

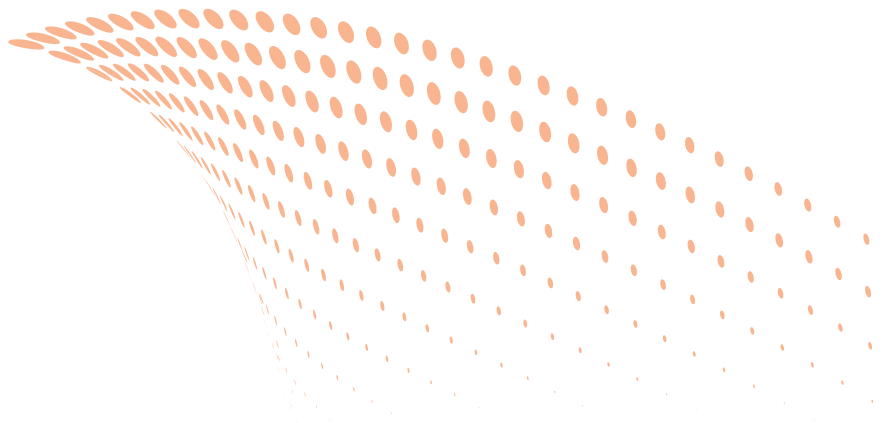


ELIUD OWALO FOUNDATION

Elevate Lives, Empower Futures



STRATEGIC PLAN 2026-2028



The Eliud Owalo Foundation

Elevate Lives, Empower Futures

Vision



A Thriving and Empowered Community

Mission



To transform Kenyan Communities through strategic partnerships that sustainably improve quality of life

Core Values

RISE



Respect



Integrity



Service



Equity

Thematic Areas



Youth
Empowerment



Women
Empowerment



Education



Health



Environment and
Climate Action

Key Cross-Cutting Enabler



ICT

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Foreword



I am delighted to present the inaugural three-year Strategic Plan for the Eliud Owalo Foundation for the period 2026-2028. This Strategic Plan is the culmination of brainstorming sessions that involved people with diverse experience and expertise in various fields which included the sectors of education, health, sports, water, climate and environment, community development, legal matters, economics, information, communication and technology, media, strategic planning, project management, public administration and resource mobilisation among others. These stakeholders provided insights that greatly enriched the Foundation's strategies, thereby enabling clarity on the path it will take in pursuit of its vision of "A thriving and empowered community."

This Strategic Plan embodies our commitment to addressing pressing challenges and fostering positive change in our communities. Each theme, in this Plan, represents a pillar of our mission to transform Kenyan Communities through strategic partnerships that sustainably improve quality of life. Through targeted initiatives and collaborative efforts, we aim to deliver sustainable development impacts in five thematic areas, namely; Youth Empowerment, Women Empowerment, Education, Health, and Environment and Climate Action. The Foundation recognizes the fundamental role that Information Communication Technology (ICT) plays in the digital age. Therefore, to reduce the digital gap within the society, ICT has been identified as a key cross-cutting enabler of so-

cio-economic empowerment that will amplify the Foundation's efforts in the aforesaid thematic areas.

The Foundation plans to leverage on ICT to promote E-Health, E-Agriculture and digitally enabled smart agriculture. This will be anchored on an ambitious roadmap to upscale and escalate youth and women empowerment through digital technologies, fully aligned with the evolving "Future of Jobs" agenda. Leveraging partnerships with the private sector, and development partners, the strategy aims to deliver high-impact outcomes, equitable access, and broad-based economic transformation.

The programs and activities under each thematic area will build on the past milestones and achievements of the Foundation which include significant progress in empowering women through donation of seed capital and mobilisation of women to form grassroot savings and credit societies, youth empowerment through artisanal trainings and nurturing talents in sports by facilitating sports clubs and schools to acquire critical tools and equipment needed for sport's development, promoting access and improvement of healthcare by organizing medical camps at grassroot levels and donating funds and medical items to health facilities, promoting education through support in physical, ICT infrastructural development and student scholarships in addition to other milestones.

Whereas the Foundation may count on its past milestones, the journey ahead is still protracted. Many

members of our communities continue to struggle to access medicine, live with only the barest necessities, or find meaningful ways of exploiting their sports talents. Unemployment rate remains high in the country, while many women in both rural and urban areas struggle to raise their families with meagre resources. These issues call for concerted efforts by charity organizations and foundations, and of course the government, to address the gaps and challenges.

We recognize the importance of partnerships and collaboration in achieving our goals. Together with stakeholders, donors, and community members, we endeavor to make a lasting impact in all parts of Kenya. As you read through this Strategic Plan, we invite you to join us on this journey towards sustainable socio-economic transformation of lives in our com-

munities. Together, we can create meaningful change and empower individuals and communities to thrive.

Thank you for your unwavering support and commitment to the course of our Foundation.



FIHRM, FESK, EGH

PATRON and CHAIRMAN, BOARD OF TRUSTEES

Acknowledgement



On behalf of the Eliud Owalo Foundation, I wish to acknowledge several stakeholders who dedicated their time, knowledge, skills and experience to brainstorm and generate ideas that culminated into our inaugural Strategic Plan. We trust and believe that you will continue to be part of the Foundation's journey in pursuit of the vision of A thriving and empowered society.

We remain greatly indebted to our Patron and Chairman, Mr. Eliud Owalo, FIHRM, FESK, EGH, who has dedicated both his skills, time and personal resources to bring the Foundation to life. We acknowledge his steadfast leadership in steering the Foundation from its nascent stage of development to this point, and his invaluable insights and contribution during the workshops and brainstorming sessions in development of this Strategic Plan.

The Foundation appreciates the diligent efforts, commitment and industriousness of the staff and teams

who have made it possible for the Foundation to meticulously execute various projects in the past, and create indelible print in many lives who have been positively impacted by its programs and activities.

Finally, we acknowledge those who have supported the Foundation's activities either financially, materially, or in many other ways, enabling us to transform lives of our societies in one way or another.

Once again, we welcome you to start, or continue being part of the Foundation, as we elevate lives and empower futures.

George Ochieng Awaror

CHIEF EXECUTIVE OFFICER

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Acronyms and Abbreviations

AFC	Abaluyha Football Club
AGPO	Access to Government Procurement Opportunities
AU	African Union
AWPs	Annual Work Plans
CEO	Chief Executive Officer
EAC	East African Community
EOF	Eliud Owalo Foundation
ERP	Enterprise Resource Planning
FC	Football Club
GEF	Global Environment Facility
GNI	Gross National Income
ICT	Information and Communication Technology
IT	Information Technology
KBF	Kenya Basketball Federation
KDHS	Kenya Demographic and Health Survey
KIHBS	Kenya Integrated Household Budget Survey
KNBS	Kenya National Bureau of Statistics
KSh	Kenya Shillings
M&E	Monitoring and Evaluation
MBs	Motor Bikes
MERC	Monitoring, Evaluation and Reporting Committee
MERL	Monitoring, Evaluation, Reporting and Learning
MPI	Multidimensional Poverty Index
MTP-IV	Fourth Medium Term Plan
MVs	Motor Vehicles
NGOs	Non-Governmental Organizations
NWMP	National Water Master Plan
P-PESTEL	Policy, Political, Economic, Social, Technological, Environmental, Legal

Q1	Quarter 1
RMF	Risk Management Framework
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SLAs	Service Level Agreements
SWOT	Strength, Weaknesses, Opportunities, Threats
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Program
WSPs	Water Service Providers



Established in Kenya in May 2023, The Eliud Owalo Foundation's purpose is to harness resources to effectively contribute in addressing the aforesaid challenges with clear focus on five (5) thematic areas namely: Youth Empowerment; Women Empowerment; Education; Health; and Environment and Climate Action; plus, ICT as a key cross-cutting enabler.

Executive summary

Kenya's rural and marginalized communities are wrestling with a complex interplay of socio-economic challenges that hinder their development and well-being. Poverty indices such as the Kenya Integrated Household Budget Survey (KIHBS), the Kenya Demographic and Health Survey (KDHS), and the Multidimensional Poverty Index (MPI) consistently show that the most marginalized members of the society are rural populations, women, youth, children, persons with disabilities and pastoralist and minority communities.

While education, health, women empowerment, youth engagement, and environmental sustainability are pivotal to community advancement, the lack of access to quality education, poor healthcare infrastructure, limited economic opportunities for women and youth, and environmental degradation continue to undermine their growth.

Despite ongoing efforts to address these issues, there remains a persistent gap in ensuring that all members of the community, especially those in remote areas, have the tools and support they need to thrive. For instance, educational institutions in rural areas are often underfunded, leaving children with limited

access to quality learning resources, leading to a high dropout rate and low levels of literacy. At the same time, many children from poor backgrounds do not get opportunity to achieve their full potential due to lack of financial resources to advance beyond basic education. Similarly, healthcare systems in these communities face significant challenges such as inadequate facilities, insufficient healthcare workers, and the high burden of preventable diseases further exacerbating the gap in health outcomes.

Women in these communities still face systemic barriers to economic empowerment with limited access to resources such as financial services, land ownership and decision-making roles. Youth, particularly in areas with high unemployment rates, struggle with lack of mentorship and employment opportunities, thus, resulting in high risk of social unrest and economic marginalization. Additionally, the effects of climate change—such as unpredictable weather patterns, droughts, and floods—have disproportionately affected rural communities, threatening food security, livelihoods and access to water.

Addressing these interconnected challenges requires a synergistic approach that promotes sustainable development, fosters gender equality, empowers the youth, and builds resilient communities. Without addressing these systemic issues, Kenya’s marginalized communities will continue to face long-term socio-economic setbacks further hindering the nation’s overall development goals.

Established in Kenya in May 2023, The Eliud Owalo Foundation’s purpose (EOF) is to harness resources to effectively contribute in addressing the aforesaid challenges with clear focus on five (5) thematic areas namely: **Youth Empowerment; Women Empowerment; Education; Health; and Environment and Climate Action**; plus, **ICT** as a key cross-cutting enabler. With particular reference to Youth Empowerment, the Foundation recognizes both the **potential** and **risks** presented by the demographic surge, with over 75% of Kenya’s population under the age of 35, especially when the young people remain unengaged, unemployed, and disillusioned. Thus, in its approach to Youth Empowerment, the Foundation proposes a bold, scalable solution: **harnessing the power of**

sports to empower youth across Kenya on one hand, and **entrenching access to ICT** as a micro and small enterprises enabler for economic development.

Digital technology is recognized as a powerful equalizer capable of shaping inclusive growth. By embedding future-ready digital skills, fostering entrepreneurship, and expanding access to digital infrastructure, the Foundation seeks to position communities as hubs of innovation and sustainable growth. This approach represents both an empowerment tool for youth and women, and a proactive national response to the changing world of work under the Fourth Industrial Revolution.

To ensure sustainable impact in the stated thematic areas, the Foundation shall pursue the following strategic objectives in its Strategic Plan (2026-2028):



a) To empower youth to unlock their economic potential through participation in gainful sustainable socio-economic activities.



b) To promote women entrepreneurship.



c) To advance access to quality education and digital skills.



d) To expand access to healthcare in rural areas.



e) To help communities attain and sustain a clean and eco-friendly environment.



f) To improve access to safe clean water, proper sanitation and appropriate hygiene practices (WASH).

From inception to date, the Foundation continues to create transformational impact in the chosen thematic areas. Some of the past impactful developments spearheaded by the Foundation in **Youth Empowerment** include deliberate promotion of sports as a



Healthcare 2,300

The Foundation has facilitated medical camps, attending to over 2300 people on medical check-ups and treatment at Lwak Girls High School, Siaya County



1.6 million

Amount the Foundation provided for capacity building for women through linkages to financial support

35 million



Under Education, the Foundation has provided scholarships to potential, but underprivileged students, mobilised KSh. 35 million for infrastructure upgrade.

youth engagement and entrepreneurship tool, through donation of a bus to Gor-Mahia FC, tournament sponsorships such as Nyanza Combined Eliud Owalo Super Cup, EOF High School Basketball Tournament, EOF Invitational Basketball Tournament, donation of sports gear and equipment to Kenyatta University basketball teams (the Pirates and the Oryx), national men's and women's basketball teams (Morans and Lioness), AFC Leopards FC, Muhoroni Youth FC, Kakamega Homeboys FC, Shabana FC, Nzoia Sugar FC, Karapul FC, Bondo FC, Dero FC, Siger FC, Kisumu All Stars FC, St. Mary's School, Yala, Vihiga/Mulembe United. The Foundation also facilitated establishment of Gor-Mahia Legends Welfare Sustainability Funds, and as well as, sponsoring 1000 youth in Kibra, Nairobi County, to undertake driving course.

In supporting access to **Healthcare**, the Foundation has facilitated medical camps, attending to over 2300 people on medical check-ups and treatment at Lwak Girls High School, in Asembo, and Segia, in Siaya County.

Under **Women Empowerment**, the Foundation provided capacity building for women through linkages to financial support, conceptualized and established Professional Association of Nyanza Women (PANY), and donated seed capital of KSh. 1 million to Central Sakwa Women SACCO in Awendo, Migori County, and KSh. 600,000 to Kagwa Community SACCO. As a way of economically empowering women at the rural level, the Foundation has mobilised a num-



ber of women groups in Siaya, Kisumu, Migori and Homa Bay counties, to form Savings and Credit Co-operative Organizations (SACCOs). The Foundation has previously responded to disaster management by purchasing building materials to fire victims in Kibra, cognizant of the fact that women and children are the most vulnerable victims in such circumstances.

Under **Education**, the Foundation has provided scholarships to potential, but underprivileged students, mobilised KSh. 35 million for infrastructure upgrade in Kametho Primary School and Oboch Primary School, both in Siaya County, and donated 400 mattresses to students of Kasagam Secondary School in Nyando, Kisumu County.

Furthermore, in **promoting ICT as a socio-economic enabler**, the Foundation equipped both Siger and Kametho Schools with modern Computer Labs to introduce and enhance digital literacy at an early age.

Despite a number of positive milestones, the Foundation has experienced a number of challenges that include inadequate resources for optimal operations, inadequate capacity and lack of operational policies, systems and guidelines. Implementation of the Foundation's Strategic Plan (2026-2028) will require an estimated sum of KSh. 14.31 billion.

The Strategic Plan is organised in six chapters as follows:

1 **Chapter One** provides rationale and justification of strategic planning as a tool for the Foundation's success.

2 **Chapter Two** details the situational and stakeholders' analyses, underscoring the opportunities and threats within the operational environment, as well as the strengths and weakness within the Foundation.

3 **Chapter Three** articulates the strategic direction that the Foundation will pursue by outlining the strategic issues, goals, strategic themes, objectives and strategies.

4 **Chapter Four** describes the implementation and coordination framework. It further outlines the desired institutional arrangement to undertake strategy implementation, action plan and risk management framework.

5 **Chapter Five** determines the financial resources required for the strategy implementation, and resource mobilisation strategies.

6 **Chapter Six** discusses monitoring, evaluation and reporting mechanisms that will keep strategy implementation on track.

7 **Appendix:** additional information is packed in the appendix such as implementation matrix and outcome performance projections.

Strategic Themes						Enablers	
Goals	Objectives	Programs	Youth Empowerment	Women Empowerment	Education		Health
Promote decent and sustainable employment opportunities for the youth.	To empower youth to unlock their economic potential through participation in gainful sustainable socio-economic activities.	<ol style="list-style-type: none"> 1. Sports development. 2. Capacity building, training and business mentorship. 3. Establishment of youth-based savings and loans. 4. Improvement of ICT infrastructure to promote digital skills and entrepreneurship. 5. Financial support for business start-up capital. 6. Acquisition of means of transport for various sporting clubs. 					
Expand access to finance, markets, and entrepreneurship support.	To promote women entrepreneurship	<ol style="list-style-type: none"> 1. Capacity building and business mentorship. 2. Promotion of community-based savings and loans. 3. Facilitation of market linkages and networking. 4. Provision of direct financial support for business growth. 5. ICT infrastructure support to facilitate digital marketplace and E-commerce. 6. Establishment of markets for women traders in the rural areas. 					
Improve access to inclusive, high-quality education and market-relevant skills training.	To advance access to quality education and digital skills	<ol style="list-style-type: none"> 1. Scholarships. 2. Collaboration and linkages. 3. Infrastructure upgrade. 4. School retention program. 5. Digital devices and digital skilling. 					
Enhance availability, affordability, and quality of primary healthcare.	To expand access to healthcare in rural areas	<ol style="list-style-type: none"> 1. Preventive health services. 2. Curative health services. 3. Health systems strengthening. 4. Promotion of health research. 					
Promote climate resilience and environmental sustainability.	To help communities attain and sustain a clean and eco-friendly environment.	<ol style="list-style-type: none"> 1. Environmental conservation awareness. 2. Environmental restoration. 					
	To improve access to safe clean water, proper sanitation and appropriate hygiene practices.	<ol style="list-style-type: none"> 1. Access to safe clean water (portable water). 2. Access to proper sanitation. 3. Inculcation of appropriate hygiene practices. 					
<p style="text-align: center;">Cross-Cutting Enabler</p> <p style="text-align: center;">➤ Information and Communication Technology</p>							
<p style="text-align: center;">ICT Organisational Capacity Resource Mobilisation and Management</p>							



01

Introduction



Overview

This Chapter explains the rationale and context for strategic planning for the Foundation. It further provides historical background of the Eliud Owalo Foundation (EOF) and describes the methodology and approach used in development of the EOF Strategic Plan (2026-2028).

1.1. Strategy as an Imperative for Organisational Success

The Eliud Owalo Foundation operates in a socio-economic environment where Kenyan communities face persistent and evolving challenges that require deliberate and coordinated responses. Poverty, youth unemployment, gender disparities, and unequal access to education and healthcare continue to limit opportunities for sustainable development. At the same time, the effects of climate change—manifesting in erratic rainfall, prolonged droughts, and environmental degradation—have amplified vulnerabilities, threatening livelihoods and social cohesion. These realities demand more than goodwill; they call for a clear, forward-looking strategy that aligns the Foundation's efforts with the urgent needs of the people it seeks to serve.

Over the past decade, Kenya's development landscape has undergone significant transformation. Rapid urbanization, technological disruption, and shifting demographic patterns—particularly a burgeoning youth population—have created new opportunities but also exposed systemic gaps in governance, resource distribution, and social equity. Traditional charitable approaches, while valuable, have often lacked the sustainability and scale needed to address these complex issues. A structured strategic plan enables the Foundation to move beyond extemporaneous interventions and instead craft targeted, evidence-based programs in education, health, women and youth empowerment, and environmental stewardship, ensuring long-term impact and measurable results.

In this context, strategy is not merely an administrative tool; it is the cornerstone of foundational success.

By setting clear priorities, mobilizing resources, and fostering strategic partnerships, the Foundation can remain adaptive to emerging challenges while maintaining focus on its core thematic areas. A well-defined strategy provides the roadmap for leveraging innovation, policy alignment with Kenya's Vision 2030 and the Sustainable Development Goals (SDGs), and the active participation of communities. Through this deliberate approach, the Foundation will position itself as a catalyst for transformative change, ensuring that its mission resonates with and responds to the evolving aspirations of Kenyan society.

