

# Power for the People

STRATEGIC PLAN

2023-2025





# ABOUT US

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## OUR VISION

Healthy, educated, skilled people building prosperous, sustainable communities

## OUR MISSION

Partnering with communities experiencing extreme, multi-dimensional poverty, using innovation and clean technologies as a backbone for sustainable development.

## OUR VALUES

Sustainability, Accountability, Innovation, Partnership, Inclusion

## OUR OPERATING PRINCIPLES

- Handshakes not handouts
- Pilot, scale-up, replicate
- Innovation
- Collaboration
- Environmental, operational and financial sustainability



POWER FOR THE PEOPLE

# OUR THEORY OF CHANGE



Eradicating multi-dimensional poverty



By delivering sustainable, scalable, replicable projects



Built on strong foundations



Using innovation and a backbone of clean tech



Creating healthy, educated, skilled people building prosperous, sustainable communities

Addressing the Sustainable Development Goals:

- Zero Hunger
- Good Health
- Clean Water and Sanitation
- Quality Education
- Reduced Inequalities
- Decent Work and Economic Growth

- Sustainable agriculture
- Water and sanitation
- Nishati
- ARISE
- Window on the World
- Education and vocational training
- Health camps and tele-medicine
- Small business incubator

- Community partnerships
- Stakeholder engagement and accountability
- Handshakes not handouts
- Pilot, scale, replicate
- Operational, financial and environmental sustainability

- Solar electricity
- Smokeless cookstoves
- Bio-toilets and bio-gas technology
- Hydroponics
- Aquaponics
- Atmospheric water generation
- ICT and digital skills

- Improved food security
- Access to water and sanitation
- Access to education
- Livelihoods and employment
- Vocational and life skills development
- Improved healthcare
- Access to finance and market



# STRATEGIC CONTEXT

# SWOT ANALYSIS

## LEVERAGING OUR STRENGTHS AND ADDRESSING WEAKNESSES

### Strengths

- Clear and compelling mission and vision, aligned to Agenda 2030 and SDGs - with a shared understanding across the Board, team and partners.
- Track record of successful and high-impact projects where the impact is visible, measurable and sustainable.
- Sources of affordable cleantech relevant to our work are growing.
- We have successful partnerships to support the delivery of our programmes e.g. CWE-Tech
- Our board is dedicated and engaged, with expertise that is relevant to our work, and good networks.
- We have employed a paid CEO for the first time, which whilst increasing our fixed cost base, has enabled us to strengthen our foundations.
- We have a small core of loyal major donors (donating >£1k pa) and corporate partners including an annual contribution of >£5k for 20 years.
- Our digital marketing and online fundraising efforts have increased our engagement and following via website, email and social media.
- A major fundraising event led by one of our trustees in 2022 has increased our donor network and supporter base.
- We have established two regular match fund campaigns each year with the amount of match funding awarded increasing year on year.
- We are nimble and flexible, and can respond swiftly to challenges and opportunities.
- We have strengthened the capacity of PFP Africa Trust, who employ a part-time Project Manager based in Homa Bay County, and an intern in Narok County.

### Weaknesses

- With the closure of the Kickstarter scheme (providing paid-for work experience for unemployed young people in the UK), we have lost vital UK team capacity in the short-term. This will be addressed through volunteer recruitment from Sep 2022.
- Preparing for grant-readiness took longer than anticipated in 2022, meaning that grant applications were back-ended into the second half of the year, making income forecasting difficult.
- PFP Africa Trust governance needs strengthening: new trustees, completed registration and further paid resources.
- Our Fundraising Committee has been by and large dormant in 2022 and needs to be reinvigorated.
- Our website is difficult to navigate/update in the back end and therefore projects are not updated as often as they could be.
- We have poor success with raising, unrestricted funds to support our core UK delivery. Efforts to build in Full Cost Recovery to project proposals have not translated into a reliable source of income to meet our (albeit still low) fixed cost base.
- Our community-led, place-based approach can be off-putting to some funders and donors who want to see a specific focus or initiative that is delivered.
- Without a base in Kenya, we have limited ability to test and maximise new innovations.

# SWOT ANALYSIS

## SEIZING OPPORTUNITIES AND MINIMISING THREATS

### Opportunities

- Building delivery capability:
- Strengthening PFP Africa Trust will enable in country funding and global Aid funding to be applied for directly
- Partnerships subcommittee brings focus to secure new partnerships
- Our involvement with SIDCN and the Working in Kenya group creates opportunities for collaboration with other UK-based charities working in Kenya and Uganda
- Securing the lease on the land where the Arise Sewing Centre is situated gives massive scope for development across the site
- Exploiting new clean technologies.
- Carbon off-setting: positioning our work with sponsors.
- Build our fundraising capability: reinvigorating the subcommittee to bring focus and diversity to our donor base and infrastructure.
- Large crowdfunding campaigns (e.g. Big Give): Global Giving offers an opportunity to build on our previous success and reach a wider donor base.
- Corporate sponsorships: working with the fundraising subcommittee to focus on corporate partnerships and engagement
- Volunteer fundraising focus group; Community Ambassadors.
- Building on work over the past two years to strengthen our communication & stewardship: website, social media, virtual events.

### Threats

- Cost of Living crisis - double edged sword of rising costs/inflation which also impacts on discretionary income for our donors and supporters. We have already seen the impact on our planned Oct 2022 event.
- COVID19 Pandemic continues to have a negative impact on small international development charities with many grant-making trusts closing their international funding programmes or not accepting unsolicited applications
- Rising cost of goods due to scarcity of materials in country; security issues e.g. solar/battery units.
- Huge surge in beneficiary needs in-country.
- Shift in statutory funding: Cuts to FCDO Aid funding has increased competition for funding dramatically.
- Donor polarisation and fatigue: Focus on “charity begins at home”, giving to poverty and food-related charities.
- Cyber security: Increasing cyber fraud and hacking.
- Fraud and money laundering: Increasing corruption in-country at the macro and micro level.



# OUR FOCUS 2023-25



# STRATEGIC PRIORITIES

## 1. DELIVERING INNOVATIVE, IMPACTFUL PROGRAMMES

Commitment to place-based, community-led development in targeted communities in Kenya and Uganda, using a backbone of innovation and clean technology

## 2. FACILITATING CONNECTIONS AND NETWORKS

Connecting the communities we partner with to one another, and to others. Sharing our learning and expertise with others in the sector.

## 3. STRENGTHENING OUR FOUNDATIONS

Continuing our work to build a sustainable and resilient organisation with the people, resources and systems to fulfil our ambitions and future growth.



# CROSS-CUTTING INITIATIVE: THE ARISE CENTRE

The Arise Centre is a bold, ambitious plan to establish a base for our work in Homa Bay County in Kenya - coming full circle as it is where our first projects were delivered.

We have acquired a long-term lease on a former school ideally situated opposite a bustling market in Rusinga Island, on the eastern shore of Lake Victoria in Homa Bay County, Kenya.

Thanks to the generous support of DREAM EP Global Energy Kenya, we have powered the site with a solar mini-grid system which will give us the platform and essential infrastructure for development.

The Arise Centre cuts across all three of our Strategic Priorities:

1. **Delivering innovative, impactful programmes:** a base for our community-led projects with 'Handshakes not Handouts' at the heart.
2. **Facilitating connections and networks:** raising awareness of PFP within the community and expanding our impact through increased collaboration.
3. **Strengthening our Foundations:** Launching social enterprises with the profits reinvested into PFP charitable activities.

