



UMANDE TRUST

*"Innovative Solutions: Sustainable Communities"*

# UMANDE TRUST

## **STRATEGIC PLAN 2016-2020**

*Goal:*

**Towards innovative sustainable solutions for all**

Published by:

**Umande Trust "Community –led innovations"**

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## FOREWORD

Umande Trust has been evolving since 2005 through partnerships with community groups, local and international NGOs, UN agencies, the respective County Governments in Nairobi, Embu, Nakuru, Homabay, Busia, Machakos and Kisumu to design and promote a menu of community-managed option for improving access to safe, affordable and eco-friendly basic urban services.

Operating from its offices within Kibera, with satellite regional offices in Nakuru and Kisumu, UT have been able to achieve rapid growth with community groups, strategic alliances and partnerships with civil society agencies, County and National government, Institutions and international development partners.

We have also been able to build awareness on the National and County development policies, priorities, sanitation financing, and utilization of biogas through compressing and create and strengthen linkages with the different government levels. This ODP had been guided by the third Strategic Plan (2016-2020) which places primacy on *innovative programme approaches* to basic urban services, *partnerships* and *organization social entrepreneurship* both locally and internationally.

We seek to demonstrate initiatives that move beyond just installing bio-sanitation facilities to a point where they should serve as epicentres for enterprises for development.

This plan has been guided by different provisions of the constitution of Kenya, relevant government policies and the changing political and sector environments.

We look forward to the support and goodwill of all our key partners to the realization of the strategies and activities presented in this 5-year strategic plan, 2016-2020.

Our best wishes,



Namada Simoni

## ACKNOWLEDGEMENTS

**O**ur sincere thanks go to all our partners who have supported us through this process. Special thanks to our key stakeholders; the communities of Nairobi, Kisumu, Nakuru, Siaya and Homabay; Umande Staff, the institutions, Board of Trustees, Our advisors, our external partners and friends for your contributions in strategically positioning Umande Trust.

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1. We wish to specifically acknowledge UN-Habitat, Halcrow Foundation (UK), the Swedish International Development Agency (Sida) Oxfam GB, Goal Ireland, CORDAID, Agency for French Development (AFD), Water and Sanitation for the Urban Poor (WSUP) and SE International, Denmark, Wimme Likkutta, Comic relief, Gates Foundation, Practical Action, AWSB and NWSC.

## PREFACE

In 2016-20, Umande Trust will promote access to innovative sustainable solutions to basic services related to water, sanitation, hygiene, the environment and climate change. Of significance is the decision to commercialise its work for organisational sustainability and enhanced financial inclusion for communities. Thus all products and models created will be seeking not only to solve bio-sanitation and climate change problems but also be targeted at the market. To guide this process, Umande will develop a concept note and social enterprise manual on viable options to pursue. This new orientation will require diversification and strengthening of partnerships e.g. with universities, donor agencies, United Nations organisations, CSOs, the private sector and professional associations and networks as well as scaling up of Umande's work geographically.

From being urban-based, Umande is now a national organization with head office in Nairobi, Kibra sub-county, regional offices in Rift Valley (Nakuru office) and Western Kenya (Kisumu Office) which focus on Policy influencing, advocacy initiatives, social enterprises, Community led total sanitation approaches to address sanitation, ward level planning, waste management and climate change. The presence of the different offices is anchored in four factors. First, the offices have been sustained by Umande's strategic participation in regional thematic working groups hence increased Umande's recognition and demand for its services. They also enhance access to different parts of the country, both rural and urban and open up opportunities for enterprise. Umande will consider opening up other regional offices depending on demand, availability of resources, opportunities for enterprise and capacity. Second, devolution creates vast opportunities for Umande to effectively work with different county governments to address region-specific needs, expand its national presence and influence and replicate and/or adapt successful innovations for greater impact. Umande will plug into the County Integrated Development plans (CIDPs), provide technical consultancy services and strengthen citizen's participation in governance. Third, the products and services Umande will generate are intended to be marketed nationally, regionally and internationally. Fourth, Umande has demonstrated ability to respond to demand for interventions in any part of the country and will continue doing so in translating available opportunities into enterprise.

# 1.0 UMANDE IN PERSPECTIVE

## -GROWTH, SERVICE AND IMPACT

### 1.1 Our Culture of Change

In this strategic plan, Umande Trust adopts a new strap line “Community – led innovations” to capture the spirit of its programmes for the next five years.

Umande’s work seeks to eliminate the three poverties of information, participation and organisation which compromise the enjoyment of human rights and perpetuate injustices. Umande believes that working with communities as partners will enable them to acquire the right capacities to engage with duty bearers<sup>1</sup>. It also believes that duty bearers have a responsibility to create enabling policy frameworks, and plan and implement coordinated provision of basic services (watsan and energy). The combined action will lead to realisation of social and economic rights.