1.2. Context of the Strategic Planning

Kenya attained self-rule from the colonialist six decades ago. Within that period, the country's population is estimated to have grown from about 10 million to 53.3 million in 2025 as projected by the Kenya National Bureaus of Statistics (KNBS). The population surge has brought with it both positive socio-economic developments on one hand, and various challenges on the other. The current Kenyan population is a symbol of a ready workforce, market and rich human resource capital that propels the country's key economic indicators forward. Unfortunately, many Kenyans have not been able to enjoy equal opportunities that contributes to quality and healthy living standards.

In particular, poverty levels continue to remain significantly high at 45.6% as per the United Nations Development Program (UNDP) Multidimensional Poverty Index 2023. These statistics run contrary to the Sustainable Development Goals (SDGs) Goal No. 1 that aims to end poverty in all its forms everywhere.

Many Kenyan Communities remain multidimensionally poor despite the country being categorized as a medium economy. Systemic poverty, attributed to health (poor nutrition and child mortality), education (inability to afford quality education or advanced education) and standard of living (demonstrated by access to water, sanitation and hygiene, housing/shelter, assets etc.) remain a live challenge to the Kenyan Community.



1.2.1 Policy and Legal Alignment

The Foundation considered the relevant national, regional and international legal and policy instruments that speak to improving quality of human life and play pivotal role in the areas of focus for the Foundation. The Foundation took necessary steps to positively align with the aspirations of the aforementioned instruments with the purpose of attaining its vision of A thriving and empowered community.

This Strategic Plan aligns to the Constitution of Kenya and its aspirations on the realization of socio-economic rights as a way of securing human dignity. It also seeks to align to the imperatives of the SDGs, African Union's (AU) Agenda 2063, and East African

Community (EAC) Vision 2050. Although the commitments contained in these regional and international instruments are borne by governments, other players may contribute to support their realization. The Strategic Plan espouses the core pillars of Kenya's Vision 2030, namely the social and economic pillar, as well as national policies and priorities. Realization of the ambitious yet crucial aspirations contained in these instruments require the support of many players, and hence the intervention of the Eliud Owalo Foundation.

The Strategic Plan also espouses the requirements outlined in other legal instruments and sector specific policies as summarized in the Table 1.2.1.

Table 1.2.1: Proposed legal and policy alignments

Instrument	Proposed Actions
The Constitution of Kenya 2010	Article 43 guarantees the right - (a) to the highest attainable standard of health, (b) to accessible and adequate housing, and to reasonable standards of sanitation; (c) to be free from hunger, and to have adequate food of acceptable quality; (d) to clean and safe water in adequate quantities; (e) to social security; and (f) to education. These rights resonate with EOF's thematic areas. In focusing on these areas, EOF will be supporting the realization of these socio-economic rights.
Companies Act, 2015	The Foundation shall ensure regular filing of returns as espoused by the Act.
Kenya Vision 2030 and Fourth Medium Term Plan (MTP-IV)	<ul style="list-style-type: none"> ▪ The Foundation's interventions are intended to uplift socially and economically vulnerable members of the community which is aligned to overall national policies and goals. ▪ It will also develop partnerships and linkages that support access to finance by women and youth entrepreneurs.
<ul style="list-style-type: none"> ▪ National Water Policy, 2021 ▪ National Water Services Strategy, 2020–2025 ▪ National Water Master Plan 2030 (Established In 2014) 	<p>The Foundation shall:</p> <ul style="list-style-type: none"> ▪ Enhance coordination and collaboration with other institutions to enhance access to safe clean water. ▪ Promote development of water harvesting and storage infrastructure. ▪ Strengthen sustainable water resource management. ▪ Contribute to improved water coverage in identified areas with low access to safe clean water.
National Climate Change Action Plan 2018–2022	<p>The Foundation shall:</p> <ul style="list-style-type: none"> ▪ Conduct education and awareness on environment and climate; ▪ Promote use of clean energy sources; ▪ Promote conservation and restoration of the environment; and ▪ Advocate for environmental policy reforms.
SDGs – the following goals are identified as relevant to EOF: Goals no. 1-8 and, No. 10 and 13	<ul style="list-style-type: none"> ▪ By working on its thematic areas of health, education, women and youth economic empowerment, sports, water, sanitation and hygiene, and environment and climate action, EOF becomes a partner with others involved in working towards realization of the global goals for sustainable development.
AU Agenda 2063	<ul style="list-style-type: none"> ▪ Support attainment of supply of quality and affordable water, healthy and well-nourished population, quality education and high skills, eradicate hunger, ensure decent jobs and income, ▪ Mainstream climate resilience and environmental sustainability in all activities.
EAC Agenda 2050	<ul style="list-style-type: none"> ▪ Support attainment of supply of quality and affordable water and realization of the economic and social goals.



1.3. History of the Foundation

The proposition of Eliud Owalo Foundation was borne out of recognition that all human beings are equal in the eyes of the Creator and that all deserve a chance to have an empowered, quality and positive living. The Patron of the Foundation, having been brought up in a Christian family believed in humility and service to the Community. These virtues propelled him to act in order to positively contribute to the wellbeing of the Kenyan Community, having witnessed high levels of deprivation faced by many in the society.

Within these spheres, an idea to establish a foundation that would mobilise resources and channel them towards positive transformation of the deprived and vulnerable members of the society was borne. Thus, the Eliud Owalo Foundation was formally established and registered in the year 2023.

The Foundation focuses on facilitating the basic needs of Kenyan communities through strategic alliances and partnerships to empower and enhance the standards of living of the people. The Foundation strongly believes that every Kenyan has the right to education, access to food in addition to safe clean water, as well

as a means to support themselves and their families. The Foundation advances new frontiers in youth and women empowerment, education, health, plus environment and climate action, to solve challenges related to economic mobility.

1.4. Mandate of the Foundation

The World Bank categorized Kenya as a Middle-Income Country, implying the Gross National Income (GNI) per capita falls between \$1,136 and \$13,845 as of the year 2024. Despite this classification, the economic disparities in the Country depicts a mixed picture of those that have all the basic needs to accord them a happy, decent and good quality of life, on one hand, and on the other hand, those that hitherto struggle to afford any decency in the basic necessities of life.

Taking cognisance of these disparities, the Eliud Owalo Foundation desired a means through which the less fortunate, the vulnerable and the underprivileged members of the Kenyan societies would also be empowered to sustainably afford decency in their living standards.

In the face of the reality of the situation on the ground, the Foundation established its mandate which is to help uplift the standards of living of the poor and vulnerable members of the Kenyan society by designing suitable and sustainable programs and interventions in the following key thematic areas: Youth Empowerment; Women Empowerment; Education; Health; and Environment and Climate Action, plus ICT as a key cross-cutting enabler.

1.5. Methodology of Developing the Strategic Plan

1.5.1 Initiation of the Strategic Plan Development

As an imperative towards sustainable governance, continuous and upscaling operations, the need for a Strategic Plan to guide direction and future of the Foundation was perceived to be significant and necessary. The Foundation mobilised diverse members of the Kenyan Community with different experience, expertise and deeper understanding of the levels of deprivation and vulnerability within the societies to contribute in development of the Foundation's inaugural Strategic Plan.

1.5.2 Policy and Legal Alignments

The Foundation undertook extensive familiarization research on the global, regional and national blue prints, policies, regulations and legal instruments that play pivotal roles in its thematic areas and operations. The research culminated into development of a Concept Note on policy and legal alignments that formed working documents during the Strategic Planning workshops.

1.5.3 Development of the Strategic Plan

The Foundation evaluated its past performance from the date of inception to inform development of the inaugural Strategic Plan. Through participatory and brainstorming sessions, environmental scanning was undertaken to contextualize development of the Strategic Plan, thus providing clear insights on the internal strengths and challenges, as well as opportunities and threats that may affect its operations, using various techniques, namely Strength Weak-

ness Opportunities and Threats (SWOT), Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors and Stakeholder analyses. The team of experts formulated new vision, mission, and core value statements of the Foundation, and identified thematic areas, programs and activities. Consensus was built around strategic issues, strategic goals, Key Result Areas, and strategic objectives for the Foundation. A robust and inclusive governance structure was designed to support the Foundation in achieving its mission.

1.5.4 Validation of the Strategic Plan

The Draft EOF Strategic Plan (2026-2028) was circulated amongst key stakeholders for further input culminating into a validation workshop facilitated by the Consultant. The validation workshop involved both EOF Patron, external stakeholders and the staff.

1.5.5 Finalization of the Strategic Plan

Further input from the validation workshop was incorporated in the Final EOF Strategic Plan (2026-2028) and published accordingly. This paved the way for public launch and dissemination of the Strategic Plan, which now forms the basis of engagement of the Foundation and all stakeholders.



Taking cognisance of these disparities, the Eliud Owalo Foundation desired a means through which the less fortunate, the vulnerable and the underprivileged members of the Kenyan societies would also be empowered to sustainably afford decency in their living standards.

02

Situational Analysis



Overview

This Chapter provides reviews, analyses and descriptions of the context in which the Foundation operates through use of known environmental scanning tools such as SWOT and PESTEL. It scopes on the past performance of the Foundation, mapping out the stakeholders, challenges, lessons learnt and key success factors that shall drive the implementation of the EOF Strategic Plan.

2.1. Situational Analysis

Contextual analysis was done which provided insights on the positive and negative internal and external factors within the Foundation's operational scope. Review of past performance was conducted, establishing key milestones, challenges, lessons and gaps. The

Foundation used SWOT, P-PESTEL and Stakeholder analyses tools to analyse its internal and external environment.

2.1.1 SWOT Analysis

The Foundation recognized its core strengths which included its ability to mobilise resources in the past, and implement successful initiatives in line with its mandate. Underlying challenges that limited its past success, namely inadequate resources and capacity were observed. The Foundation intends to leverage on its strengths and enhance them while also addressing the challenges in order to limit their negative impact on its operations. Opportunities and threats in the external environment were also analysed.

The SWOT Analysis is summarized in Fig. 2.1.1.

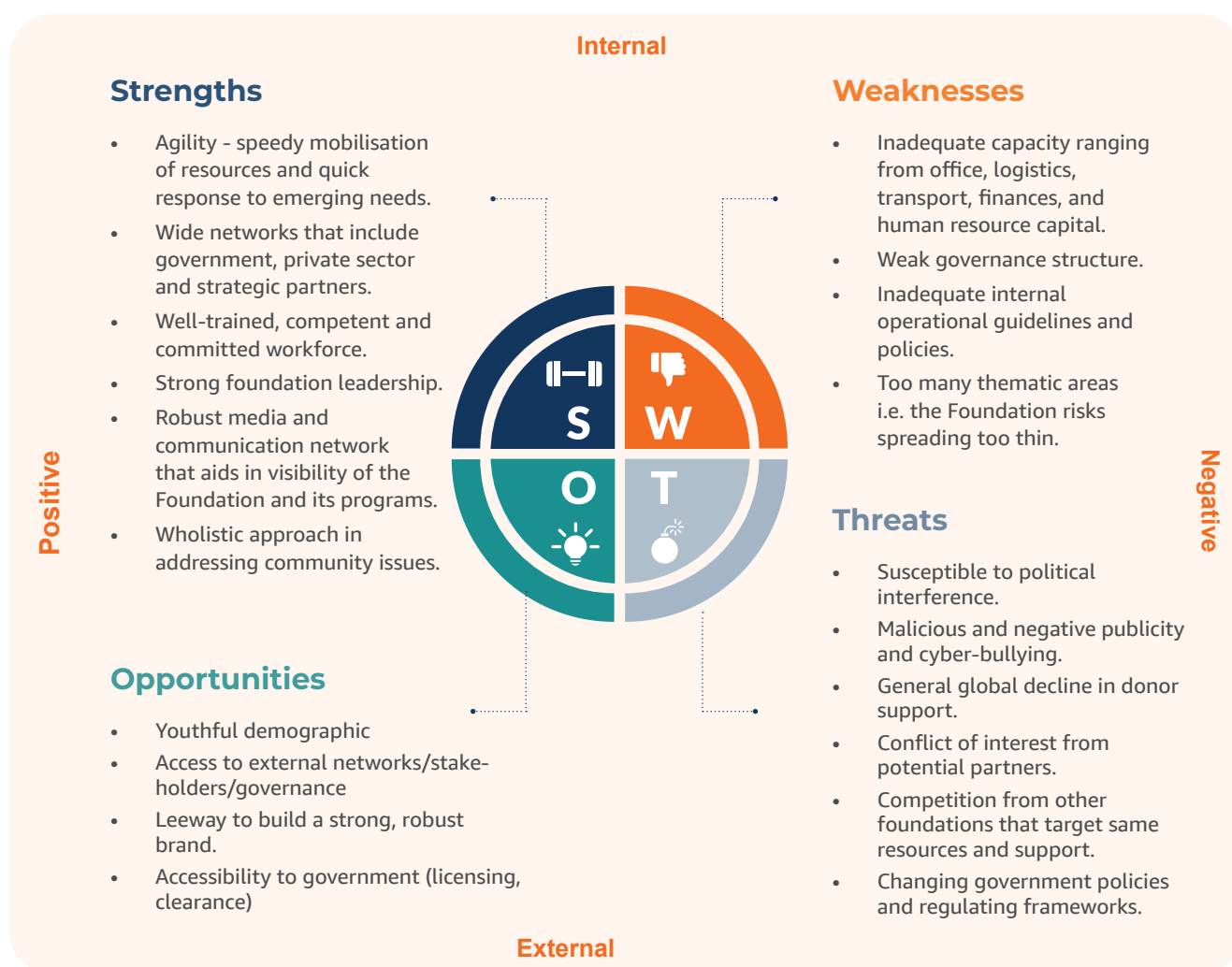


Figure 2.1.1: SWOT Analysis

2.1.2 P-PESTEL Analysis

The Foundation further analysed its external environment using P-PESTEL. This analysis provided further details on the prevailing external environment and

its potential impact on the Foundation’s operations, thus informing appropriate strategic actions. The P-PESTEL analysis is summarized in Table 2.1.1.

Table 2.1.1: P-PESTEL Analysis

Factors	Description	Strategic Action
Policy	<p>1. Universal health coverage policy and proposed fund. May change the way healthcare initiatives are designed, resourced, and delivered for Kenyans.</p>	The Foundation to consider agile models and adopt a facilitative role e.g. linking communities to institutions of government and other stakeholders.
	<p>2. Taxation policies: Change or adjustments to existing or introduction of new taxation policies that are unfavourable may hinder resource mobilisation efforts</p>	The Foundation to seek to influence taxation and other policies to favour its operations.
	<p>3. National Policies Provides opportunities for innovation in program design.</p>	The Foundation to find opportunities for alignment with national policies and development agenda.
	<p>4. Operationalization of public benefit organizations act No. 18 of 2013 May affect the charity work in Kenya and the operations.</p>	Closely monitor and ensure strategic alignment and compliance.
Political	<p>1. Political unpredictability/ uncertainty and conflict</p> <ul style="list-style-type: none"> Increases vulnerability; May negate Foundations impact (e.g. women businesses burnt down in riots) 	<ul style="list-style-type: none"> Undertake risk analysis and put in place mitigation plans in program design and execution. (e.g. encourage women businesses supported to take insurance) Close monitoring of the political dynamics. Fast decision-making and communication models.
	<p>2. Government partnerships and collaboration</p> <ul style="list-style-type: none"> Change of regime affecting programs of the Foundation linked to the Government focus areas; 	The Foundation to purpose to maintain neutrality in its work even when engaging with Government.
Economic	<p>1. Tax obligations occasioned by changing tax environment</p> <ul style="list-style-type: none"> May limit resource mobilisation ability of the foundation. 	A diversified resource mobilization strategy to be adopted to balance the risk.
	<p>2. Increasing poverty and inequality:</p> <ul style="list-style-type: none"> High poverty rates can overwhelm the Foundation’s impact. High unemployment rates. 	Development of niche programs that deliver sustainable impact with both direct and indirect outcomes.
	<p>3. Currency fluctuations</p> <ul style="list-style-type: none"> May affect grant administration for the foundation especially on international funds. May affect donor funding 	<ul style="list-style-type: none"> Diversified resource mobilization efforts (international and local). Foundation to consider operating both local and foreign currency accounts.
	<p>4. Informal economy and social safety nets:</p> <ul style="list-style-type: none"> A largely informal economy poses a challenge in interventions by the Foundation e.g. economic empowerment initiatives. 	This is an opportunity for program design by the Foundation i.e. capacity building or formalization of businesses.

Table 2.1.1: P-PESTEL Analysis *Continued*

Factors	Description	Strategic Action
Social	<p>1. Unmet social needs (health, education, limited economic opportunities, unemployment):</p> <ul style="list-style-type: none"> Creates opportunities for the Foundation for engagement. 	<ul style="list-style-type: none"> The Foundation to position itself strategically to achieve more impact in selected areas. Strategic prioritization of sectors e.g. education and intervention areas e.g. scholarship for TVET students.
	<p>2. Cultural orientations and social norms:</p> <ul style="list-style-type: none"> Areas where patriarchy is dominant e.g. where women cannot get permission to attend empowerment sessions, may impede the program's success. 	Social dynamics analysis in program design.
	<p>3. Social cohesion and community dynamics:</p> <ul style="list-style-type: none"> May interfere with program implementation and sustainability. 	<ul style="list-style-type: none"> Undertake proper demographic characterization to inform communication strategy, resource mobilization initiatives and target coverage of program beneficiaries. Capture some regions that demonstrate inclusivity.
	<p>4. Focus on urbanization and sustainable cities development</p>	<ul style="list-style-type: none"> Develop appropriate programs.
Technological	<p>1. Kenya has a vibrant tech space: good mobile and internet penetration and has a promising technology sector.</p>	<ul style="list-style-type: none"> Deploy technology for innovative youth empowerment program delivery options (e.g. Webinars, virtual mentorship sessions etc.) Leverage on technology to achieve efficiency in program execution. The Foundation to consider opportunities for tech-enabled collaboration and networking. Foundation to ensure it has good technology investments (website, social media and platforms) to enable efficiency of operations, communication and stakeholder engagement for enhanced visibility.
	<p>2. Increasing digital divide and inequality</p>	<ul style="list-style-type: none"> IT infrastructure deployment and connectivity in hard-to-reach areas Tap on digital literacy and capacity building interventions.
	<p>3. Technological evolution: May render some programs and investment by the Foundation obsolete in a short time.</p>	<ul style="list-style-type: none"> Deployment of modern technology to optimize costs and sustainability.
Environment	<p>1. Global focus on climate action partnerships.</p>	<ul style="list-style-type: none"> Develop strategic projects in this sector.
	<p>2. Climate induced disasters e.g. erratic rainfall patterns, droughts, floods etc.</p>	<ul style="list-style-type: none"> Increase resource mobilization. Broaden areas of focus from disaster response to resilience building and adaptation by communities in line with global trends.
	<p>3. Focus on natural resource management initiatives <i>e.g. environmental degradation, deforestation, soil erosion, and water scarcity pose challenges for sustainable development in many communities</i></p>	<ul style="list-style-type: none"> Designing appropriate programs.
	<p>4. Weather variabilities and climate change that may negatively affect the Foundation's operations and key beneficiaries.</p>	<ul style="list-style-type: none"> Proper planning and mitigation.
Legal	<p>1. Awareness of key legislations and regulations relating to the Foundation's focus areas including;</p> <ul style="list-style-type: none"> The Constitution of Kenya Public Benefits Organization Act No. 8 of 2013 	<ul style="list-style-type: none"> Appraising the legislations and regulations, and to ensuring compliance. Lobbying for enactment of appropriate legislation as may be needed.



