (mainly urban slums), Makueni, Kajiado, Kitui, Marsabit, Siaya and Kisumu.

Dorcas Kenya supports potential value chains, especially in agribusiness, to increase employment and diversify income streams, and we encourage youth entrepreneurship in partnership with other actors. We improve access to clean water and sanitation through public-private partnerships that promote WASH entrepreneurship and include disadvantaged and marginalised groups. We also seek opportunities to work with and support Social Enterprise Development to realise social change and impact in communities.

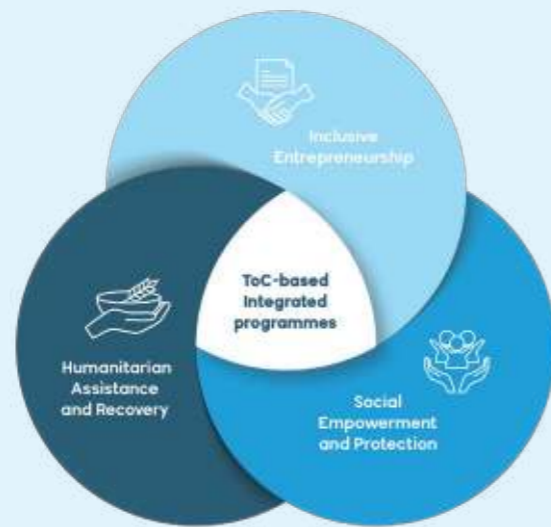
Climate change and inclusion are integrated into all our programmes. In climate change, we promote the transition to clean and green energy, catalysing opportunities for green jobs, climate justice and ecosystem restoration. In fragile areas prone to extreme effects of climate change, we respond to urgent needs to save lives with Humanitarian Assistance and Recovery.



## Realise Coherent and Community-based Programmes

Through long-term relationships, Dorcas Kenya is committed to strengthening the capacities of local partners and communities to ensure lasting change. We

contextually analyse poverty in diverse communities, build potential synergistic relations and partnerships with various organisations and subsequently develop more focused and targeted programmes. Furthermore, our Way of Working and Theory of Change confront negative worldviews and mindsets, encourage participation of the disadvantaged, stimulate collaborations and networks among various actors and create the enabling environment needed for sustainable change to occur. We will incorporate themes like social inclusion, peace and reconciliation, multistakeholder partnerships, faith at work, and environmental conservation in our programmes. At the programme level, we encourage Inclusive Entrepreneurship in communities, especially in WASH, value chains and building communities' resilience to climate change.



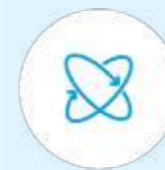
## Increase the Scale and Effectiveness of our Work

Dorcas Kenya builds strategic multistakeholder partnerships across the public, private and civil society sectors to increase complementarity, pooling of resources and best practices. That, in turn, increases the scale and effectiveness of our work. These partners include local and international NGOs, community-based organisations, the private sector, national and county governments, foundations, consortiums, networks and knowledge centres. Dorcas Kenya shares best practices with other actors for upscaling and replication. The relationship with actors is defined in jointly agreed and executed memorandums of understanding, partnership agreements and teaming agreements.

As a partner, Dorcas Kenya co-creates sustainable programmes with impact. These improve access to clean water, increase diversified income streams, create decent jobs for youth and women, strengthen communities' resilience to climate change and achieve inclusion and protection of the poor and

vulnerable, especially women and children. Dorcas Kenya accomplishes this by benefiting from the solution-oriented attitude of the private sector and knowledge centres for co-funding and upscaling relevant innovations with proven effectiveness. These efforts will expand our role in Kenya's development sector. Finally, Dorcas Kenya continues to support and build formidable networks of grassroots organisations with the capacity to advocate for the rights of people in vulnerable positions, especially in accessing basic needs. Our efforts are aligned with global Sustainable Development Goals and national and county policies. We also advocate for creating and implementing responsive policies at the county and national levels. For example, we actively participate in national climate change advocacy platforms.