### 1.2 Our Vision

Communities with access to adequate, decent, affordable and basic services in a healthy environment.

### 1.3 Our Mission

To promote eco-innovations that place community groups at the driving seat of enterprising solutions.

### 1.4 Our Niche

Umande is a peoples centred agency located close to the people. It has successfully navigated focus on good governance, human rights, youth and demonstration projects and is one of the first agencies to pilot cashless payment and sanitation financing. Umande’s uniqueness lies in mobilizing communities, applying their skills and linking them with formal institutions. It has intimate knowledge of communities living in peoples’ settlements. Over the years, it has built up an impressive track record in promoting sustainable innovative solutions to basic services through participatory and community-led approaches. This niche can be broken down into the following elements:

*Communities as primary partners:* Umande lives among and draws its inspiration

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<sup>1</sup> Duty bearers refer to individuals and institutions that have the primary responsibility to provide or facilitate the availability of services.

from communities, which it continuously interacts with. Umande has an open door policy which enables members of communities to access it without bureaucracy and has created space for people from communities to work in it.

1. *Participation*: Umande does not accept prescribed and pre-designed solutions which do not have the inputs of the communities. This enhances relevance, ownership and sustainability.
2. *Human rights*: Promotion of human rights is central to Umande’s work and informs its engagement with duty bearers.
3. *The environment*: Umande believes in greening the environment through eco-innovations e.g. converting waste into bio-gas and hu-manure.
4. *Partnerships*: Umande believes in meaningful and mutually beneficial partnerships with, among others, development partners, governments, non-governmental organisations (NGOs) and financial institutions.
5. *Impact*: Umande positions all its interventions to create positive change which it analyses through reflections, documentation and lesson learning.

## **1.5 Our Core Values**

1. Dignity and justice.
2. Transparency and accountability.
3. Participation and inclusion.
4. Integrity and honesty.
5. Mutual respect for partners.
6. Non-discrimination

## **1.6 Our Operational Principles**

We seek to:

1. Put *people-first*: women, men and youth are the foundations on which demand and real participation is built.
2. Be *resourceful*: using resources innovatively and creatively and recognising that the motivation, energies and talents of communities are the greatest resources to the attainment of our mission and objectives.
3. Be *competent* and *dedicated*: apply our knowledge and skills with diligence.



4. Promote *gender equity*: by fostering and harnessing the potential and qualities of women and men so as to improve their access to bio-sanitation and related services.
5. Be a *catalyst*: being an agent of change supporting internal potential and self-initiated action rather than prescribing solutions from outside.
6. Achieve *sustainable impacts*: modest resources can bring about lasting results if funds are invested in support of community-led programmes.
7. Learn *lessons*: from and by sharing our experiences, successes and shortcomings.
8. *Exercise non-discrimination*: being inclusive towards race, ethnicity and religion.

### 1.7 Goals for 2016-2020

This is part of a two pronged strategy that includes programme and organizational development goals.

- *Programme Goal*: Innovative sustainable solutions to basic services.
- *Organisational Development Goal*: A well resourced and effective organisation.

## 3.0 PROGRAMMES FOR 2016-2010

Based on Umande's experience, the envisaged context of operation and the identified programmes, Umande will pursue the following strategic directions.

1. Consolidation and realignment of successful innovations for greater impact.
2. Maximisation of opportunities offered by devolution and the regional offices to expand presence, create new partnerships and generate business opportunities.
3. Extension of urban innovations into rural areas and scaling up internationally.
4. Research, development, production and marketing of innovative products and models that are environment-friendly.
5. Commercialization through social enterprise for sustainability and increased financial inclusion.
6. Diversification and strengthening of partnerships.
7. Enhancement of the informed participation of communities in policy dialogues with duty bearers towards provision of basic services.

It will pursue these directions through the three programmes below.

## The Programmes

### 3.1 Social Enterprise Programme (SEP)

Many interventions have been sought in the past to address sanitation challenges. However, 2.5 billion people globally still lack access to improved sanitation<sup>2</sup>. In Kenya, this is observable in open defecation, environmental degradation, frequent water scarcity, unhygienic practises, lack of sanitary facilities and inadequate mechanisms for managing waste water. As the population increases, more pressure is put on existing services and space, resulting in overcrowded and poorly maintained services and structures. The situation is exacerbated by marginalisation of basic services in county government plans, negative social attitudes, and lack of transparency and accountability in community groups. These challenges compromise the right to a healthy environment as defined in Article 42a of the Constitution of Kenya (COK). Additionally, in the quest to sustain and strength itself, Umande Trust will apply commercial strategies built around social enterprise. This will be structured around ventures to generate surpluses.