2.1.3 Analysis of Past Performance

2.1.3.1 Key Milestones

1. Youth Empowerment Pillar:

Strategic investment in sports offers a peaceful, constructive alternative for channelling youthful energy, peace-building and improving national cohesion while also enhancing the youths' livelihoods. Based on this background, the Foundation has, and continues to promote, development of sports' facilities, equipment and empowering talented youths to realize and commercialize their talents. The Foundation purchased a bus for GorMahia FC at KSh. 23 million to facilitate the Club's transport, boost players' cohesion and encourage participation of youths in sports activities. In addition, the Foundation provided playing kits and cash donation to both the national men's and women's basketball teams – Morans and Lioness, sponsored and organised the Eliud Owalo Super Cup covering four counties of Siaya, Kisumu, Homa Bay and Migori, established and operationalized Gor Mahia Legends Welfare Sustainability Fund that aims to

economically empower retired soccer players through financial capital for entrepreneurship ventures, and donated playing kits to the Kenyatta University men's basketball team (the Pirates) and ladies basketball team (the Oryx).

Also, the Foundation donated sets of 40 tracksuits and cash to Gor Mahia FC, AFC Leopards FC, Shabana FC, Kakamega Homeboys FC, Nzoia Sugar FC, Bondo United FC, Karapul FC, Dero FC, Kisumu All Stars FC, Vihiga United/Mulembe FC, Muhoroni Youth FC, Migori Youth FC and Gor Mahia Legends, organised friendly matches between Gor Mahia FC and Nyanza Combined at the Nyilima Sports Ground in Asembo, Siaya County, sponsored Nyanza Schools Basketball tournament that involved 26 schools from six counties of Nyanza and elite invitational basketball tournament for top eight Kenya Basketball Federation (KBF) League men and women teams. In improving artisanal skills, the Foundation sponsored 1000 youths in Kibra, Nairobi County, to attend driving school courses.



2. Healthcare Pillar:

Focusing on Health enables the Foundation to address one of Kenya's most urgent and cross-cutting challenges: limited access to quality, affordable healthcare. Many communities still face high burdens of communicable and rising non-communicable diseases, poor maternal and child health, and shortages of essential services and skilled personnel. Good health reinforces progress in education, women's and youth empowerment, and economic productivity, making it central to breaking cycles of poverty and vulnerability. By supporting preventive care, community health education, and partnerships that advance Kenya's Universal Health Coverage and Vision 2030 goals, the Foundation strengthens community resilience and ensures that its wider development gains are sustainable and transformative.

The Foundation hosted a medical camp at Lwak Girls High School in Asembo and Sega, both in Siaya County, attending to over 2300 people, on both medical check-ups and treatment.







Empowering women through skills development, entrepreneurship support, financial inclusion, and leadership training has proven to generate broad societal benefits: families experience improved health and nutrition, children attain higher educational outcomes, and communities build stronger, more resilient economies.

3. Women Empowerment Pillar:

Women remain pivotal to Kenya's social and economic development yet continue to face systemic barriers that limit their full participation. Gender inequalities persist in access to education, productive resources, formal employment, and leadership opportunities, while cultural norms and gender-based violence further constrain their potential. Empowering women—through skills development, entrepreneurship support, financial inclusion, and leadership training—has proven to generate broad societal benefits: families experience improved health and nutrition, children attain higher educational outcomes, and communities build stronger, more resilient economies. Moreover, advancing women's rights aligns with Kenya's Constitution, Vision 2030, and the global Sustainable Development Goals, which all recognize gender equality as a driver of inclusive growth. By prioritizing women empowerment, the Foundation helps dismantle long-standing disparities, unlocks innovation and productivity, and ensures that its interventions in education, health, youth empowerment, and climate action have lasting, transformative impact.

The Foundation provided capacity building for women groups in different parts of the country through linkages to financial support programs, conceptualized and established professional women association - Professional Association of Nyanza Women (PANY)- that aims to give back to the community by uplifting the women position in the society through skilling, education and linkages for financial and marketing support for their entrepreneurs, and donated seed capital of KSh. 1 million to Central Sakwa Women SACCO in Awendo, Migori County. Furthermore, the Foundation donated seed capital of KSh. 600,000 to Kagwa Community SACCO.

The Foundation also undertook disaster response initiatives related to fire and shelter in Kibera, Nairobi through purchase of building materials to fire victims, noting that women and children are the most vulnerable victims in such circumstances.

4. Education Pillar:

Education is a powerful catalyst for breaking poverty cycles and driving Kenya's long-term growth, yet many communities still face overcrowded classrooms, inadequate resources, and high dropout rates, especially among girls and marginalized groups. By supporting scholarships, mentorship, vocational training, digital literacy, and improved learning infrastructure, the Foundation can equip young people with the skills needed for employment, entrepreneurship, and civic participation. Strong education outcomes also reinforce progress in health, women and youth

empowerment, and climate action, while aligning with Kenya's Vision 2030, the Competency-Based Education, and the UN Sustainable Development Goal 4.

The Foundation provided educational scholarships to potential but underprivileged students, mobilised KSh. 35 million for infrastructure upgrade at Kametho and Oboch Primary Schools, both in Siaya County, and donated 400 mattresses to students of Kasagam Secondary School in Nyando, Kisumu County. In addition, to promote ICT as a driver of socio-economic





growth, the Foundation established modern computer labs at both Siger and Kametho Schools, enabling students to gain digital literacy from an early age.

5. Strategic Position

Through its activities and humanitarian interventions, the Foundation has gained positive publicity and visibility, putting it on pedestals of national upcoming foundations.

2.1.3.2 Challenges

Despite the aforesaid milestones, the Foundation has experienced a number of challenges as summarized below:

1. Inadequate capacity for optimal operations

The Foundation has been operating with limited office space, understaffed, insufficient funds, lack of efficient transport, and lack of warehouse for storage of donated materials or goods before distribution to the beneficiaries.

2. Lack of operational policies, systems and guidelines

Being in its formative stage, the Foundation has been operating without clear policies and guidelines, governance and administrative structures and systems and infrastructure. Thus, the Foundation has not developed or procured appropriate Finance and Accounts

system, records management system and other tools required for effective execution and delivery of its mandate.

2.1.3.3 Lessons Learnt

The Foundation has benefited from the following important lessons:

1. Resource mobilisation is a key enabler for the Foundation to achieve its purpose.
2. Building organisational capacity and sound governance is critical to enable it implement its programs.
3. Sound Monitoring, Evaluation, Reporting and Learning (MERL) framework is important to enable the Foundation monitor program implementation, outcomes and impacts.
4. There is need for programs that are aligned to the unique needs of the targeted communities.
5. Sustainability of the Foundation's programs will be critical in order to realize desired impact.

2.2. Stakeholder Analysis

The Foundation undertook a comprehensive mapping of its stakeholders. The analysis outlined the stakeholders' roles, expectations, and the Foundation's expectations and strategic action to optimize benefits from the stakeholders as captured in Table 2.2.1

Table 2.2.1: Stakeholder Analysis

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from the Foundation	What the Foundation should do to meet stakeholders' expectations	What stakeholders should do to assist the Foundation
1. Employees	Implement mandate of the Foundation.	<ul style="list-style-type: none"> • Conducive working environment • Proper remuneration • Job satisfaction and security • Career progression 	<ul style="list-style-type: none"> • Create conducive working environment; • Develop clear career paths; • Develop sound performance management/ appraisal system; • Develop sound succession planning and management framework. 	<ul style="list-style-type: none"> • Exhibit commitment and exemplary performance of assigned roles; • Work as a team; • Accept and embrace change; • Champion and be ambassadors of the Foundation
2. Suppliers	Supply of goods and services.	<ul style="list-style-type: none"> • Prompt assessment of completed services; • Fair evaluation, timely inspection and advice. • Prompt payment as per terms of agreement. 	<ul style="list-style-type: none"> • Provide proper specifications for required goods and services; • Promptly assess and give clearance for completed services; • Undertake fair evaluation, timely inspection and advice; • Prompt payment of fulfilled contracts. 	<ul style="list-style-type: none"> • Timely supply quality goods and services as ordered; • Give feedback to the Foundation; • Provide required accountable documents to support payment claims.
3. Local community	Goodwill.	<ul style="list-style-type: none"> • Programs that are responsive to their needs 	<ul style="list-style-type: none"> • Co-design programs with the community; • Mobilise resources for program implementation. 	<ul style="list-style-type: none"> • Participate in program activities; and • Give feedback.
4. Government (National and County)	<ul style="list-style-type: none"> • Conducive policy and legal environment. • Provide technical support on need by need basis. 	<ul style="list-style-type: none"> • Compliance with policies and regulatory requirements. • Support policies and programs of the Government of the day both at National and County levels 	<ul style="list-style-type: none"> • Compliance to the requirements. 	<ul style="list-style-type: none"> • Provide an enabling environment for the Foundation to thrive.

Table 2.2.1: Stakeholder Analysis *Continued*

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from the Foundation	What the Foundation should do to meet stakeholders' expectations	What stakeholders should do to assist the Foundation
5. Strategic donors	Support to the Foundation.	<ul style="list-style-type: none"> Utilization of the resources for the purposes they were given; Involvement in decision making; Timely financial, technical and progress reports; Accountability for donor resources. 	<ul style="list-style-type: none"> Transparency Honouring the tenets of the agreement Recognition and branding. 	<ul style="list-style-type: none"> Support in the improvement of reporting system Capacity development Systems improvements Continuous and sustainable funding Feedback.
6. Media	Facilitate external communication	<ul style="list-style-type: none"> Provision of timely and accurate information Media training for accurate reporting Continuous engagement 	<ul style="list-style-type: none"> Ensure provision of timely and accurate information Responsiveness to inquiries. Dedicated media focal person 	<ul style="list-style-type: none"> Fair and factual reporting (representation of foundation objectives)
7. Research and academic institutions	<ul style="list-style-type: none"> Conduct research and share research findings 	<ul style="list-style-type: none"> Collaboration and linkages to research communities and provision of relevant materials. Validation of research findings Respect for intellectual property rights 	<ul style="list-style-type: none"> Identify areas that require research intervention Provide feedback on the implementation of the research findings Collaboration in publication and dissemination 	<ul style="list-style-type: none"> Provide practical research findings Carry out demand-driven research and testing. Provide access to research findings. Joint publications Fundraising for research Joint fundraising from research
8. Strategic partners	Collaboration: (resource mobilisation, advocacy, joint monitoring, co-creation program, policy uptake)	<ul style="list-style-type: none"> Collaboration Accountability and transparency Opportunities, info sharing and communication. 	<ul style="list-style-type: none"> Support in identifying opportunities for joint programming Recognition of contributions. 	<ul style="list-style-type: none"> Joint fundraising and programming Co-creation and co-design

Table 2.2.1: Stakeholder Analysis *Continued*

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from the Foundation	What the Foundation should do to meet stakeholders' expectations	What stakeholders should do to assist the Foundation
9. Private sector	<ul style="list-style-type: none"> • Provision of services and goods; • Provision of systems 	<ul style="list-style-type: none"> • Transparency and accountability • Branding and recognition • Information sharing 	<ul style="list-style-type: none"> • Exhibit transparency. • Mapping and engagement • Alignment of areas of mutual interests. 	<ul style="list-style-type: none"> • Donations in cash and kind; • Provide technical assistance • Systems strengthening • Advocacy for Foundation's mission and programs

2.3. Key Success Factors

The Foundation considers the following factors arising from the environmental analysis as critical for its future success:

- a) Good governance;
- b) Capacity building;
- c) Effective resource mobilisation;
- d) Effective planning;
- e) Inclusive, participatory approach and prioritization in project design;
- f) Implementation of projects based on prior research and empirical evidence;
- g) Effective monitoring, evaluation, reporting and learning;
- h) Program sustainability;
- i) Distinct identity and issues; and
- j) Strategic visibility.

03

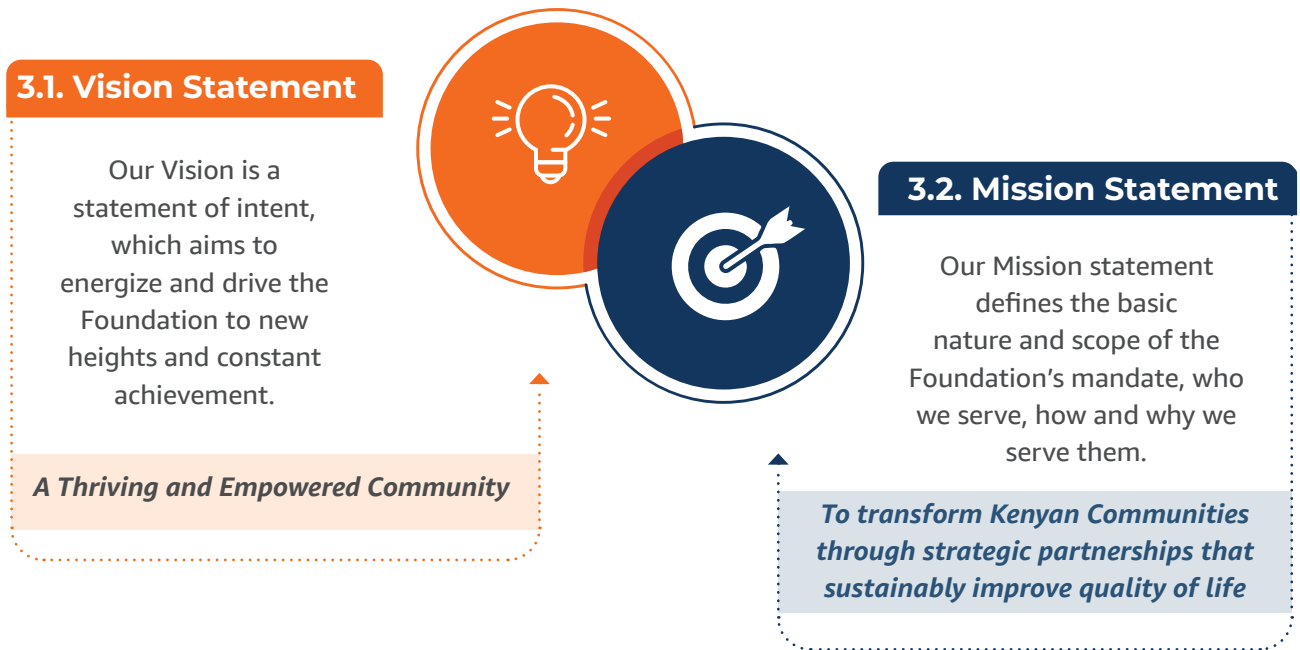
Strategic Direction



Overview

This Chapter outlines the Vision and Mission statements, Core Values, Strategic Issues, Goals and Thematic Areas. The Chapter also outlines programs and

corresponding initiatives that the Foundation shall pursue in each of the identified thematic areas.



3.3. Core Values

The Foundation's Core Values are defined by shared passion and quest to make positive impact in the lives of our Communities in alignment with key global framework in a sustainable manner. Our Core Values

are summed up in a simple acronym, RISE. The meaning and way of living these values to the Foundation are explained in Fig. 3.3.1.



Figure 3.3.1: Core Values

3.4. Strategic Issues

These are the critical challenges, opportunities, or decision that significantly affect the Foundation's ability to achieve its mission, vision, and long-term goals. Kenyan communities are faced by a range of persistent socio-economic challenges that disproportionately affect women, youth, and children, thereby undermining their ability to flourish. Whereas the aforesaid challenges are cross-cutting, women, youth and children bear the greatest burden occasioned by prevailing traditions and norms within the society.

The Eliud Owalo Foundation has identified the following issues as critical thus requiring significant attention and strategic approach.

3.4.1 High Unemployment and Underemployment

Youth unemployment remains stubbornly high - over 60% of Kenya's unemployed are under 35. On the other hand, many young people work in informal, low-paying jobs with limited security or benefits. Lack of gainfully employment amongst the youth have several ripple effects, some of which include:

- a) **Crime and anti-social behaviour:** increasing gang involvement and insecurity in urban and peri-urban areas.
- b) **Social fragmentation:** ethnic polarization, political marginalization, and tribalism threaten national cohesion.
- c) **Pre-election vulnerability:** when national or by-elections approach, idle and frustrated youth are increasingly being targeted for political mobilisation and violence, posing a real threat to peace and stability.
- d) **Escalating tribal and political tensions:** deepening societal divisions fuelled by ethnic loyalties and partisan politics continue to fragment the social fabric, with youth often caught at the centre of this volatility.
- e) **Inter-generational and class tensions:** many

young people feel systematically excluded from national conversations and economic opportunities, leading to rising resentment against older generations and political elites.

3.4.2 Economic Opportunities and Financial Inclusion

Women and youth entrepreneurs struggle to access credit, land, and markets due to collateral requirements and cultural norms. The deprivation of these resources is visible in terms of: access to financial services, limited digital literacy, business and financial skills, weak market linkages, social-cultural prejudices, sexual and gender-based violence, extreme poverty, and corruption on accessing business opportunities.

Available statistics show that around one-third of Kenyans live below the national poverty line, with rural women and children the most affected. Female-headed households are more vulnerable due to wage gaps and limited access to productive assets. The consequences of poverty and income inequality is demonstrated by increasing child vulnerability through child labour, malnutrition and stunting that affect nearly one in five children, particularly in food-insecure counties. This also affect the children's ability to remain in school at basic level, and to afford education beyond the basis level.

3.4.3 Access to Quality Education and Skills

While primary school enrolment is high, secondary and tertiary completion rates lag, especially for girls in arid and marginalized areas. To further compound the problem, the skills mismatch leaves many youths unprepared for the labour market.

3.4.2 Access to Health Services at the Grassroots

Many Kenyan societies face diverse challenges when it comes to health services. These challenges are manifested in four folds: access to health facilities, availability of health services, affordability, and prevalence of high burden of diseases. Maternal mortality, adolescent pregnancies, and unequal access to reproductive health services disproportionately affect



women and girls. Similarly, the youth face rising mental health issues and barriers to affordable healthcare as many of them do not have health insurance or are unable to afford the Social Health Insurance Fund. The consequences include, rising obesity, depression, and drug abuse among the youth.

3.4.3 Continuous Environmental Degradation and Threat to Our Ecosystems

Our lives largely depend on our environment. The environment provides essential resources, such as food, water, source of medicines, and much more that support our livelihoods. Climate change and weather variabilities has brought untold negative impact on socio-economic activities and destruction of livelihoods, shelter and loss of lives. Early in the year 2024, heavy rains and flash floods left more than 103 people dead, 29 injured, 21 people missing, 150,365 people (30,073 families) displaced and nearly 191,000 affected across the country as of 28 April 2024, according to the National Disaster Operations Centre (NDOC). At the same time, over 4,824 livestock were lost, 27,717 acres of croplands damaged, 264 small businesses and 24 schools affected. Therefore, droughts, floods, and erratic rainfall threaten livelihoods, especially in agriculture-dependent communities, and women and children bear most the brunt of water scarcity and food insecurity.

Other environmental concerns include the persistent low access to safe clean (portable water), and proper sanitation amongst low-income urban communities and rural areas. 68% of Kenyan population have access to safe drinking water (KDHS, 2022), but this proportion varies in extreme depending on the part of the



Available statistics show that around one-third of Kenyans live below the national poverty line, with rural women and children the most affected. Female-headed households are more vulnerable due to wage gaps and limited access to productive assets. The consequences of poverty and income inequality is demonstrated by increasing child vulnerability through child labour, malnutrition and stunting that affect nearly one in five children, particularly in food-insecure counties.

country. Sewerage coverage is low at 16%, and Open Defecation Free (ODF) is still a challenge in many rural parts of the country. Poor hygiene practices are also a common phenomenon in both urban and rural areas.

