KURIA FOUNDATION
FOR SOCIAL ENTERPRISE

KFSE Theory of Change

Problem Statement: Poverty and social marginalization are structural injustices that expose the vulnerable to humiliation, loss of dignity, and increased risk of human rights violations. Economic vulnerability weakens people's capacity to claim and assert their rights.

Target Population: Socially marginalized individuals and communities in Kenya, with a specific focus on necessity entrepreneurs, whom KFSE supports to transition into market-oriented entrepreneurship as a pathway to dignity, agency, and full economic participation.

Long-Term Impact: Marginalized individuals and communities in Kenya achieve durable economic independence and full participation in mainstream economic systems, contributing to a society that rejects poverty and human rights violations.

Preconditions: The following represent the non-negotiable states that must exist before KFSE's work can generate impact in the long-term impact.

1. Necessity entrepreneurs possess the skills, trainable-potential and strategic orientation required to operate viable, market-facing enterprises.
2. Access to affordable, timely, and right-sized financial and non-financial resources.
3. Necessity entrepreneurs see in themselves agency to become competent economic actors with choice and voice, not passive recipients of community aid and support.
4. A society where economic progress (GDP growth) is accompanied by language, stories, and norms that affirm basic human dignity and reject poverty as inevitable.

KFSE's Chosen Interventions:

1. Building of E^2 Capabilities & Pathways
    a. Three-tiered entrepreneurial trainings
    b. On-going mentorship support
    c. Peer-2-peer learnings & support
2. Resourcing for Rights (R4R)
    a. Start-/scale-up grants
    b. Access to affordable credit, paired with training on responsible business borrowing and credit use
    c. Scholarship for trade & technical training colleges
3. Development of Norm-shifting narratives on Poverty & Marginalization
4. Proving, Learning & Scaling

Outputs:

1. Trained entrepreneurs,
2. Funded mSMEs,

3. Affordable credit (through a DCP licence)
4. Graduates from technical schools

5. published poverty-/marginality-abolitionist narratives, policy briefs, and scalable toolkits.

Short-Term Outcomes:

1. Increased entrepreneurial skills and practices,
2. Access to start-/scale-up capital,
3. Access to affordable credit
4. Access to scholarships
5. Dignity-cantered narratives.

Medium-Term Outcomes:

1. Transition to best-business practices from business survival orientation
2. Reduced vulnerability to poverty and poverty-determined marginality
3. Increased participation in mainstream credit markets and enhanced capacity to assess and manage financial risks.
4. Growth & adoption of dignity-affirming narratives
5. Increased human rights-claiming behaviour.

Long-Term Outcomes:

1. Sustainable, profitable, and resilient enterprises that contribute to local and national economic development
2. Marginalized individuals and communities achieve durable economic security and social inclusion
3. Economically empowered individuals actively engage in mainstream economic systems, making informed decisions and wealth building
4. Individuals and communities internalize self-worth and resilience, fostering empowerment and society-wide positive change
5. Individuals enjoy and exercise their economic, social, and civil rights, contributing to equitable and just communities.

Assumptions:

1. **Necessity entrepreneurs** can develop the skills, mindset, and strategic orientation needed to operate viable, market-oriented enterprises.
2. **Affordable, timely, and appropriately-sized credit**, coupled with training on its use, can lead to meaningful economic empowerment.
3. **Trade and technical skills training** will enhance employability outcomes for non-entrepreneur beneficiaries.

4. **Norm-shifting narratives and changes in language** on poverty and marginality can drive social evolution that affirms human dignity, rejects poverty as inevitable, and supports inclusive economic participation.
5. **Integrated and scaled-up interventions**—including skills development, financial support, mentorship, and norm-shifting—can produce the desired economic empowerment impact.