This programme seeks to respond to this situation based on the national regulatory framework on water, sanitation and energy. We will work with community groups (including women and youth), institutions of learning, financial institutions, county governments and partners in the WASH sector for training, replication, marketing, regulation, oversight and expansion of options.

We will achieve this through:

- Communities will take the lead in providing their own services through Sanitation development fund (SANDEF), the Savings and Credit Cooperative Societies (SACCOs) will generate the capital (savings) necessary to improve the socio-economic standing of members and provide access to affordable loans.
- Community members will be trained on accountability and management to ensure profitability, return on investments and sustainability of projects.
- Financial institutions will be relied on to support and develop stand alone products at friendly interest rates as well as offer loans to communities for improved sanitation. At the same time, the housing cooperative staff members already registered will embark on savings and strategic investment plans.

2. Unicef/WHO (2012). *Progress on Drinking Water and Sanitation*. New York: United Nations.

- Umande Trust will also construct a plant for commercial production of containerized bio-gas for packaging and palletization of bio-slurry fertilizer for sale with a deliberate intention of building on what we have to close the sanitation chain.
- Integrate bio-sanitation in schools and institutions
- We will also carry out technical, WASH and other related consultancies.
- It will adapt to the fast changing technology in financial transactions and specifically promote cashless platforms and agency banking to speed up transaction, minimise overhead costs, reduce losses and maximise surpluses for savings and investment
- Carry out research on the bio-sanitation technology and work towards proper packaging and standardization by the relevant regulatory bodies.
- Patenting of bio-sanitation innovations

It is expected to result in *communities using innovative solutions that address WASH-related problems, enjoying improved health, utilising renewable energy options and sustainable scalable models to self finance*. It will achieve this by making communities have informed decisions based on research, constant improvement of innovations and participation in developing new solutions.

### **3.2 Green Energy, Environment and Climate Change (ECC) Programme**

In a developing country such as Kenya, the urban and rural poor are most affected by the adverse effects of climate change hence the need for climate change mitigation and adaptation interventions for improved welfare and environmental sustainability. The problems are largely a matter of behaviour change and require the involvement of multiple stakeholders at community, county government, national government and international levels for appropriate policy and practical interventions that are innovative, environment-friendly and climate-smart. The programme seeks to promote such adaptation informed by national and international frameworks that relate to poverty, livelihoods, greenhouse gas emissions, food security and utilization of natural resources. These include Agenda 21, SDGs and Vision 2030.

- a) Modelling and installing integrated waste water management systems.
- b) Promoting clean energy sources; Green lighting solutions available to communities.
- c) Bio-gas for cooking, heating and lighting.

- d) Humanure available for farming.
- e) Awareness creation on environmental protection and climate change adaptation.
- f) Behaviour change advocacy.
- g) Partnerships; Joint ventures with relevant actors.
- h) Advocacy to influence policy.
- i) Waste Management Using the 3Rs (Re-use, Re-cycle, Reduce).

It will target youth-led and women-led interventions through training and partnership for an improved understanding of the interactions among policies and climate, earth science and rural development systems. It is expected to result in *communities living in a cleaner, healthier and safer environment*.

### **3.3 Governance and Advocacy Programme (GAP)**

The Constitution of Kenya has an elaborate Bill of Rights that emphasises equality and human rights. To realise its gains, there is need for extensive civic education and sustained for information, reorientation of the national psyche and increased public participation in governance. The other major anchor of the COK is devolution which is principally meant to re-distribute public resources and accelerate equitable regional development. This would improve service delivery, especially to the underserved and marginalized citizens. But devolution also means that there are more sites of power and formal platforms for the vulnerable and marginalized to articulate their concerns<sup>3</sup>. However, this is not guaranteed and is dependent on actions by communities, local leaders and civil society in entrenching governance that is people-centred and rooted in human rights. This will be achieved through:

- a) Strong partnerships and community-driven campaigns for the delivery of essential (basic) services in line with the 2030 Global Agenda for Sustainable Goals, COK 2010, County Government Act (2012), County integrated development plans (CIDPs), Urban and Cities Act, ward development plans and service delivery strategies for effectiveness and impact.
- b) Build and support community initiatives for improved access to basic services such as water, sanitation, safe and clean environment, health, basic education, vocational skills, livelihoods, housing, waste

3.Ghai, Y. (2008): Devolution: Restructuring the Kenyan State, Journal of Eastern African Studies, 2:2, 211-226. <http://dx.doi.org/10.1080/17531050802058336>

management, energy and information communication technology choices.

- c) Enhance citizen's participation, especially of the marginalised, in engaging with duty bearers for provision of basic services.