3.5. Strategic Goals

The Foundation is committed to a strategic approach that connects the preceding strategic issues with clear goals. By aligning broad socio-economic concerns with focused long-term aims, it seeks to drive inclusive development, strengthen community resilience, and create lasting impact for future generations. Therefore, the Foundation aims to achieve the following goals through various interventions in addressing the above strategic issues.

- **Goal #1:** Promote decent and sustainable employment opportunities for the youth.
- **Goal #2:** Expand access to finance, markets, and entrepreneurship support.
- **Goal #3:** Improve access to inclusive, high-quality education and market-relevant skills training.
- **Goal #4:** Enhance availability, affordability, and quality of primary healthcare.
- **Goal #5:** Promote climate resilience and environmental sustainability.

3.6. Thematic Areas

The Foundation focuses on five thematic areas which are at the centre of all its interventions. These thematic areas include; Youth Empowerment; Women Empowerment; Education; Health; and Environment and Climate Action; and ICT as a key cross-cutting enabler. Table 3.7.1 summarises the strategic issues, goals, themes and objectives of the Foundation.

3.6.1 Youth Empowerment

A large proportion of Kenya's population is young. About 20.3% of Kenyans are aged 15-24, which is higher than the global average. Additionally, 40% of the population is under 15, indicating that the country has a large upcoming youth cohort. This "youth bulge" presents enormous potential if these

young people are educated, engaged, and employed productively.

Although overall youth unemployment (ages ~15-24) has fluctuated, recent estimates place it at around 12-13% in 2022-2023. But broader measures show much deeper challenges: one report cited a 67% unemployment rate among youth aged 18-34, pointing both to formal job scarcity and under-employment. Many young people enter the labour market each year without the practical skills demanded, or remain "NEET" (Not in Education, Employment or Training).

If large numbers of youth are idle, underemployed, or lacking opportunities, this can lead to frustration, social unrest, migration, wasted human capital, and slower economic growth. Empowered youth are more likely to contribute to innovation, productivity, community development, entrepreneurship, and civic participation. In other words, youth empowerment isn't just altruistic, it's strategic: investing in youth pays off multidimensionally.

From these statistics, youth empowerment is a vital thematic area to unlock demographic dividend and stem the risk of wasted potential, entrenched poverty and social exclusion. Under Youth Empowerment Theme, the Foundation will pursue the following objective:

Strategic Objective 1: To empower youth to unlock their economic potential through participation in gainful sustainable socio-economic activities.

Key Programs:

- i.) Sports development.
- ii.) Capacity building, training and business mentorship.
- iii.) Establishment of youth-based savings and loans.
- iv.) Improvement of ICT infrastructure to promote digital skills and entrepreneurship.
- v.) Financial support for business start-up capital.
- vi.) Acquisition of means of transport for various sporting clubs.



3.6.2 Women Empowerment

Women Empowerment is the process of enabling women and girls to gain the knowledge, skills, resources, and confidence needed to exercise their rights, make informed decisions, and participate fully in economic, social, and political life. It goes beyond providing opportunities—it is about removing structural barriers, challenging harmful norms, and creating an environment where women have equal access to education, health care, leadership positions, and economic resources, thereby contributing to more inclusive and sustainable development.

Women empowerment is vital in Kenya because women make up more than half of the population and are central to the country's economic and social progress, yet they continue to face deep-rooted inequalities. Many women have limited access to quality education, productive resources, formal employment, and decision-making roles, while harmful practices such as gender-based violence, child marriage, and discrimi-

natory inheritance laws persist in some communities. These barriers not only undermine women's rights but also slow national development by excluding a significant share of talent and innovation.

Women empowerment is critical since closing gender gaps directly accelerates Kenya's social and economic development. Women drive agriculture, small business, and household well-being, yet many still face unequal access to education, financial resources, and leadership opportunities, as well as high rates of gender-based violence. Investing in programs that equip women with skills, capital, and decision-making power delivers proven ripple effects: families enjoy better health and education outcomes, local economies grow more resilient, and communities adapt more effectively to challenges such as climate change. Aligning with Kenya's Constitution, Vision 2030, and the UN Sustainable Development Goals, prioritizing women empowerment enables the Foundation to unlock half of the nation's human potential and ensure that progress in its other thematic areas—education,



health, youth empowerment, and climate action—is both inclusive and sustainable.

Under Women Empowerment Theme, the Foundation will pursue the following objective:

Strategic Objective 2: To promote women entrepreneurship.

Key Programs:

- i.) Capacity building and business mentorship.
- ii.) Promotion of community-based savings and loans.
- iii.) Facilitation of market linkages and networking.
- iv.) Facilitation of artisanal industrial skills training.
- v.) Provision of direct financial support for business growth.

vi.) ICT infrastructure support to facilitate digital marketplaces and E-commerce.

vii.) Establishment of markets for women traders in the rural areas.

3.6.3 Education

Education is a cornerstone for breaking the cycle of poverty and driving Kenya’s long-term development, making it a critical focus for the Foundation. Despite government progress in expanding access to basic schooling, many communities still grapple with overcrowded classrooms, inadequate learning materials, teacher shortages, and high dropout rates—particularly among girls and marginalized groups. These gaps limit young people’s ability to acquire the skills needed for gainful employment, entrepreneurship, and civic participation in an economy that is increasingly



knowledge- and technology-driven.

Investing in education also amplifies the impact of the Foundation’s other thematic areas. Better-educated communities are more informed about health practices, more likely to empower women and youth, and better prepared to adopt sustainable solutions to environmental and climate challenges. Supporting initiatives such as scholarships, mentorship programs, vocational training, digital literacy, and improved learning infrastructure creates opportunities for equitable growth and nurtures future leaders.

Furthermore, prioritizing education aligns with Kenya’s Vision 2030, the Competency-Based Education (CBE) reforms, and the United Nations Sustainable Development Goal 4, which seeks inclusive and quality education for all. As a key pillar, the Foundation

not only addresses immediate learning gaps but also equips Kenyan children and youth with the tools to innovate, compete globally, and shape a more prosperous, resilient society.

Under Education Theme, the Foundation will pursue the following objective:

Strategic Objective 3: To advance access to quality education and digital skills.

Key Programs:

- i.) Scholarships.
- ii.) Collaboration and linkages.
- iii.) Infrastructure upgrade.
- iv.) School retention program.
- v.) Digital devices and digital skilling.

3.6.4 Health

Access to quality healthcare remains one of the most pressing challenges facing Kenyan communities. Despite notable progress in expanding health infrastructure, many rural and marginalized areas still experience shortages of essential services, skilled personnel, and affordable medicines. High rates of communicable diseases such as malaria and HIV/AIDS, alongside rising cases of non-communicable conditions like diabetes, hypertension, and cancer, continue to strain households and the national health system. Poor maternal and child health outcomes—driven by inadequate prenatal care, limited immunization coverage, and malnutrition—further underscore the urgency of sustained interventions

Health is also deeply interconnected with the Foundation’s other thematic priorities. Children who are frequently ill, struggle to stay in school, hindering educational attainment. Women bear a disproportionate burden of caregiving, often at the expense of their economic participation and empowerment. Youth, the backbone of Kenya’s demographic dividend, cannot fully realize their potential if preventable diseases, substance abuse, or mental health issues remain unaddressed. By supporting health programs such as preventive care, community health education, mobile

clinics, and partnerships with public health initiatives, the Foundation can break these cycles of disadvantage and foster holistic community well-being.

Moreover, a strategic investment in health contributes directly to national development goals, including Kenya’s Vision 2030 and the Universal Health Coverage (UHC) agenda. Healthy populations are more productive, resilient, and capable of driving economic growth. Focusing on health enables the Foundation to not only alleviate immediate suffering but also build long-term capacity in local communities, ensuring that gains in education, empowerment, and environmental stewardship are sustainable. By this action, health becomes both a moral imperative and a foundational pillar for the broader transformation the Foundation seeks to achieve.

Under Health Theme, the Foundation will pursue the following objective:

Strategic Objective 4: To expand access to healthcare in rural areas.

Key Programs:

- i.) Preventive health services.
- ii.) Curative health services.
- iii.) Health systems strengthening.
- iv.) Promotion of health research.





3.6.5 Environment and Climate Action

Environment and Climate Action is increasingly indispensable for the Foundation, because environmental degradation and climate change are already subverting livelihoods, health, food security, and economic growth in Kenya, and the risks will only worsen without urgent, systemic interventions.

Escalating environmental risks threaten human development. Kenya's climate is changing: more frequent and severe droughts, erratic rainfall, rising temperatures, flooding, and extreme weather are becoming regular realities. These factors erode agricultural productivity, disrupt water supply, increase disease prevalence (especially water and vector-borne), and exacerbate poverty, especially in vulnerable rural and pastoralist communities.

Economic losses and ecosystem decline are substantial as a result of climate change. Forests, soils, water catchments, and other natural systems provide essential services - carbon sequestration, water regulation, pollination, erosion control, etc. - without which many economic activities falter. Degradation of these systems, and climate-related damage to infrastructure, threaten to reverse gains in poverty reduction and im-



Environment and Climate Action is increasingly indispensable for the Foundation, because environmental degradation and climate change are already subverting livelihoods, health, food security, and economic growth in Kenya, and the risks will only worsen without urgent, systemic interventions.

pose high costs to both government and communities.

Environment and climate action are not siloed; in fact, they strengthen and enable the success of education, health, women empowerment, and youth empowerment in multiple ways which include:

- Cleaner air, safer water, stable food supplies reduce disease burdens (malnutrition, waterborne and vector borne disease, heat-related illnesses). Mitigating climate change also means fewer disasters that stretch health systems.
- Environmental disruptions (floods, droughts) often force children out of school, damage school infrastructure, or reduce capacity of families to afford schooling. Stable environments and resilient infrastructure help keep students in school.
- Women often bear the brunt of environmental shocks. They walk farther for water, and are more affected by food insecurity. Climate-smart interventions e.g. water harvesting and sustainable agriculture, can reduce their labour burden, give them more economic opportunity, and reduce gendered vulnerabilities.

Under Environment and Climate Action Theme, the Foundation will pursue the following objective:

Strategic Objective 5: To help communities attain and sustain a clean and eco-friendly environment.

Key Programs:

- i.) Environmental conservation awareness.
- ii.) Environmental restoration.

Strategic Objective 6: To improve access to safe clean water, proper sanitation and appropriate hygiene practices.

Key Programs:

- i.) Access to safe clean water (portable water).
- ii.) Access to proper sanitation.
- iii.) Inculcation of appropriate hygiene practices.



3.7. Key Enablers

These are the critical factors, conditions, or internal capabilities that must be in place for the Foundation to successfully achieve its vision, mission, and strategic objectives. While they are not the goals themselves, they form the foundational elements—people, systems, resources, and relationships—that enable the execution of the strategy.

3.7.1 Organisational Capacity

Success in Strategic Plan implementation for the Foundation will extensively depend on its organisational capacity. The right human capital, systems, and structures is required to design, implement, and sustain programs across the five thematic areas. The Foundation will not be in a position to implement this Strategic Plan without skilled staff, clear governance, and efficient operational processes.

The Foundation recognizes that its credibility and trust with donors, partners and the community it serves heavily depends on its internal capacity.

Therefore, the Foundation will strengthen its backbone for service delivery by investing in governance structures, talent development, modern technology systems, policies, procedures and guidelines, office space, transport and warehouse, and effective monitoring and evaluation mechanism.

This internal strength amplifies every external initiative, ensuring that interventions in health, education, empowerment, and climate action are efficient, scalable, and sustainable—making organisational capacity an indispensable enabler of success.

The Foundation will pursue the following objectives under this enabler:

Strategic Objective 7: To enhance internal capacity for organisational success.

Key Initiatives:

- i.) Operationalization of an organization structure and governance.
- ii.) Implementation of systems, policies, procedures, and guidelines.

- iii.) Expansion of office space, warehouse and transport facilities.
- iv.) Enhancement of ICT infrastructure.
- v.) Implementation of effective Monitoring and Evaluation framework.

3.7.2 Resource Mobilisation and Management

Through resource mobilisation the Foundation secures the financial, technical, and in-kind support needed to implement and sustain its programs across all thematic areas. Without a deliberate strategy to attract diverse funding: grants; partnerships; donations; earned income; and innovative financing, the Foundation risks limiting its impact and long-term viability. Effective resource mobilisation ensures predictable cash flow, reduces dependence on a single source, and strengthens the Foundation's ability to scale interventions, respond to emerging community needs, and invest in organisational growth. It also enhances credibility with stakeholders by demonstrating financial sustainability and the capacity to leverage partnerships for greater socio-economic and environmental outcomes.

The Foundation must also steward available resources wisely to achieve lasting impact. Therefore, a robust resource management culture - covering budgeting, financial controls, transparent reporting, and efficient utilization - protects the Foundation's reputation and builds stakeholder trust. Together, mobilisation and management create a full value chain: attracting resources, deploying them efficiently, and demonstrating measurable results. This dual focus enables the Foundation to sustain programs, scale successful initiatives, invest in organisational capacity, and respond quickly to emerging community needs. By integrating mobilisation with sound management, the Foundation strengthens its credibility, guarantees accountability, and ensures that every shilling and partnership contributes directly to its mission and long-term sustainability.

Strategic Objective 8: To mobilise adequate financial and technical resources for organisational sustainability.

Key Initiatives:

- i.) Implementation of a comprehensive resource mobilisation strategy.
- ii.) Establishment of policies and guidelines on resources management, reporting and accountability.

3.7.3 Information and Communication Technology

The Foundation is developing an ambitious roadmap to scale up youth and women empowerment through digital technologies, fully aligned with the evolving “Future of Jobs” agenda. Building on initiatives such as Ajira Digital and Jitume, and leveraging partnerships with KEPSA, the private sector, and development partners, the strategy aims to deliver high-impact outcomes, equitable access, and broad-based economic transformation.

Digital technology is recognized as a powerful equalizer capable of shaping inclusive growth. By embedding future-ready digital skills, fostering entrepreneurship, and expanding access to digital infrastructure, the Foundation seeks to position communities as hubs of innovation and sustainable growth. This approach represents both an empowerment tool for youth and

women, and a proactive national response to the changing world of work under the fourth industrial revolution.

In the education sector, digital literacy is prioritized as an essential skill for learning, research, and employability. The Foundation is forging partnerships to equip schools in underprivileged areas with ICT infrastructure, digital hubs, and connectivity to strengthen teaching, research, and career readiness.

Beyond education, the strategy will utilise ICT to drive e-commerce and grow the digital economy. Planned interventions include establishing WIFI hotspots in marketplaces, rolling out community-level fiber optic connectivity, digitizing marginalized secondary and primary schools, and attracting Business Process Outsourcing (BPO) investments into local communities. The Foundation will also promote digital marketplaces to expand the reach of locally manufactured products beyond geographic limitations, unlocking wider market opportunities and driving inclusive economic growth.

The Foundation plans to use ICT to promote E-Health, E-Agriculture and digitally enabled smart agriculture leveraging ICT as an enabler of socio-economic empowerment.

Table 3.7.1: Summary of Strategic Issues, Goals, Themes and Objectives

Strategic Issues	Goals	Themes	Objective
1. High unemployment and underemployment	Promote decent and sustainable employment opportunities for the youth	Youth Empowerment	To empower youth to unlock their economic potential through participation in gainful sustainable socio-economic activities.
2. Economic opportunities and financial inclusion	Expand access to finance, markets, and entrepreneurship support	Women Empowerment	To promote women entrepreneurship
3. Access to quality education and skills	Improve access to inclusive, high-quality education and market-relevant skills training	Education	To advance access to quality education and digital skills
4. Access to health services at the grassroots	Enhance availability, affordability, and quality of primary healthcare	Health	To expand access to healthcare in rural areas
5. Continuous environmental degradation and threat to our ecosystems.	Promote climate resilience and environmental sustainability.	Environment and Climate Action	To help communities attain and sustain a clean and eco-friendly environment.
			To improve access to safe clean water, proper sanitation and appropriate hygiene practices.

3.8. Foundation's Programs

The Foundation intends to implement the following key programs in each thematic area in pursuit of the objectives and attainment of the desired goals as summarised in Table 3.8.1.

Table 3.8.1: Summary of Themes, Objectives and Programs

THEME	OBJECTIVES	PROGRAMS	ICT COMPONENT
YOUTH EMPOWERMENT	To empower youth to unlock their economic potential through participation in gainful sustainable socio-economic activities.	<ol style="list-style-type: none"> 1. Sports development. 2. Capacity building, training and business mentorship. 3. Establishment of youth-based savings and loans. 4. Improvement of ICT infrastructure to promote digital skills and entrepreneurship. 5. Financial support for business start-up capital. 6. Acquisition of means of transport for various sporting clubs. 	Improvement of ICT infrastructure to promote digital skills and entrepreneurship.
WOMEN EMPOWERMENT	To promote women entrepreneurship	<ol style="list-style-type: none"> 1. Capacity building and business mentorship. 2. Promotion of community-based savings and loans. 3. Facilitation of market linkages and networking. 4. Facilitation of artisanal industrial skills training. 5. Provision of direct financial support for business growth. 6. ICT infrastructure support to facilitate digital marketplace and E-commerce. 7. Establishment of markets for women traders in the rural areas. 	Digital marketplace, E-Commerce, E-Agriculture and digitally enabled smart agriculture
EDUCATION	To advance access to quality education and digital skills	<ol style="list-style-type: none"> 1. Scholarships. 2. Collaboration and linkages. 3. Infrastructure upgrade. 4. School retention program. 5. Digital devices and digital skilling. 	ICT infrastructure, equipment and digital literacy
HEALTH	To expand access to healthcare in rural areas.	<ol style="list-style-type: none"> 1. Preventive health services. 2. Curative health services. 3. Health systems strengthening. 4. Promotion of health research. 	E-Health
ENVIRONMENT AND CLIMATE ACTION	To help communities attain and sustain a clean and eco-friendly environment.	<ol style="list-style-type: none"> 1. Environmental conservation awareness. 2. Environmental restoration. 	
	To improve access to safe clean water, proper sanitation and appropriate hygiene practices.	<ol style="list-style-type: none"> 1. Access to safe clean water (portable water). 2. Access to proper sanitation. 3. Inculcation of appropriate hygiene practices. 	

3.9. Foundation’s Enablers and Key Initiatives

The key initiatives summarised in Table 3.9.1 will be implemented to improve the Foundation’s capacity and sustainability

Table 3.9.1: Summary of Key Enablers Initiatives

ENABLER	OBJECTIVES	KEY INITIATIVES
ORGANISATIONAL CAPACITY	<ol style="list-style-type: none"> To enhance internal capacity for organisational success 	<ol style="list-style-type: none"> Operationalization of an organization structure and governance. Implementation of systems, policies, procedures, and guidelines. Expansion of office space, warehouse and transport facilities. Enhancement of ICT infrastructure. Implementation of effective Monitoring and Evaluation framework.
RESOURCE MOBILISATION AND MANAGEMENT	<ol style="list-style-type: none"> To mobilise adequate financial and technical resources for organisational sustainability. 	<ol style="list-style-type: none"> Implementation of a comprehensive resource mobilisation strategy. Establishment of policies and guidelines on resources management, reporting and accountability.