Finally, we are strengthening our evidence-based monitoring, evaluation and learning (MEAL) efforts. These include increasing our structured documentation to improve the accuracy of monitoring and learning from outcomes and make disseminating such information easier.



## Mobilise Resources and Engage Communities

Kenya's fundraising landscape is becoming increasingly competitive and elusive. There is a shift toward climate change and green growth and engaging with the private sector to co-create programmes that deliver profits and social benefits (in line with national and county government strategies) and catalyse job creation. Gender inclusion, leveraging on digital technologies and localisation are often crucial factors for acquiring funding.

Overall, Dorcas Kenya does not have a list of donors with guaranteed funding. Therefore, a new business model is needed to diversify the funding and co-financing of programmes so that we can increase the impact and scale of our work.

Dorcas Kenya explores strategic partnerships and networks based on complementarity, added value, mutuality, support in achieving ambitions and potential for funding opportunities. Priority new partnerships will include the EU, Department for International Development (FCDO), DANIDA, Safaricom and the MasterCard Foundation, among others. Existing relations with the Netherlands Enterprise Agency and the Dutch Ministry of Foreign Affairs are being consolidated. Dorcas Kenya is conducting a mapping exercise and initiating relationships with relevant private sector actors in Kenya and the Netherlands, particularly those with interests in agri-value chains, WASH, youth employment creation and climate change. We contribute to strengthening and expanding networks, such as the Kenya Christian Climate Consortium and PerspActive Kenya Chapter, so we can apply for joint funding in climate change and youth and employment programmes. Finally, we seek cooperation with knowledge centres, such as the Kenya Agriculture Livestock

Research Organisation (KALRO), International Centre for Insect Physiology and Ecology (ICIPE) and universities to scale up proven agricultural, livestock and climate-change technologies.

We will continue to engage communities by strengthening relationships with existing local partners and seeking new ones as our work in various areas expands.



### Become an Agile Catalyst and ConnActor

Dorcas Kenya will strengthen its role as a Catalyst and ConnActor by further developing expertise on climate change, entrepreneurship, social protection and WASH. Qualified staff will be equipped to share this expertise with our partners and other stakeholders. Continuous staff development is therefore a priority in this strategic period. This will include regional exchange, coaching, training, development of HR policies and adding support staff. The board of Dorcas Kenya will facilitate these efforts by continuing to play a key role in linking Dorcas with other actors relevant to our work.



### Effect Regional Priorities, Cross-Country Learning and Cooperation

Dorcas Kenya is located within the East African Region and shares borders with South Sudan, Ethiopia and Tanzania where Dorcas operates as well as Uganda and Somalia. These countries also share cross-border root causes of poverty, such as conflicts, fragile ecosystems, disasters (like locust invasions), food insecurity, migration, youth unemployment and the negative impact of climate change. Sometimes, addressing the root causes of poverty requires joint cross-border programming. We actively seek such opportunities, particularly in combatting the effects of climate change, enhancing entrepreneurship, addressing conflicts and peacebuilding, youth and work, WASH and food security. This programming is also realised through joint resource mobilisation to increase scale and replicate innovations across countries. We leverage on the expertise of different countries and join networks and other regional platforms to catalyse lobbying and advocacy at the regional level. Finally, countries in the region participate in cross-border learning, capturing and documenting best practices and building on each other's experience to position Dorcas.

## Meet our Country Director



### Edwin Onyancha - Country Director Kenya

'Climate change is having a negative impact on Kenyan lives due to rising temperatures, erratic rainfall and recurring droughts - and people feel powerless to stop these. We need to act now in unison at the local, national and international levels. That is why my team continuously enlists the support and collaboration of different actors such as county governments, NGOs, knowledge centres, and the private sector. These strategic partnerships allow us to unlock climate finance, invest in resilient infrastructure and implement adaptation measures faster. This is how we enable communities to mitigate and withstand the effects of climate change.'

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