It will work in strategic partnership with the communities (including youth and women), local and national governments, CSOs, development agencies and the private sector. It is expected to result in local *communities that are mobilized to create a safer environment, access basic services, promote human rights and good governance and sustain themselves through social enterprises.*

## **4.0 RESOURCE MOBILIZATION**

To implement this strategic plan, resource mobilization targets will be set and funding has to be secured. The Umade Trust resource mobilization strategy shall be developed to meet new dynamics in the relevant sectors and will target global, regional and national and county for the next 5 years

Umade Trust will focus on various sources of funding including:

**Social enterprise initiates:** UT shall engage in commercial ventures to sustain the organization operations. Major focus in the period is to construct and operationalize the biogas and fertilizer plan for commercial purposes.

**Consultancies:** Umade shall engage in consultancies relevant to the organization, develop and conduct trainings to peer organization of smaller entities, and also provide technical consultancies to parties interested in bio-sanitation technology.

**Corporate donors:** Umade Trust will work with corporate institutions and foundations. Such have social corporate responsibility programmes that UT can tap into.

**Grants:** UT will map and extend partnerships with current and potential donors in the key areas of focus both locally and internationally.

**PPP:** We will work with the private sector, public institutions to replicate the models nationally and internationally.

## 5.0 IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

This strategic plan will be implemented through synergistic programme teams configured around each programme but overlapping as the reality of implementation demands. The programmes will re-enforce and depend on each other. SEP will identify business opportunities and act as a conduit for scaling up and marketing the products and solutions developed by ECC. It will link up with GAP through enhancement of community-based internal management systems necessary for transparency and accountability through paid for training on group systems and dynamics. In return, GAP will identify from SEP the necessary anchors for advocacy on allocation of additional resources to basic services.

SEP will produce the hardware and options that the other programmes will use for awareness creation, advocacy and business. It will rely on market information to inform product improvement and will work hand in hand with ECC in ensuring that bio-sanitation products and solutions are environment-friendly and socially acceptable. ECC will provide scientific facts, practices and data to inform smart business solutions to SEP and benefit through environmental impact assessments and audits, rapid tests, collaborative studies focusing on the environment, development of WASH messages and mainstreaming of climate change adaptation. It will support evidence-based advocacy for GAP by providing factual information for influencing policy at county and national levels. GAP will identify governance and advocacy issues to pursue with duty bearers, mobilize communities and provide linkages with national and county governments.

The teams will be organised horizontally to achieve the synergy and vertically for reporting and accountability at headquarter and regional levels.

An M&E framework will be developed and adopted to ensure successful implementation of the strategic plan

This strategic plan will be translated into annual operational plans that will be further shaped into quarterly and monthly activity plans. The management will bear overall responsibility for supervision to ensure that planned activities are carried out, monitored and reported on. All activity reports will be consolidated into an annual report. Umande will also commission periodic internal and

external independent evaluations to assess progress in achieving outputs and use the findings and recommendations to improve implementation. Annual review meetings will be held by all staff to evaluate the progress of the strategic plan

A mid-term review will be done before the end of 2018 and the results used to update the plan for the rest of the period and align it with the prevailing environment. An end of term external evaluation will be done to assess achievement of outcomes and the goal and to inform the next strategic plan.

## KEY PERFORMANCE PROGRAMME INDICATORS

Green energy, Environment and Climate Change Programme	Governance and Advocacy Programme
1. Access to and use of clean energy products by target communities.	1. Existence of local networks, coalitions and committees advocating for the right to basic services in Nairobi, Nakuru and Kisumu.
2. Improvements in waste management practices adopted by communities.	2. Number and spread of community-based resource persons trained on policy formulation.
3. Increase in access to safe and affordable water by communities.	3. Availability of comprehensive data and information on policy reform towards basic services.
4. Increase in access to decent sanitation services by communities.	4. Levels of collaboration and networking among programme partners.
5. Existence of climate adaptation models to communities and levels of adoption.	



## SOCIAL ENTERPRISE PROGRAMME

1. Existence of structured community revolving funds for financing water and sanitation.
2. Availability of financial institutions have variety of WASH loaning products.
3. Access of communities to financial support for WASH.
4. Variety of income generating projects established at individual & group levels.
5. Existence of functional community owned SACCOS providing affordable loans to members.
6. Vibrancy of the welfare endowment fund for Umande Trust staff.
7. Environment-friendliness of businesses established.
8. Amount of income from consultancies.
9. Number and returns from investment ventures.
10. Number, spread and productivity of bio-sanitation facilities.
11. Existence of water harvesting equipment installed and water connected to bio-sanitation facilities.
12. Existence of functional integrated waste water management systems.
13. Levels of adoption of innovative electronic payment systems by communities.
14. Availability of green lighting solutions to communities.
15. Availability of piped and packaged bio-gas for cooking and heating by number of beneficiaries.
16. Level of use of hu-manure for farming

## Annex: organization structure

### Organization Chart