04

Implementation and Coordination Framework



Overview

This Chapter describes the manner and context in which the Plan will be operationalized, the staffing requirements, leadership, systems, procedures and the corporate risk framework.

4.1. Implementation Plan

The framework for operationalization of the EOF Strategic Plan (2026-2028) will entail detailed Action Plan represented by Implementation Matrix (Appendix I), translation of the Action Plan to Annual Work Plans (AWPs) and budgets, and undertaking performance contracting based on the AWPs.

4.1.1 Action Plan

The Foundation shall follow detailed Action Plan that maps programs, key initiatives, expected initiative output, output indicators, targets, and budgets. To enhance accountability, each key initiative has been linked to a responsibility centre. The Action Plan is detailed in Implementation Matrix under Appendix I.

4.1.2 Annual Work Plan and Budget

Every financial year, the Foundation shall extract annual corporate activities and targets from the Action Plan. This will inform the Annual Work Plan (AWP) and budget which will then be cascaded accordingly for each functional area.

4.2. Coordination Framework

4.2.1 Institutional Framework

The Foundation has identified inadequacies in various internal policies, frameworks, rules and regulations to support successful implementation of the Strategic Plan. The Foundation's organogram is illustrated in Fig 4.2.1. The institutional framework consists of the following:

a) Governance framework and management policies consisting of:

- The organisational structure.
- Charters for various committees of the Board of Trustees.
- Conflict of Interest Policy.

- Code of Conduct / Ethics Policy.
- Delegation of Authority Policy.
- Whistle-blower Protection Policy.
- Communication and Branding Policy

b) Financial and Resource Management Policies comprising of:

- Financial Management and Accounting Policy.
- Procurement Policy.
- Investment Policy.
- Asset Management Policy.
- Grant-Making and Funding Policy.

c) Human Resource and Administrative Policies consisting of:

- HR Policy Manual.
- Sexual Harassment and Workplace Conduct Policy.
- Training and Capacity Building Policy.
- Occupational Health and Safety Policy.

d) Program and Partnership Policies consisting of:

- Project Management Policy.
- Partnership and Collaboration Policy.
- Monitoring, Evaluation, and Learning (MEL) Policy.

e) Risk Management Framework and Policy.

f) Strategies which include:

- Strategic Plan.
- Resource Mobilisation and Sustainability Strategy.
- Grant-Making Strategy.
- Stakeholder Engagement and Partnership Strategy.
- Communication and Visibility Strategy.
- Monitoring, Evaluation, and Learning (MEL) Strategy.
- Capacity Strengthening Strategy.
- Risk Management and Compliance Strategy.
- Digital Strategy.
- Environmental and Social Responsibility Strategy.

EOF ORGANOGRAM

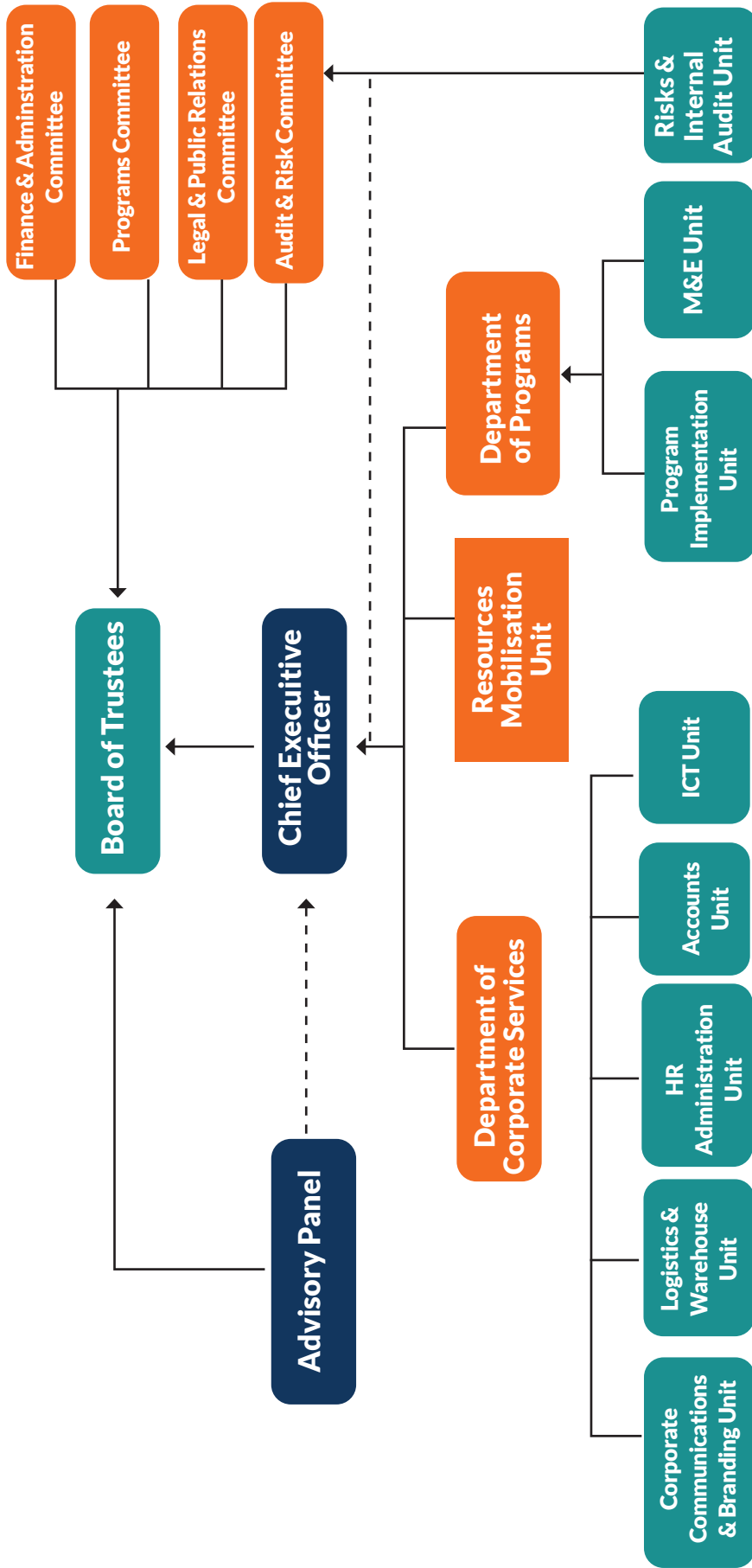


Figure 4.2.1: Organogram

4.2.2 Leadership

The Foundation's leadership shall be composed of the Board of Trustees, Advisory Panel and Management. The responsibilities and core functions at each leadership level is detailed in sub-chapters below.

4.2.2.1 The Patron and Chair of the Board of Trustees

The roles of the Patron and Chairman of the Board are outlined below:

1. The Patron who doubles up as the Chairman of the Board of Trustees is the bearer of the Foundation's Vision. In this capacity, he shall offer guidance and counsel to the Board on the priorities of the Foundation.
2. The Patron shall be the appointing authority to the members of the Board of Trustees and the Advisory Panel.
3. He shall lead resource mobilisation for the Foundation at high level.
4. He shall appoint the CEO and top management of the Foundation in consultation with the Board of Trustees.

4.2.2.2 The Board of Trustees

The Board of Trustees shall appoint various standing committee members amongst themselves, and develop corresponding committee charters or terms of reference in order to effectively discharge their governance and oversight roles. Amongst the committees shall be Finance and Administration Committee, Audit Committee, Legal and Public Relations Committee, and Programs Committee.

The roles of the Board of Trustees are outlined below:

1. The Board of Trustees shall be the bearers of the Mission of the Foundation. In this capacity, they shall offer guidance and leadership to the Chief Executive Officer of the Foundation, in execution of the mission of the Foundation.
2. The Board of Trustees shall approve programs and projects, and the annual and ad-hoc budgets of the Foundation in implementation of

the identified projects.

3. The Board shall also ensure that the Foundation remains of repute by resolving any legal conflict that may hinder the pursuit of its objectives.
4. The Board shall nominate the Foundation's Chief Executive Officer for appointment by the Chairman.
5. Senior leadership and members of the Advisory Panel will be appointed by the Board of Trustees.
6. The Board shall champion resource mobilisation efforts for the Foundation at high level.

4.2.2.3 The Advisory Panel

The Foundation shall have a pool of Advisory Panel consisting of volunteers with different expertise in its thematic areas. Members of the Advisory Panel may collectively or individually offer expert opinion or advice to the Foundation in a consultative manner to the CEO, Board of Trustees or Chairman. The roles of the panel are outlined below:

1. Upon consultation, provide professional support to the Foundation based on influence, expertise and experience in a particular field.
2. Voluntarily support the Foundation in resource mobilisation; financial, technical, human capital or in kind.
3. Be voluntary ambassadors of the Foundation, championing its goals and contributing in its programs and projects when called upon.

4.2.2.4 The Chief Executive Officer

The Chief Executive Officer (CEO) shall be responsible to the Board of Trustees for broad implementation of the Foundation's Strategic Plan and management of its resources. The CEO shall be responsible for the day-to-day running and management of the Foundation's operations including giving direction and leadership to achievement of its Strategic Goals. The key roles of the CEO are as outlined below:

1. The CEO shall implement decisions, programs

and projects as agreed upon with the Board of Trustees, and be responsible as the chief accounting officer of the Foundation.

2. He/she shall provide leadership to the management team and overall staff towards achievement of the Foundation's goals and coordinate successful execution of the Strategic Plan.
3. He/she shall be responsible for the day-to-day management of the Foundation. He/she shall direct preparation and submission of the Foundation's annual activity reports, management accounts, Annual Work Plans and budgets for approval by the Board.
4. He/she shall oversee the preparation and implementation of the performance contracts and appraisal systems of all the functional units; implement effective financial management policies and systems; and ensure proper management and accountability of funds in line with the Foundation's policies and procedures.
5. He/she shall initiate, champion and actively participate in resource mobilisation for the Foundation's programs through development of proposals, representation of the Foundation, and implementation of accountability measures prescribed by the strategic donors.

4.2.2.5 Departments and Units

The following departments will be headed by managers who collectively will support execution of the Strategic Plan, implement agreed projects and conduct day-to-day operations of the Foundation.

1. Department of Corporate Services

This department oversees accounts, human capital development, general administration, logistics and warehouse, ICT and corporate communication and branding. It guides formulation of relevant policies, strategies as well as ensure effective implementation of the same across the organisation.

- a) **Accounts:** Responsible for handling financial planning and management for the Foundation. The unit implements effective and efficient

financial management, control and reporting to support the Foundation's programs and activities

- b) **Human Resource Administration:** Responsible for implementing Foundation's HR Policies, recruitment and training of employees, handling of employee welfare, preparation of HR-related reports and general office administration.
- c) **Corporate Communication and Branding:** This unit implements the Foundation's Communication Strategy, handle public relations, sectorial stakeholder management, visibility and media engagement.
- d) **Logistics and Warehousing:** The unit undertakes planning and coordination of transport and logistics during implementation of the Foundation's projects, ensuring safety, storage and accurate distribution of all mobilised physical resources to the intended beneficiaries or stakeholders.
- e) **ICT:** The unit provides ICT support to the Foundation based on the proposed ICT roadmap.

2. Department of Programs:

Responsible for conceptualising, formulating and coordinating implementation of agreed programs, projects and related activities to ensure the intended objectives are achieved. The department is also responsible for formulating and implementing resource mobilisation strategies for the Foundation.

- a) **Program Implementation:** This unit is responsible for implementing the Foundation's programs based on agreed scope and timelines to meet the organisational objectives. It is also responsible for generating program implementation reports and ensuring compliance with all agreed frameworks for implementation of each project.
- b) **Monitoring and Evaluation:** Responsible for undertaking monitoring and evaluation of the Foundation's projects on regular basis and preparation of the necessary M&E reports.



3. Risk and Internal Audit Unit

The unit undertakes assessment of all operational spheres of the Foundation and relay reports to the concerned parties for appropriate corrective action where need be. It also formulates the Foundation's Risk Management Policy for approval by the Board of Trustees, and also ensures the implementation and compliance with the policy. The unit also takes initiatives to proactively identify potential risks associated with all programs and projects, and coordinate

implementation of appropriate mitigation measures.

4. Resource Mobilisation:

This department implements the Foundation's resource mobilisation initiatives by ensuring project funding proposals are developed and submitted for review and approval. It is also responsible for coordinating mobilisation of all required resources including financial, technical and physical that are required for effective implementation of the outlined programs.

4.3. Risk Management Framework

Risk management is an essential pillar for the Foundation in order to protect its assets, reputation as well as legal compliance, and sustaining stakeholders' trust and loyalty. Therefore, this framework provides a brief but structured approach on how the Foundation identifies, assesses, mitigates and reports risk across the organization.

Key objectives of this framework include:

- Protecting the Foundation's financial health and reputation;
- Ensuring legal and regulatory compliance, which include compliance with PBO Act, 2013, Kenya Revenue Authority, Office of the Data Protection Commissioner and any other authority;
- Improving operational efficiency and decision-making;
- Promoting a risk-awareness culture amongst staff across the organisation; and
- Safeguarding stakeholders' interest and data.

4.3.1 Key Framework Components

The Foundation's Risk Management Framework (RMF) takes into consideration the following six components:

1. Risk governance and oversight;
2. Risk identification;
3. Risk assessment;
4. Risk mitigation and control;
5. Monitoring and reporting of risks;
6. Risk communication and awareness culture.

4.3.1.1 Risk Governance and Oversight

Risk governance and oversight responsibility will be vested as per the following Company organisational structure:

- a. The Board of Trustees provides oversight and

set the risk appetite and tolerance for the Foundation as well as ensure risk management is integrated within strategic decisions. Decisions such as expansion into new regions and introduction of new focus areas must clearly capture the potential risks and mitigation measures.

- b. Strategy and Risk Committee will implement the risk strategy and monitor execution through the CEO.
- c. Risk and Audit Manager will coordinate day-to-day risk management activities in the Foundation.
- d. All members of staff will have a role to play in managing the inherent risks in the Company.

4.3.1.2 Risk Identification

Systematic identification of potential events that could affect the Foundation's objectives and operations will be continuously conducted. These will be done through a Risk Register which will be periodically updated, reviewed and appropriate mitigation actions taken in line with this RMF. The risk events will be broadly categorised as follows:

- a. Strategic risks;
- b. Financial risks;
- c. Operational risks;
- d. Environmental risks;
- e. Regulatory and compliance risks;
- f. Reputational risks; and
- g. Technological risks.

4.3.1.3 Risk Assessment

Assessment of the potential adverse events in the Foundation will be based on:

- a. Likelihood or probability of occurrence;
- b. Severity/impact or effect on the organization if the risk materializes; and
- c. Overall risk level which will be a product of the likelihood and the severity.

4.3.1.4 Risk Mitigation and Control;

The objective of risk mitigation is to reduce the impact or likelihood of occurrence of the known risk events, while the control measures aim at continuously monitoring and managing risks. The Foundation will deploy the following measures in mitigating and controlling risks:

- a. Developing, implementing and ensuring compliance with policies and procedures;
- b. Maintaining internal controls and segregation of duties where applicable;
- c. Ensuring staff are trained and each observes staff code of conduct;
- d. Maintaining insurance covers where applicable; and
- e. Investing in, and maintaining appropriate technology.

4.3.1.5 Monitoring and Reporting of Risks

The Foundation will undertake regular monitoring and reporting of risk events as follows:

- a. Risks will be continuously monitored through audits, tracking of KPIs, and regular performance reviews.
- b. The reports will be submitted periodically to the Strategy and Risk Committee, the Board of Trustees, and to the regulatory bodies where

appropriate.

- c. Through monitoring, early warning indicators and control breaches will be flagged immediately and escalated for appropriate actions.

4.3.1.6 Risk Communication and Awareness Culture

The Foundation is cognizant of the need to create levelled risk awareness culture within the organization. In this regard, the Foundation will promote activities and events that:

- a. Foster a risk-aware culture through regular communication and training; and
- b. Encourage employees to report risk incidents and suggest control improvements.

4.3.2 Risk Matrix

In line with the RMF, the Foundation has developed a Risk Matrix presented in Table 4.3.1, to systematically assess and prioritize the key risks facing the organization. The matrix evaluates each risk based on its likelihood of occurrence and potential impact on the Foundation's operations, reputation, and compliance standing. This visual framework enables the Board of Trustees and management to identify high-priority risks that require immediate mitigation, allocate resources effectively, and ensure controls are aligned with the organization's overall risk appetite.

Table 4.3.1: Risk Matrix

Risk Category	Risks	Likelihood	Severity	Mitigation
Strategic risks	Limited funding risks	H	H	<ul style="list-style-type: none"> ➤ Strong strategic partnership. ➤ Strengthen organisational resource mobilisation. ➤ Diversification of funding sources.
	Poor execution of the Strategic Plan	M	H	<ul style="list-style-type: none"> ➤ Organisational structure ➤ Engaged governance body ➤ Adequate human resource capacity ➤ M & E framework.
Fiduciary risk	Corruption, theft, mismanagement, diversification of funds to unintended use	L	H	<ul style="list-style-type: none"> ➤ Strong governance and management systems ➤ Regular systems and processes review
Financial risk	Lack of prudent use of financial resources	M	H	<ul style="list-style-type: none"> ➤ Establish proper governance structure with Finance and Grants Oversight sub-committee ➤ Strong finance and grants management system – people, processes and infrastructure
	Non-compliance to donor/grant requirements	L	H	<ul style="list-style-type: none"> ➤ Regular compliance audits and check.
Reputational risks	Poor implementation of programs	L	H	<ul style="list-style-type: none"> ➤ Strong organisational management
	Poor stakeholder management	L	H	<ul style="list-style-type: none"> ➤ Proper stakeholder analysis and management ➤ Adherence to the organisational core values.
	Poor organisational culture	L	M	<ul style="list-style-type: none"> ➤ Adherence to the organisational core values.
Ethical risks	Exploitation of beneficiaries	L	H	<ul style="list-style-type: none"> ➤ Adherence to the organisational core values
	Inadequate duty of care	L	H	<ul style="list-style-type: none"> ➤ Adherence to the organisational core values
	Nepotism, tribalism and favouritism	M	H	<ul style="list-style-type: none"> ➤ Adherence to the organisational core values ➤ Strong organisational policies and guidelines.

Table 4.3.1: Risk Matrix *Continued*

Risk Category	Risks	Likelihood	Severity	Mitigation
ICT risks	Non/outdated technologies	L	M	<ul style="list-style-type: none"> ➤ Regular updates of ICT hardware and software ➤ Developing SOPs
	Information breach	L	H	<ul style="list-style-type: none"> ➤ Organisational data/information management policy ➤ Strengthening staff and board capacity
	Data/information loss	M	H	<ul style="list-style-type: none"> ➤ Adequate back-up systems ➤ Adherence to data management policy ➤ Organisational data/information management policy ➤ Compliance with Data Protection Act, 2019
	Cyber-attack risk	H	H	<ul style="list-style-type: none"> ➤ Strengthening staff and board capacity ➤ Regular updates of ICT hardware and software
Legal/ compliance risks	Non-compliance with statutory requirements i.e. failure to submit required returns	L	H	<ul style="list-style-type: none"> ➤ Regular sensitization on the relevant statutory requirements. ➤ Regular update of internal policies and guidelines
	Non-compliance with relevant laws	L	H	<ul style="list-style-type: none"> ➤ Regular sensitization on the relevant laws' requirements. ➤ Regular update of internal policies and guidelines
	Litigation risks arising from non-compliant with contract etc.	L	M	<ul style="list-style-type: none"> ➤ Compliance with requirement of the contract ➤ Diverse board with adequate professional capacity
Operational risks	Safety and security risks	L	H	<ul style="list-style-type: none"> ➤ Safety and security procedures in place ➤ Regular sensitization of the staff and board ➤ Monitoring and reporting of safety and security incidents. ➤ Collaboration with relevant security agencies and the community.
	Political interference	L	M	<ul style="list-style-type: none"> ➤ Being apolitical ➤ Separation of the Foundation from the political sponsors.

05

Resources and Mobilisation Strategies



Overview

To implement the Strategic Plan, there is need for resources and strategies for mobilizing the resources. This Chapter deals with financial resources for implementation of the Strategic Plan over the next five years and mobilization strategies.

5.1. Financial Requirements

The Foundation requires a total of Ksh 14.31 billion to successfully implement the Strategic Plan (2026-2028).

Table 5.1.1: Financial resource requirements

Thematic Area	Projected Resource Requirements (Ksh Million)			
	Year 1	Year 2	Year 3	Total
Youth Empowerment	947.50	1,407.50	1,813.00	4,168.00
Women Empowerment	1,177.00	1,577.00	1,986.00	4,740.00
Education	900.00	1,020.00	1,170.00	3,090.00
Health	261.00	311.00	373.00	945.00
Environment and Climate Action	269.00	404.00	492.00	1,165.00
Enablers				-
Organisational Capacity	80.90	52.90	61.80	195.60
Resource mobilisation and management	5.00	2.00	2.00	9.00
Total	3,640.40	4,774.40	5,897.80	14,312.60

5.2. Resource Mobilisation Strategies

The Foundation shall deploy various strategies to mobilise resources for its operation and implementation of the identified projects in thematic areas as outlined below:

- i.) Grants;
- ii.) Establishment of an Endowment Fund;
- iii.) Establishment of Social Enterprise;
- iv.) Online crowd funding;
- v.) Legacy giving;
- vi.) Corporate partnerships;
- vii.) Program specific fundraising strategy;
- viii.) Foundation to Foundation funding;
- ix.) Joint implementation partnerships;
- x.) Impact investments;
- xi.) Foundation memberships (Friends of the Foundation); and
- xii.) Volunteers.

5.3. Resource Management

The Foundation shall ensure resources at its disposal are prudently managed and utilised on effectively and efficiently on prioritized projects with significant impact on thematic areas. Key resource management strategies to be implemented include:

- i.) Installation of affordable ERP and Financial management system;
- ii.) Compliance with internal controls and approvals for financial expenditure;
- iii.) Proper utilization of donor-funds towards intended projects, ensuring full accountability;
- iv.) Deployment of unrestricted funding pool for sustainability and capacity-building of the Foundation.

06

Monitoring, Evaluation and Reporting Framework



Overview

Monitoring, evaluation and reporting framework outlines how progress of implementation of the Strategic Plan will be assessed. This Chapter discusses monitoring of the plan, performance measures and evaluation and provides appropriate tools to be deployed in each case.

6.1. Monitoring Framework

The purpose of monitoring is to ensure that the Strategic Plan implementation progresses according to the required schedule and in the event of any deviation, appropriate and timely remedial action is taken. This will require reflections on lessons learned for purposes of short-term improvement actions or long-term interventions. The monitoring framework is illustrated in Fig. 6.1.1.

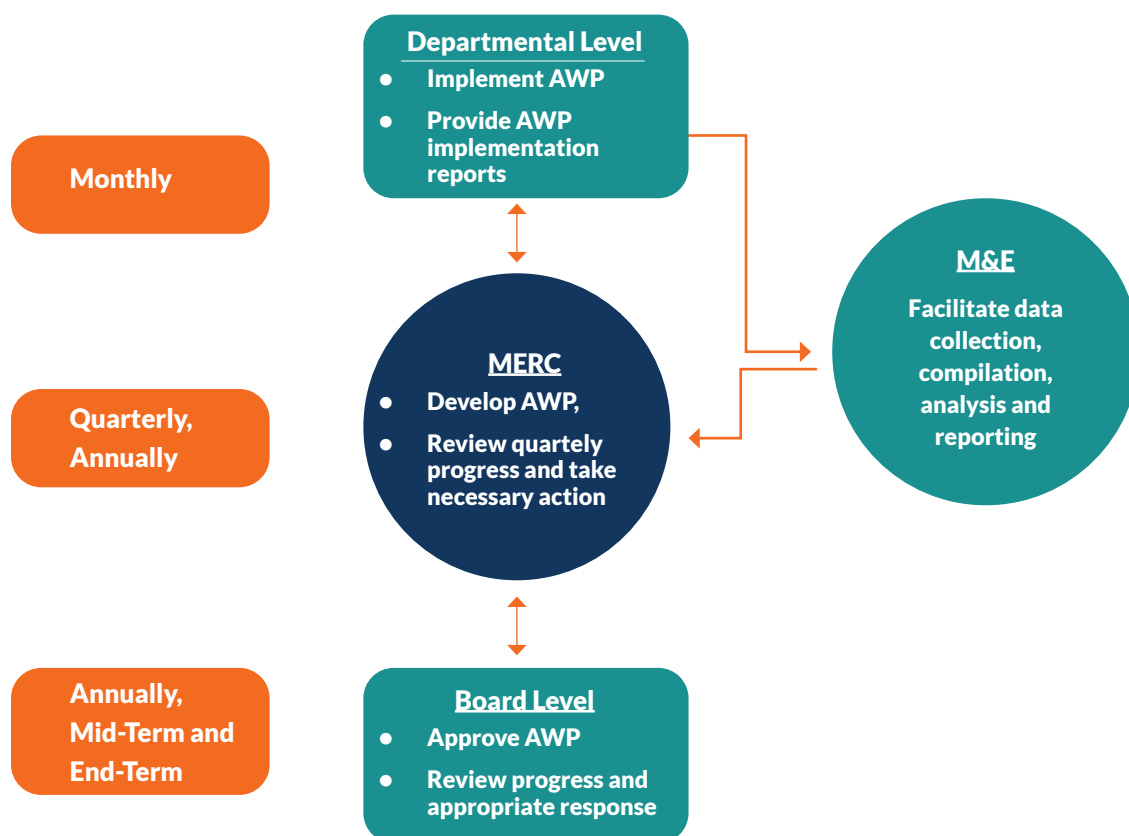


Figure 6.1.1: Strategic Plan M&E Framework

6.1.1 Board Level

The Board of Trustees will monitor implementation progress of the Strategic Plan through the following mechanisms:

- Approve Annual Work Plan extracted from the Strategic Plan Implementation Matrix presented by the Management Team outlining key projects under specific programs, target, budgets and responsibility centres.

- Receive comprehensive annual reports from the Monitoring, Evaluation and Reporting Committee denoting progress made, challenges and lessons, and review the same against the targets and provide appropriate remedial action where need be.

6.1.2 Management Level

The Chief Executive Officer shall set up Monitoring, Evaluation and Reporting Committee (MERC) made

up of the managers responsible for each function. The role of MERC will be to coordinate implementation of the Strategic Plan, and undertake periodic progress review through the following mechanism:

- The MERC will extract and develop Annual Work Plan from the Strategic Plan for each respective year. The AWP with composite targets and budgets will be presented to the Board of Trustees for approval, and subsequent implementation.
- The MERC will then cascade the AWP appropriately to lower levels ensuring that all staff have performance contracts that will form the basis of performance appraisal.
- At the end of each month, each department will develop report on progress made on implementing the AWP and submit the same to the M&E Department. The M&E Department will collate and compile the reports, gather any additional necessary data, analyse and submit comprehensive report on status of implementation of the Strategic Plan to the MERC.
- The MERC will review the Quarterly Reports, noting the successes, deviations and gaps, and take appropriate actions. Any decision on action that will be contrary to the AWP should be escalated to the Board of Trustees for further deliberations and approval before implementation.

6.2. Evaluation Framework

The Strategic Plan implementation will be evaluated in three distinct but interrelated processes as discussed in the sub-sections below.

6.2.1 Annual Evaluation

There will be Annual Review of the implementation status of the Strategic Plan. This particular review will be less detailed, focusing on specific components

captured within the Annual Work Plans. The Annual Review shall inform the Management and the Board of Trustees on the direction of Strategic Plan implementation based on the outlined Annual Action Plans.

6.2.2 Mid-Term Evaluation

The Mid-Term Review of the Strategic Plan will be a detailed assessment of implementation progress and outcome focusing on all components of the Strategic Plan. The Mid-Term Review should clearly demonstrate the extent to which the objectives of the Plan have been implemented and the outcome realized. Through the Mid-Term Review, the Management and the Board shall be informed of any external or internal material changes in the operating environment, and if there is need to maintain the status quo, introduce new objectives, strategies, targets and budgets in the Strategic Plan or abandon certain strategies and activities all-together. The Mid-Term Review shall be undertaken after two-and half year of its implementation.

6.2.3 End-Term Evaluation

The End-Term Evaluation will be conducted at the end of the Strategic Plan period. This will be a detailed assessment of the level of implementation of the Strategic Plan and performance outcomes against the expectation or targets. The End-Term Review Report shall provide integral input into development of the subsequent Strategic Plan for the Foundation. It will clearly detail the performance against targets, key milestones achieved, gap analysis, challenges, emerging issues, lessons learnt and way forward.

APPENDIX

Appendix I: Implementation Matrix

Program	Key Activities	Expected Output	Output Indicators	Overall Target	Annual Targets			Budget in Ksh. (Millions)			Responsible	Accountable	
					Y1	Y2	Y3	Y1	Y2	Y3			Total
YOUTH EMPOWERMENT THEME													
Strategic Objective: To empower youth to unlock their economic potential through participation in gainful sustainable socio-economic activities.													
1.1 Sports development	1.1.1 Organise tournaments.	Tournaments organised	Basketball	30	5	10	15	30	40	60	130		
			Football	30	5	10	15	50	100	150	300		
			Rugby	15	5	5	30	30	30	30	90		Head of Programs
			Athletics	6	2	2	10	10	10	10	30		CEO
			In door games	15	5	5	6	6	6	6	18		
			Volleyball	10	3	4	7.5	7.5	10	25			
			Football	15	5	5	5	25	25	25	75		
	1.1.2 Provide sports kits, equipment and facilities to identified teams	Sports kits, equipment and facilities provided	10	3	3	4	5	5	5	15			
		Rugby	10	3	3	4	10	10	10	30		Head of Programs	
		Basketball	10	3	3	4	3	3	4	10			
		Volleyball	100	30	30	40	10	15	20	45			
		Athletics	10	3	3	4	3	3	4	10			
	1.1.3 Empower the clubs through training in governance and sports management.	Indoor Games	3	3	4	3	3	4	3	4	10		
		Clubs empowered through governance and sports management trainings	Basketball	18	3	6	9	10	20	30	60		
		Football	30	5	10	15	10	20	30	60		Head of Programs	
	1.1.4 Establish and nurture sports teams/clubs.	Football	18	3	6	9	10	20	30	60			
		Rugby	Football Team	20	5	7	8	250	350	400	400	CEO	Board of Trustees
1.1.5 Facilitate sports clinics, sports education and nutrition.	Sports teams/clubs established/nurtured	Basketball	18	3	6	9	10	20	30	60			
	Sports medic clinics, education and nutrition facilitated	30	5	10	15	5	10	15	35		Head of Programs		
1.1.6 Sponsor sports academics and linkages (Create a Sports Scholarship Fund)	Football	10	3	3	4	3	3	4	10				
	Rugby	No. of sports academic and linkages sponsored	6	2	2	2	20	20	20	60	CEO	Board of Trustees	
1.1.7 Facilitate sports mentorship.	Sports academics and linkages sponsored	No. of beneficiaries	200	200	200								
	Sports mentorship facilitated	No. of sports mentoring sessions facilitated	20	6	6	8	3	3	4	10	Head of Programs	CEO	

Appendix I: Implementation Matrix *Continued*

Program	Key Activities	Expected Output	Output Indicators	Overall Target	Annual Targets	Budget in Ksh. (Millions)	Responsible	Accountable		
1.2 Acquisition of means of transport for various sporting clubs	1.2.1 Acquire buses for Shabana FC, AFC Leopards FC, Vihiga United FC, Nzoia FC, Kisumu All Stars FC, Kisumu Hot Stars, Dero FC, Kakamega Homeboys FC, Gor Mahia Youth Team, Gor Mahia Queens, Karapul FC, Migori Youth FC and Kisumu Rugby.	Busses acquired	No. of buses	14	3	75	CEO	Board of Trustees		
					5	125			150	350
1.3 Capacity building, training and business mentorship.	1.3.1 Conduct Needs Assessment and Planning 1.3.2 Mobilise and recruit participants 1.3.3 Conduct capacity building and training 1.3.4 Issue certificates and recognition 1.3.5 Provide tools and starter kits 1.3.6 Undertake monitoring, mentorship and follow-up	Needs Assessment and Planning conducted Participants recruited Capacity building and training conducted Certificates issued Tools and starter kits provided Monitoring and mentorship undertaken	No. of Needs Assessments done No. of participants No. of capacity building sessions No. of participants No. of participants Frequency of monitoring	3 2,000 20 2,000 2,000 12	1	12	Head of Programs	CEO		
					1	12			16	40
					600	600			600	600
					6	6			8	8
					600	600			600	600
					600	600			600	600
1.4 Youth-based savings and loans	1.4.1 Mobilise women groups to form community-based savings and loans 1.4.2 Provide support and infrastructure for savings and loans operations 1.4.3 Conduct monitoring, mentorship and follow-up	Community-based savings and loans established Support and infrastructure provided Monitoring and mentoring conducted	No. of community-based savings and loans No. of groups Frequency of monitoring	200 200 12	60	100	CEO	Board of Trustees		
					60	200			300	600
					60	60			60	4

Appendix I: Implementation Matrix *Continued*

Program	Key Activities		Expected Output	Output Indicators	Overall Target	Annual Targets				Budget in Ksh. (Millions)				Responsible	Accountable
						15	15	15	20	200	300	400	900		
1.5 Improvement of ICT infrastructure to promote digital skills and entrepreneurship (village digital hubs).	1.5.1	Establish rural digital hubs	Digital hubs established	No. of digital hubs	50	15	15	20							
	1.5.2	Train youths on digital skills and digital literacy	Youths trained on digital skills and literacy	No. of youths trained in digital skills	20,000	6000	6000	8000							
	1.5.3	Harness digital tools to promote entrepreneurship	Digital entrepreneurship promoted	No. of digital enterprises initiated	2,000	600	600	800	200	300	400			Head of Programs	CEO
	1.5.4	Mobilise partnerships, institutional support, and funding	Partnerships, institutional support, and funding mobilised	No. of partnerships and institutions onboarded	15	5	5	5							
	1.5.5	Provide linkage with BPO sector	BPO sector linkage provided	No. of BPO sector linkages	25	5	10	10							
1.6 Financial support	1.6.1	Provide seed capital to identified youth groups	Seed capital provided	Value in Ksh. (Mn)	150	50	50	50	50	50	50			CEO	Board of Trustees
	1.6.2	Establish linkages with financial institutions for credit facilities	Linkages established	No. of institutions linked	2	1	-	1						Head of Programs	CEO
WOMEN EMPOWERMENT THEME															
Strategic Objective: To promote women entrepreneurship															
2.1 Capacity building and business mentorship.	2.1.1	Conduct Needs Assessment and Planning	Needs Assessment and Planning conducted	No. of Needs Assessments done	3	1	1	1							
	2.1.2	Mobilise and recruit participants	Participants recruited	No. of participants	2,000	600	600	800							
	2.1.3	Conduct capacity building and training	Capacity building and training conducted	No. of capacity building sessions	20	6	6	8							
	2.1.4	Issue certificates and recognition	Certificates issued	No. of participants	2,000	600	600	800	12	12	16			Head of Programs	CEO
	2.1.5	Provide tools and starter kits	Tools and starter kits provided	No. of participants	2,000	600	600	800							
	2.1.6	Undertake monitoring, mentorship and follow-up	Monitoring and mentorship undertaken	Frequency of monitoring	12	4	4	4							
2.2 Community-based savings and loans	2.2.1	Mobilise women groups to form community-based savings and loans	Community-based savings and loans established	No. of community-based savings and loans	200	60	60	80							
	2.2.2	Provide support and infrastructure for savings and loans operations	Support and infrastructure provided	No. of groups	200	60	60	60	100	200	300			CEO	Board of Trustees
	2.2.3	Conduct monitoring, mentorship and follow-up	Monitoring and mentoring conducted	Frequency of monitoring	12	4	4	4							

Appendix I: Implementation Matrix *Continued*

Program	Key Activities	Expected Output	Output Indicators	Overall Target	Annual Targets			Budget in Ksh. (Millions)			Responsible	Accountable	
					6	6	8	65	70	200			65
2.3 Market linkages and networking	2.3.1 Organise market access and trade fairs	Market linkages and networking supported	No. of market linkages established	20	6	6	8						
	2.3.2 Undertake value chain development	Value chain development undertaken	No. of value chains developed	6	2	2	2	65	70	200	Head of Programs	CEO	
	2.3.3 Establish Business-to-Business (B2B) linkages	B2B linkages established	No. of B2B linkages established	1500	500	500	500						
2.4 Establishment of markets for women traders in the rural areas.	2.4.1 Build markets in the rural areas	Markets built	No. of markets built	30	10	10	10	600	700	800	Patron		
	2.5.1 Provide seed capital to identified women groups	Seed capital provided	Value in Ksh. (Mn)	150	50	50	50	200	300	400	CEO	Board of Trustees	
2.5 Financial support	2.5.2 Establish linkages with financial institutions for credit facilities	Linkages established	No. of institutions linked	2	1	-	1				Head of Programs	CEO	
	2.6.1 Expand digital infrastructure in rural centres	Digital infrastructure expanded	No. of WiFi centres	300	100	100	100						
2.6 ICT infrastructure support to facilitate digital marketplace and E-commerce.	2.6.2 Establish digital marketplace and E-Commerce	Digital marketplace established	No. of businesswomen linked on the digital marketplace	20,000	6,000	6,000	8,000	200	300	400	900	Head of Programs	CEO
	EDUCATION THEME												
Strategic Objective: To advance access to quality education and digital skills													
3.1 Scholarship	3.1.1 Provide academic scholarships to deserving underprivileged students.	Scholarships awarded	No. of scholarships	1300	300	400	600	15	20	30	65		
		Value in KSh. (Mn)	65	15	20	30							
	3.1.2 Provide talent scholarships for creative skills/IT and performing arts.	Talent scholarships awarded	No. of scholarships	130	30	40	60	10	15	20	45	CEO	Board of Trustees
Value in KSh. (Mn)		45	10	15	20								
3.1.3 Establish annual excellence awards.	Excellent awards provided	No. of awards	135	30	45	60	10	15	20	45			
		Value in KSh. (Mn)	45	10	15	20							

Appendix I: Implementation Matrix *Continued*

Program	Key Activities	Expected Output	Output Indicators	Overall Target	Annual Targets	Budget in Ksh. (Millions)	Responsible	Accountable
3.2 Collaboration and linkages	3.2.1 Support collaboration and linkages.	Collaboration linkages established	No. of linkages and collaborations	15	5	5.0	Head of Programs	CEO
	3.2.2 Provide linkage for internship/traineeship and mentorship opportunities.	Scholars linked and mentored	No. of scholarships benefited	60	20	20		
3.3 Infrastructure upgrade	3.3.1 Improve school infrastructure	School infrastructure improved	No. of schools	60	20	200	CEO	Board of Trustees
	3.3.2 Equip schools with computer labs;	School equipped with computer labs	No. of schools	60	20	100		
	3.3.3 Equip school libraries;	School libraries equipped	No. of schools	60	20	100		
	3.3.4 Equip schools with energy efficient kitchens;	Schools equipped with energy-efficient kitchens	No. of schools	18	6	35		
3.4 Digital devices and digital skilling.	3.4.1 Equip schools with computer labs	School equipped with computer labs	No. of schools	60	20	100	CEO	Board of Trustees
	3.4.2 Provide digital devices and skills for learners	Digital devices and skills provided	No. of beneficiaries	18,000	4000	6000		
3.5 School retention	3.5.1 Support food and nutrition for school children.	Food and nutrition provided	No. of schools	150	45	50	Head of Programs	CEO
	3.5.2 Provide sanitary wares to female students to improve menstrual hygiene	Sanitary wares provided	No. of schools	390	120	150		
HEALTH THEME								
Strategic Objective: To expand access to healthcare in rural areas								
4.1 Preventive health services	4.1.1 Conduct health awareness, promotion and education.	Health awareness, promotion and education conducted	No. of awareness, promotions and education conducted	15	5	25	Head of Programs	CEO
	4.1.2 Conduct public health screening.	Public health screening conducted	No. of health screenings conducted	15	5	25		
	4.1.3 Promote vaccination	Vaccinations promoted	No. of vaccination undertaken	15	5	25		
4.2 Curative health services	4.2.1 Conduct medical outreach.	Medical outreach conducted	No. of medical outreaches conducted	35	5	10	Head of Programs	CEO
	4.2.2 Facilitate health referral linkages and support.	Referral and linkages facilitated	No. of referrals and linkages	20	6	8		

Appendix I: Implementation Matrix *Continued*

Program	Key Activities	Expected Output	Output Indicators	Overall Target	Annual Targets			Budget in Ksh. (Millions)				Responsible	Accountable
4.3 Health systems strengthening	4.3.1 Provide support for partnering health facilities.	Partnering facilities supported	No. of facilities supported	6	2	2	2	40	40	40	120	CEO	Board of Trustees
	4.3.2 Establish mobile clinics	Mobile clinic established	No. of mobile clinics	23	5	8	10	50	80	100	230		
	4.4.1 Support and participate in action research initiatives for evidence-based interventions.	Research initiatives supported	No. of research initiatives supported	30	10	10	10	50	50	50	150		
ENVIRONMENT AND CLIMATE ACTION THEME													
Strategic Objective: To help communities attain and sustain a clean and eco-friendly environment.													
5.1 Environmental conservation awareness	5.1.1 Conduct sensitization, education and awareness campaigns	Sensitization, education and awareness campaigns conducted	No. of sensitization, education and awareness campaigns	20	6	6	8	8	8	9	25	Head of Programs	CEO
	5.1.2 Develop partnerships and collaboration on environment and climate action.	Partnerships and collaboration developed	No. of partners onboarded	5	1	2	2	20	40	40	100		
			10	2	4	4							
5.2 Environmental restoration	5.1.3 Promote adoption of renewable energy	Renewable energy adopted	No. of homesteads/schools adopting renewable energy	100	30	30	40	3	3	4	10	Head of Programs	CEO
	5.2.1 Undertake tree planting initiatives and community-based forest management	Trees planted and forests managed	No. of trees planted (000)	1050	300	350	400	15	25	35	75		
	5.2.2 Undertake environmental clean-up	Environmental clean-up undertaken	No. of clean-up activities	20	5	10	8	10	15	20	45		
	5.2.3 Promote waste recycle and reuse	Waste recycle and reuse promoted	No. of waste recycle and reuse initiatives	5	1	2	2	5	10	10	25		

Appendix I: Implementation Matrix *Continued*

Program	Key Activities	Expected Output	Output Indicators	Overall Target	Annual Targets	Budget in Ksh. (Millions)	Responsible	Accountable	
Strategic Objective: To improve access to safe clean water, proper sanitation and appropriate hygiene practices.									
Support development of water projects in schools, community centres, and market places, through:									
6.1 Access to safe clean water (potable water)	6.1.3.1	Linkage with WSPs and infrastructure;	No. of WSPs onboarded	15	5 5 5	5 5 5	15	Head of Programs CEO	
		No. of beneficiaries (000)	45	15	15 15				
	6.1.3.2	Water harvesting and storage facilities;	No. of facilities developed	55	10 20	40 80	220		
		No. of beneficiaries (000)	30	5	10 15				
	6.1.3.3	Water infrastructure i.e. boreholes, water pumps, piping etc.	No. of infrastructure projects developed	27	5 10	40 80	220		
			No. of beneficiaries (000)	7.5	7.5 7.5				
Improve sanitation in schools, homes, and market places through:									
6.2 Access to proper sanitation	6.2.3.1	Linkage with WSPs and infrastructure	No. of WSP onboarded	15	5 5 5	5 5 5	15	Head of Programs CEO	
		Sanitation facilities constructed	No. of facilities constructed in schools	15	5 5	30 40	100		
	6.2.3.2	Construction of sanitation facilities.	No. of facilities in homes	50	50 50	50 50	150		
		No. of facilities in market places	22	5	7 10	30 40	90		
			No. of beneficiaries (000)	22	7 10				
Promote appropriate hygiene through:									
6.3 Inculcation of appropriate hygiene practices	1.1.1.1	Education and awareness campaigns	No. of education and awareness campaigns conducted	100	30 30	3 3	10	Head of Programs CEO	
	1.1.1.2	Installation of public hand-washing facilities	No. of facilities installed	450	100 150	15 20	65		
ENABLER 1: ORGANISATIONAL CAPACITY									
Strategic Objective: To enhance internal capacity for organisational success.									
7.1 Operationalization of an organization structure and governance.	7.1.1	Design the organisational structure	Timeline	Q1	Q1	24	28	84	Board of Trustees
	7.1.2	Resource the structure	Structure resourced	100%	60%	75%	100%		
	7.1.3	Develop and implement capacity building programs for the staff.	Capacity building conducted % of staff	24	4 8	5 10	15	30	Head of Corporate Services CEO
			100%	100%	100%				

Appendix I: Implementation Matrix *Continued*

Program	Key Activities	Expected Output	Output Indicators	Overall Target	Annual Targets			Budget in Ksh. (Millions)			Responsible	Accountable
7.2 Implementation of systems, policies, procedures, and guidelines.	1.1.1 Develop policies and procedures.	Policies and procedures developed	No. of policies and procedures developed	5	1	2	1	2	2	5	CEO	Board of Trustees
	1.1.2 Develop and implement ICT roadmap	ICT roadmap developed and implemented	% of implementation	100%	40%	40%	1.1	1.1	1.1	3.3	Head of Corporate Services	
	1.1.3 Establish data management and security.	Data management and security established	% of implementation	100%	50%	75%	0.4	0.4	0.3	1.1	Head of Corporate Services	CEO
	1.1.4 Establish Service Level Agreements (SLAs).	SLAs established	No. of SLAs	10	3	3	4					
7.3 Expansion of office space, warehouse and transport facilities.	1.1.1 Acquire secure office space.	Office space acquired	Timeline	Y1	1	-	3.6	3.6	3.6	10.8		
	1.1.2 Procure office furniture and equipment.	Office furniture and equipment procured	Timeline	Y1	1	-	10	-	-	10	Head of Corporate Services	CEO
	1.1.3 Acquire bus for Foundation's operations	MVs and bikes sourced	Timeline	Y1	1		25			25		
	1.1.4 Procure storage facility for goods.	Storage facility procured	Timeline	Y1	1		4.8	4.8	4.8	14.4		
7.4 Enhancement of ICT infrastructure	1.1.5 Install telecommunication and internet infrastructure.	Telecommunication and internet infrastructure installed	Timeline	Y1	1	-	3	0.5	0.5	4	Head of Corporate Services	CEO
	1.1.6 Procure ICT services.	ICT servers procured	Timeline	Y1	1	-	1	0.5	0.5	2		
7.5 Monitoring and evaluation	1.1.1 Develop Annual Work Plans by Q1.	AWP developed	Timeline	Annually	1	1	1				Head of Corporate Services	CEO
	1.1.2 Develop appropriate M&E tools.	M&E tools developed	% of completion	100%	100%	-	-					
	1.1.3 Conduct continuous assessment of programs.	Assessment of programs conducted	No. of assessment reports	12	4	4	4	1	1	3	Head of Programs	CEO
	1.1.4 Conduct stakeholder satisfaction surveys.	Satisfaction surveys conducted	No. of surveys	3	1	1	1	1	1	3		

Appendix I: Implementation Matrix *Continued*

Program	Key Activities	Expected Output	Output Indicators	Overall Target	Annual Targets	Budget in Ksh. (Millions)	Responsible	Accountable				
ENABLER 2: RESOURCE MOBILISATION AND MANAGEMENT												
Strategic Objective: To mobilise adequate financial and technical resources for organisational sustainability.												
8.1 Implementation of a comprehensive resource mobilisation strategy.	1.1.1 Develop and implement strategies for mobilisation of financial and technical resources.	Strategy developed and implemented % of implementation Value mobilized -Ksh (Mn)	Timeline	Y1	1	-	-					
			100%	100%	100%	1.0	1.0	3.5	Head of Resource Mobilization	CEO		
			14,312.6	3640.4	4774.4	5897.8						
8.2 Establishment of policies and guidelines on resources management, reporting and accountability.	1.1.1 Develop internal policies and guidelines on resource management. 1.1.2 Establish and install resource management systems or controls. 1.1.3 Undertake regular audits to confirm rate of compliance and adequacy of the controls.	Policies and guidelines on resource management developed Resource management systems/controls installed Audits conducted Level of adequacy	Timeline	Y1	1	-	-	2	Head of Corporate Services	CEO		
			Timeline	Y1	1	-	-	1.0	0.5	2	Head of Corporate Services	CEO
			Rate of compliance	100%	100%	100%	0.5	0.5	1.5	Manager, Risk & Internal Audit	CEO	
			100%	100%	100%							

Pictorial









Appendix II: The Board of Trustees

1. ELIUD OWALO

Eliud Owalo is the Patron and Chairman of the Board of Trustees of the Foundation.

With a distinguished track record in Public Service, Private Sector consultancy and a passionate philanthropist, Mr Eliud Owalo is a key figure in Kenya's national transformation journey. A highly accomplished and widely respected Economist and Strategy Expert, he currently serves as the Deputy Chief of Staff for Delivery and Government Efficiency in the Government of the Republic of Kenya.

In this role, he leads national efforts to enhance service delivery, institutional performance, and operational efficiency across government. Prior to this, Mr. Owalo served as Deputy Chief of Staff for Performance and Delivery Management, and as Cabinet Secretary for Information, Communication, and the Digital Economy, where he spearheaded transformative initiatives in digital governance and public sector reforms.

Mr. Owalo is also the Founder of the Eliud Owalo Foundation, established out of the belief that all human beings are equal in the eyes of the Creator and deserve a fair opportunity to live empowered, dignified, and fulfilling lives. The Foundation operates through several thematic pillars, with a strong focus on youth and women empowerment as key drivers of social transformation.

Before his entry into the public service, Mr. Owalo was the Founder and Managing Consultant of Eliud &



Associates (E&A) Management Consultants, an international consultancy firm he led for over two decades. During his 23-year consultancy career, he successfully delivered more than 100 strategic plans for institutions across Kenya, designed bespoke performance management systems, led major organisational transformation programs, and advised both public and private sector entities on strategic planning, corporate governance, and human resource management.

His core competencies span Macro and Microeconomics, Strategic Planning, Performance Management, Organisational Development, Job Evaluation and Pay Structure Design, Change Management, Market Research, and Feasibility Studies.

Mr. Owalo holds a Bachelor of Arts in Economics and Business Studies from Kenyatta University, a Master of Business Administration in Human Resource Management from the University of Nairobi, and is currently pursuing Doctor of Philosophy (PhD) in Strategic Management at the University of Nairobi.

He is a Fellow of the Institute of Human Resource Management (FIHRM), Fellow of the Economists Society of Kenya (FESK), Member of the Institute of Economic Affairs (IEA), Full Member of the Kenya Institute of Management (KIM), Member of the Professional Trainers' Association of Kenya (PTAK), and a former Director and Council Member of the Kenya School of Government (KSG).

2. CHRIS MENSAH

Chris Mensah is a seasoned international governance and policy expert who served for over 16 years as Secretary to the Governing Council at UN-Habitat (United Nations Human Settlements Programme). In this role, he played a pivotal part in steering the organisation's transition to its current governance structure, providing candid, insightful, and pragmatic advice to both leadership



and Member States.

Well respected for his unwavering professionalism, diplomacy, and skilful navigation of complex multilateral processes, Chris brought depth of understanding to institutional reform and stakeholder engagement. His legacy at UN-Habitat is marked by dedication to effective governance, strategic foresight, and commitment to sustainable urban development.

3. JUSTICE JOYCE ALUOCH

Hon. Lady Justice Joyce Aluoch (Retired) is the immediate past First Vice-President of the International Criminal Court (ICC) at The Hague, and a former Judge of the High Court and Court of Appeal of Kenya. A distinguished jurist, she is celebrated for her integrity, fairness, and dedication to justice. She holds an LL.B. from the University of Nairobi, a Diploma from the Kenya School of Law, and a Master's Degree in International Affairs (GMAP) from the Fletcher School of Law and Diplomacy, Tufts University, which honoured her with the Distinguished Achievement Award (2015) and the Class of 1947 Award (honoris cau-



sa, 2018) — making her the first Black recipient of this distinction.

After an illustrious judicial career, Justice Aluoch has continued to serve in Alternative Dispute Resolution (ADR) as an arbitrator and mediator in both national and international forums. Her exemplary public service has earned her several Presidential National Honours, including Elder of the Burning Spear (EBS), Chief of the Order of the Burning Spear (CBS), and the Trail Blazer Award. She brings to the Board extensive experience in law, governance, diplomacy, and justice sector reform.

4. DR. ESTHER KOIMETT

Dr. Esther Koimett is a distinguished public servant and investment professional with extensive experience in investment promotion, banking, privatisation, and public policy. She has held several senior leadership positions within the Government of Kenya, including Principal Secretary in the State Department for Broadcasting and Telecommunications under the Ministry of ICT, Innovation and Youth Affairs, and previously as Principal Secretary, State Department for Transport in the Ministry of Transport, Infrastructure, Housing, Urban Development & Public Works.

Earlier in her career, Esther served as Director Gener-



al for Public Investment and Portfolio Management at the National Treasury, and as Managing Director and Chief Executive Officer of the Kenya Post Office Savings Bank (Postbank). She has played a pivotal role in shaping Kenya's economic and ICT policy landscape, contributing to the amendment of the National ICT Policy Guidelines to promote Business Process Outsourcing (BPO) growth, and was instrumental in the drafting of the Privatisation Bill (2005). Her leadership reflects a deep commitment to public sector transformation, economic growth, and inclusive development.

5. DR MARY OKELO

Dr. Mary Okelo is a trailblazing banker, educator, entrepreneur, and gender rights advocate whose career spans the public, private, and development sectors. She made history as Kenya's first woman bank manager and founded the Barclays Bank Women's Association, mentoring women into leadership and championing inclusive banking policies. In 1982, she established and became the first Chairperson of the Kenya Women's Finance Trust (KWFT) — now the largest microfinance institution in Kenya — empowering thousands of women through financial inclusion and enterprise support.

Internationally, Dr. Okelo served as the African Regional Representative of Women's World Banking, helping establish affiliates in six countries, and as Se-



nior Advisor to the President of the African Development Bank (AfDB), where she contributed to the Bank's Women in Development Policy. She co-founded the Makini Group of Schools, together with her late husband, and has been honoured with numerous awards, including the Moran of the Order of the Burning Spear (MBS), Millennium Ambassador for Teachers Without Borders, and recognition among Africa's Most Influential Women in Business and Government (2017). A graduate of Makerere University, she also holds qualifications from Froebel College (Dublin), the Institute of Bankers (London), and the Kenya Institute of Bankers, alongside two honorary doctorates for her contributions to humanity and community service.

6. AMB. RAYCHELLE OMAMO

Ambassador Raychelle Omamo is a renowned lawyer, diplomat, and public servant who has held some of Kenya's highest leadership positions in government. She served as Cabinet Secretary for Defence (2013–2020) — the first woman to hold the position — and later as Cabinet Secretary for Foreign Affairs (2020–2022), where she represented Kenya on the global stage with distinction. In 2014, she also briefly served as Acting Cabinet Secretary for Labour and Social Services, demonstrating versatility and steadfast commitment to national service.

A Senior Counsel and accomplished legal professional,



Amb. Omamo was Managing Partner at Omamo & Omamo Advocates (1985–2002) and served as Chairperson of the Law Society of Kenya (2001–2003), becoming the first woman to hold that office. She was appointed Kenya's Ambassador to France (2003–2009) with concurrent accreditation to Spain, Portugal, Serbia, and the Holy See, and also served as Permanent Representative to UNESCO (2003–2006). Currently, she undertakes consultancy and advisory work in women's empowerment, peace, and security, continuing her legacy of leadership, diplomacy, and service to the nation.

7. ENG. JUDE LOVEDAY

Eng. Jude Loveday is a Director at Professional Consultants Ltd, a leading consulting engineering firm specialising in project management, design, and construction supervision of major infrastructure projects across East Africa, Rwanda, and Botswana.

With extensive experience in civil and structural engineering, he has played a key role in delivering high-impact projects that promote sustainable development and regional integration. In addition to his professional practice, Eng. Loveday serves as Kenya's



Honorary Consul to the Republic of Seychelles, where he actively advances diplomatic and economic cooperation between the two nations.

He holds a Master's Degree in International Relations and Diplomacy from the United States International University (USIU-Africa) and is widely respected for his leadership, cross-sector expertise, and commitment to excellence in both engineering and public service.

8. AMB. PHILIP THIGO

Ambassador Philip Thigo, MBS, is an award-winning technology and public policy leader who serves as the Special Envoy on Technology for the Republic of Kenya — the first such appointment in Africa. Recognized globally for his work in advancing ethical, inclusive, and people-centred digital transformation, he was appointed in 2023 by the United Nations Secretary-General to the High-Level Advisory Board on Artificial Intelligence (HLAB). His leadership has earned multiple international accolades, including recognition by Apolitical as one of the 2025 World-Leading Individuals on Artificial Intelligence in Government and among the World’s 100 Most Influential People in Digital Government (2018); the Mozilla RISE25 Award (2024) for ethical AI advocacy; and inclusion in AfricaCom’s Top 100 Most Influential Leaders in Technology and Telecommunications (2023). He was also conferred the Moran of the Order of the Burning Spear (M.B.S.) during Kenya’s 60th Independence Anniversary for his distinguished



national service.

Ambassador Thigo sits on several international boards, including NASA’s Earth Observations for SDGs (EO4SDGs), the AI Hub for Sustainable Development, the Coalition for Digital Environmental Sustainability (CODES), and the Global Blockchain Business Council (GBBC), and chairs the boards of Mama Organization and Mtoto News. A prolific thought leader, he has co-authored reports with the Brookings Institution, World Economic Forum, and other global think tanks. He previously served as the Founding Director for Africa at the Thunderbird School of Global Management (Arizona State University) and has held senior roles in international and non-profit organisations across Africa, the Middle East, and Latin America. Ambassador Thigo’s pioneering civic technology innovations — including Uchaguzi and the Budget Tracking Tool — continue to inspire greater transparency, accountability, and citizen participation through technology.

9. ANGELA WAMOLA

Angela Wamola is a seasoned business leader with over 20 years of experience driving digital transformation and technology adoption across Africa. She currently serves as the Head of Sub-Saharan Africa at the GSMA, the global association representing more than 800 mobile network operators and industry stakeholders worldwide. In this role, she leads strategic initiatives that advance digital connectivity, innovation, and policy reform across the continent. Renowned for her ability to build strong partnerships and advocate for enabling digital ecosystems, Angela has played a key role in shaping Africa’s mobile and telecommunications landscape.



Prior to joining GSMA, Ms. Wamola held several senior leadership positions at Safaricom PLC, where she contributed to the company’s growth and digital inclusion agenda. Passionate about bridging the digital divide and promoting gender inclusion in technology, she continues to champion initiatives that connect underserved communities and foster an inclusive digital future. Angela holds an Executive Master’s in Business Administration from the University of Cape Town, South Africa, and a Bachelor of Science in Civil Engineering from the University of Nairobi, Kenya.

10. PHYLLIS WAKIAGA

Phyllis Wakiaga is the Senior Advisor (Global Lead, Industry & Commerce) at the Tony Blair Institute for Global Change (TBI), where she leads global initiatives on industrial policy, innovation, entrepreneurship, small business development, tourism, and public-private partnerships. She works with governments across Africa and beyond to design and implement strategies that drive inclusive and sustainable industrial growth. Previously, she served as the Chief Executive Officer of the Kenya Association of Manufacturers (KAM) from 2015 to 2022, where she played a pivotal role in shaping Kenya's manufacturing and trade policy landscape. Her earlier career included senior roles at Kenya Airways in government and industry affairs, participation in East African Community aviation reforms, and legal practice with Otieno Omuga & Ouma



Advocates.

An Advocate of the High Court of Kenya, Phyllis holds a Master's in International Trade and Investment Law and a Bachelor of Laws (LL.B.) from the University of Nairobi, a Master's in Business Administration from JKUAT, and a Diploma in Law from the Kenya School of Law. A Swedish Institute alumnus in Sustainable Business Leadership, she has also trained in Investment Treaty Law, Public Policy, and Corporate Governance from global institutions. Phyllis serves as the United Nations Global Compact Network Representative in Kenya and sits on the Board of Kenya Electricity Generating Company (KenGen), where she continues to champion responsible business, sustainability, and inclusive economic growth.

11. PROF. HAZEL MISEDAMUMBO

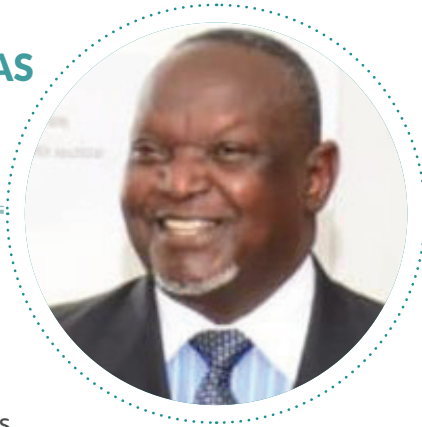
Prof. Hazel Miseda Mumbo is the Vice Chancellor of Great Lakes University of Kisumu (GLUK), where she provides strategic leadership in institutional development, academic innovation, and community engagement. She is also the Honorary Treasurer of the Forum for African Women Educationalists (FAWE), a pan-African organization that promotes girls' education and gender equality across the continent.

A respected scholar and higher education leader, Prof. Mumbo has contributed to research and teaching in



health systems, organisational leadership, and public sector management, and has held academic positions including Adjunct Associate Professor at Masinde Muliro University of Science and Technology. Her professional experience spans over two decades in academia and public service, during which she has championed educational excellence, gender equity, and institutional growth. Prof. Mumbo continues to play an influential role in advancing access to quality education and in shaping inclusive education policy in Kenya and beyond.

12. AMB. PETER NICHOLAS RATENG' OGINGA OGEGO



Ambassador Peter Nicholas Rateng' Oginga Ogego is a career diplomat and public administrator with more than three decades of distinguished service in Kenya's foreign affairs and national governance. Most recently, he served as Kenya's Ambassador to the Kingdom of Saudi Arabia (2018–2023), with concurrent accreditation to Iraq and Yemen, where he strengthened bilateral relations and advanced Kenya's strategic and economic interests in the Gulf region. Prior to this, he held several high-level diplomatic and security appointments, including Deputy Commandant (Civil) at the National Defence College, Special Envoy to the Sudanese Peace Process, and Ambassador to the United States (2006–2010), where he was also accredited to Mexico and Colombia and served as Kenya's alternate signatory at the World Bank, IMF, and IFC.

Earlier in his career, Ambassador Ogego served as

Kenya's High Commissioner to Canada (2004–2006), where he became the country's first non-resident Ambassador to Cuba, and as Commissioner for Special Programs in the Office of the President (2000–2002), where he also acted as Vice Chairman of the National Disaster Emergency Response Committee. A scholar-diplomat, he holds an MA in International Studies from the University of Nairobi's Institute of Diplomacy and International Studies, a BA in Political Science and International Law and MA (Part I) in Political Science and Public Administration from Makerere University, and a Graduate Certificate in Development Law, Human Rights and Social Justice from the Institute of Social Studies, The Hague. Ambassador Ogego is currently pursuing a PhD at the University of Nairobi, underscoring his lifelong commitment to leadership, diplomacy, and service to nation.

13. AMB. DR. JOSEPH MAGUTT



Ambassador Dr. Joseph Magutt is a distinguished Kenyan academic, diplomat, and geopolitical consultant. In August 2014, he was appointed by President Uhuru Kenyatta as Ambassador Extraordinary and Plenipotentiary to the Federal Republic of Germany, with concurrent accreditation to Romania and Bulgaria - a historic appointment which was the first in Kenyan history to be vetted and ap-

proved by parliament under the 2010 Constitution. Before embarking on his diplomatic career, Magutt was a full-time Lecturer of Political Science at Kenyatta University, and also taught part-time at several Kenyan institutions including USIU, Moi University, JKUAT, and Egerton University. His work bridges scholarship and diplomacy, offering deep insight into regional and global geopolitics.

14. AMB. MICHAEL ADIPO OKOTH OYUGI

Ambassador Michael Adipo Okoth Oyugi is a distinguished career diplomat and civil servant with over four decades of service in Kenya's Ministry of Foreign Affairs, where he rose through the ranks to serve as Ambassador to five countries and Permanent Representative to several United Nations agencies. Most recently, he served as Kenya's Ambassador to the Kingdom of Spain and the Principality of Andorra, as well as Permanent Representative to the UN World Tourism Organization (UNWTO). His earlier postings include Ambassador to Austria, Hungary, and Slovakia, where he also represented Kenya at key UN bodies in Vienna — including the International Atomic Energy Agency (IAEA), the United Nations Industrial Development Organization (UNIDO), and the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO). He also served as Director-General of the Foreign Service Academy and Director of Diaspora and Consular Affairs at the Ministry of Foreign Affairs Headquarters.



Ambassador Oyugi has served in senior leadership roles across the UN system, including as Vice-President of the UNIDO General Conference, President of the UNIDO Programme and Budget Committee, and Vice-Chairperson of the UN Commission on Narcotic Drugs. He holds a Bachelor of Arts (Hons) in International Relations and French from the University of Nairobi, a Postgraduate Diploma in Diplomacy and International Relations from the Instituto Rio Branco (Brazil), and a Postgraduate Certificate in Multilateral Diplomacy (with Distinction) from the Graduate Institute of International Studies, Geneva. Fluent in English, French, Portuguese, Kiswahili, and Spanish, Ambassador Oyugi continues to serve on public boards, including the Kisumu City Board, and as Patron and Consultant of the International Coalition on Health Financing Advocacy. In recognition of his exemplary service, he was awarded the Order of the Moran of the Burning Spear (MBS) by the President of the Republic of Kenya.

15. HUMPHREY KAYANGE

Humphrey Kayange is a renowned Kenyan sportsman, scientist, and sports administrator, celebrated both for his achievements on the rugby field and his leadership in global sports governance. A former captain of the Kenya national rugby sevens team, he is widely credited with elevating Kenya's international profile in the sport through his exemplary performance, discipline, and mentorship.

Beyond the field, Kayange is a Member of the Interna-



tional Olympic Committee (IOC) and, in April 2025, was appointed by IOC President Thomas Bach as Chair of the IOC Coordination Commission for the 4th Summer Youth Olympic Games (Dakar 2026) — making him one of the few Africans to hold such a distinguished role. A trained organic chemist, Kayange embodies the intersection of science, sports, and leadership, and continues to champion youth development, sports excellence, and integrity in athletics globally.

16. RONNIE OWINO

Ronnie Owino is a distinguished Kenyan basketball player, coach, and FIBA instructor, celebrated across Africa for his outstanding contribution to the growth and professionalization of the sport over the past three decades. Having traversed more than 25 African countries, he has been instrumental in nurturing basketball talent and advancing the technical standards of the game across the continent. Owino began his basketball journey in high school and rose to prominence at the University of Nairobi in 1984, starring for the campus team “Terrorists.” At just 19, he earned his first call-up to the Kenya national basketball team in 1983, later debuting at the FIBA Afro Basket in Abidjan, Côte d’Ivoire, and representing Kenya at the 1987 All-Africa Games in



Nairobi, where the team finished fourth.

As a coach, Owino led Posta Basketball Club to multiple national titles, including a historic three consecutive championships (1992–1994) and the inaugural East, Central, and Southern Africa Championship (1995).

He later guided the KCB Lionesses to back-to-back national league victories in 1997 and 1998, cementing his legacy as one of Kenya’s most successful basketball tacticians. Currently, he serves as the Head Coach of Strathmore University’s Premier League team and is the long-serving Chairman of the Nairobi Basketball Association (NBA). His lifelong commitment to the sport continues to inspire excellence, discipline, and leadership among Kenya’s emerging basketball talent.

17. DR. JOSEPH ‘JJ’ MASIGA

Dr. Joseph Jesse Masiga, fondly known as “JJ” Masiga, is a former international footballer and rugby player who made history as one of the few Kenyan athletes to represent the nation in both sports at the highest level. He played club football for AFC Leopards, one of Kenya’s most successful teams, where his skill, leadership, and sportsmanship earned him national recognition and enduring respect within Kenya’s sporting fraternity.

Academically, Dr. Masiga pursued his passion for



healthcare and is a highly respected dentist practicing in Nairobi. He holds a Bachelor of Dental Surgery (BDS) from the University of Nairobi (1983) and a Master of Science in Conservative Dentistry from the University of London (1989).

A symbol of discipline, excellence, and service, Dr. Masiga continues to inspire both the sporting and professional communities through his dedication to youth development, health advocacy, and mentorship.

18. NAHASHON 'LULE' OLUOCH



Nahashon Oluoch, affectionately known as "Lule", is a celebrated former Kenyan footballer and sports administrator whose talent and leadership left an indelible mark on Kenyan football. Nicknamed after the Ugandan president of the time, Lule rose to prominence in the late 1970s when the Kenyan press dubbed him the "schoolboy wonder" for his exceptional performances on the pitch. In 1979, he was named among the top 10 footballers in Africa by CAF, and in 1980, he played a pivotal role in helping Gor Mahia FC clinch their first-ever CECAFA Club Championship, defeating arch-rivals AFC Leopards in a historic final.

In 1982, Lule earned a football scholarship to Alabama A&M University (USA), where he continued to excel, helping his team achieve the top national ranking in 1984. Upon returning to Kenya, he joined Egerton University as a lecturer, continuing his dual passion for education and sports development. Deeply committed to football governance, he was appointed in 2010 as a committee member of the Kenya Football Normalization Committee, tasked with restructuring and reforming the sport nationally. He currently serves on the Board of Taita Taveta University, where he continues to champion sports development, education, and youth empowerment.

Appendix III: The Advisory Panel



Dr. Carole Mandi
Strategic Communication
Advisor



Dr. Erick Kibet
Legal and Regulatory
Affairs Advisor



Dr. Amos Omolo
Legal Advisor



Joan Onyango Obunga
Legal Advisor



Amb. Grace Okara
Policy Advisor



Dr. Ruth Okowa
Partnerships Advisor



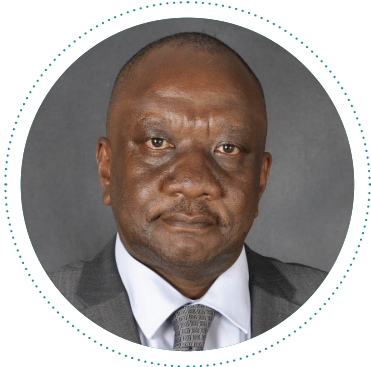
Angela Luchivya
Resource Mobilisation
Advisor



Dr. Philip Pande, PhD
Youth Engagement, Monitoring
and Evaluation Advisor



Abraham Muthogo
Financial Management
Advisor



Dickson Jawichre
Financial Management
Advisor



Eng. Stephen Auma
Water and Sanitation
Advisor



Eng. Andrew Meso
Water and Sanitation
Advisor



Alfred Adongo
Water and Sanitation
Advisor



Achie Ojany Alai
Protocol and Public
Relations Advisor



Prof. Tom Olali
Education Advisor



**Michael Okoth
K'Orieko**
Strategy Advisor



Alois Obare
Stakeholder Engagement
and Impact Advisor



Marshall Luusa
ICT Advisor



Charles Kinyeki
ICT Advisor



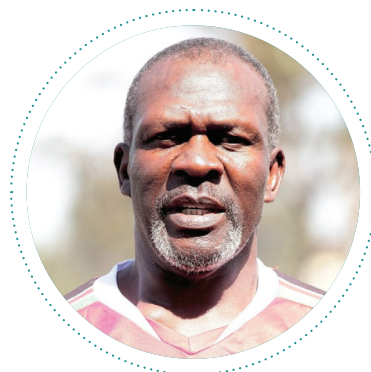
Sylvia Kamau Ocholla
Sports Advisor
(Basketball)



James Goro Oronge
Sports Advisor (Football)



Gerald Omolo "Chonjo"
Sports Advisor (Football)



Mickey Weche "T9"
Sports Advisor (Football)

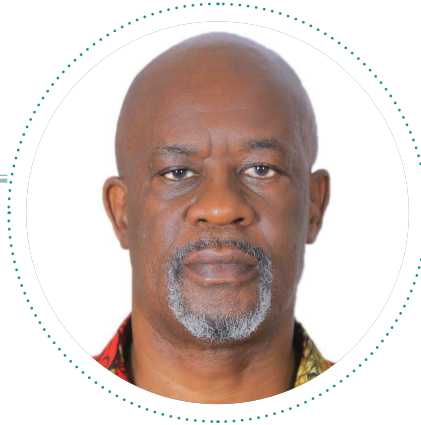


Tobias Ocholla "Jua Kali"
Sports Advisor (Football)

Appendix IV: The Foundation's Staff

Management Team

1. GEORGE OCHIENG' AWUOR - CHIEF EXECUTIVE OFFICER



George Ochieng' Awuor is a seasoned public servant and diplomat with over 35 years of distinguished service in Kenya's Ministry of Foreign Affairs, where he served in diverse roles both at headquarters and in foreign missions. He began his career in 1986 at the Research Division before taking up a long-term posting at the Kenya Mission to UNEP, Nairobi, where he established an efficient Information and Documentation Centre to strengthen Kenya's multilateral engagement. Over the years, he held key administrative and protocol positions — including Head of Protocol Documentation and Office Superintendent — where he demonstrated exceptional skill in coordination, organisation, and high-level government liaison

Mr. Awuor represented Kenya abroad as Administrative Attaché at the Kenya High Commission in Nige-

ria, where he managed the Lagos office and successfully oversaw consular, immigration, and administrative operations. In January 2020, he was posted to South Sudan as Administrative Attaché, responsible for managing the Juba office's consular, immigration, and administrative affairs, while fostering stronger bilateral relations between the two countries. His exemplary service includes the facilitation of major state and international events such as Presidential visits, both inward and outward (including those of President Barack Obama and Pope Francis), national celebrations, and global summits hosted in Nairobi, including TICAD VI, UNCTAD XIV, WTO, COMESA, EAC, and ICPD25. Mr. Awuor is widely respected for his integrity, professionalism, and dedication to excellence in public service.

2. ENG. MORRIS ALUANGA - GENERAL MANAGER, PROGRAMS



Eng. Morris Aluanga is a senior civil engineer and accomplished public administrator with over three decades of experience in infrastructure development, policy implementation, and strategic leadership within Kenya's public sector. He has held key executive roles in the County Government of Machakos, including County Executive Committee Member for Water, Irrigation, Environment, Climate Change, and Natural Resources, and County Executive Member for Transport, Roads, and Public Works. In these capacities, he provided strategic direction in infrastructure planning, climate change mitigation, and sustainable resource management, successfully overseeing major projects under the Kenya Municipal Program and the Nairobi Metropolitan Improvement Program.

A professional engineer with a Bachelor of Science in Civil Engineering from the University of Nairo-

bi, Eng. Aluanga began his career with Howard Humphreys Consulting Engineers before joining public service in the Ministry of Local Government, where he rose to become Assistant Town Clerk at the Nairobi City Council. Beyond engineering, he has made an enduring contribution to Kenyan sports, having served as National Chairman of the Kenya Basketball Federation, President of the FIBA Africa Zone V Federation, and Vice President of FIBA Africa. In recognition of his exemplary service to sports and national development, he was awarded the Head of State Commendation (HSC) in 2004. Eng. Aluanga currently serves as Chairperson of the Board of Management at Lang'ata High School and continues to promote excellence in leadership, youth development, and public service.

Other Staff of The Foundation



Kennedy Mbogo
Executive Director



Jayne Opondo
Communications Officer



Geoffrey Agwenge
Logistics Officer



Edwin Cornelius
Digital Content Creator



Henry Kwenya
Senior Photographer &
Videographer

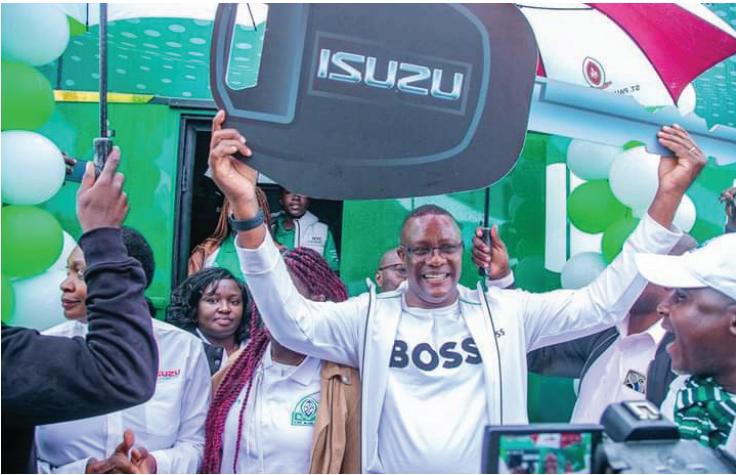


Dennis Mbau
Photographer &
Videographer

Pictorial










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