

KFSE STRATEGIC PLAN

2025/26 – 2027/28

THE OUR CONVICTION IS SIMPLE:

"Economically empowered people are more likely to claim and assert their rights, while those facing economic vulnerability are at greater risk of rights violations."

KFSE

Nairobi – 2025.

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Introduction

Far too long have poverty and marginalization been treated as inevitable and unfortunate conditions to be managed rather than abolished. KFSE rejects this resignation. Poverty and marginalization are not natural facts of life; they are ingrained social-structural injustices, which, just like slavery or colonialism, can and must be ended.

At KFSE we believe that poverty and marginalization are not private misfortunes; they are collective humiliations.

> *"Disgusting like public adult nudity in the marketplace, poverty and marginalization expose our collective human dignity to shame and humiliation. We must cleanse, heal, and transform this condition so that human dignity stands decently clothed, restored, and with pride."*

The metaphor of nudity captures the spirit of KFSE's 2025/26–2027/28 Strategic Plan. Poverty and marginalization are not only economic or social issues — they are public violations of human dignity. To tolerate them is to tolerate humiliation. To **abolish** them is to restore decency, self-respect, and pride.

Our Story: Founded in 2012, KFSE has always pursued economic empowerment for marginalized communities. Our conviction is simple: *"Economically empowered individuals are more likely to claim and assert their rights, while economic vulnerability often correlates with increased rights violations*."

Over the years, KFSE has built extensive expertise in the areas of entrepreneurial training, MSMEs mentorship, seed capital financing, innovative credit provision, and scholarships for individuals seeking technical and vocational skills.

What makes KFSE distinctive is not *what* we do, but *how* we do it:

- We link **economic empowerment (E^2)** with social justice, keeping dignity and inclusion at the centre of our work.
- We stand with marginalized groups who are often excluded from mainstream opportunities.
- Through practical and scalable economic empowerment models, we challenge the entrenched belief that poverty is inevitable and marginalization unavoidable — and instead demonstrate how dignity and inclusion can be restored.

Our Strategic Focus

Over the next three years, KFSE will advance four strategic objectives, each contributing to the healing and restoration of human dignity:

1. **Build E^2 Capabilities & Pathways:** We shall conduct entrepreneurial skills trainings, research and education on innovative income generation pathways, and facilitate peer-to-peer E^2 activities.
2. **Resourcing for Rights (R_4R):** We shall provide seed capital financing, affordable credit, business mentorship and visibility to emerging entrepreneurs.
3. **Shifting Norms on Poverty & Marginalization:** We will reframe poverty and marginalization as violations of human dignity and nurture abolitionist thinking in response to them.
4. **Prove, learn & Scale:** We shall generate evidence on E^2 practices, influence E^2 policy, and showcase innovative E^2 models for wider adoption and scaling.

Vision, Mission & Values

Vision Statement

We envision a society that sees poverty and marginalization as intolerable affronts to human dignity, and therefore works for their abolition.

Mission Statement:

We exist to ignite global consciousness of poverty and marginalization as indecent affronts to human dignity. Alongside this, we develop and pilot innovative solutions that demonstrate their abolition is possible

Tagline

“No to poverty. No to marginalization. Yes, to human dignity.”

Values

1. **Human Dignity** – we uphold the inherent worth of every person and fight for its restoration where it is denied.
2. **Justice and Equity** – we challenge inequities and work to ensure fair opportunities for all.
3. **Solidarity in Action** – we stand with those who are marginalized, ensuring no one is left behind.
4. **Innovation with Purpose** – we pioneer and disseminate transformative interventions that break cycles of poverty.
5. **Integrity and Accountability** – we remain transparent, accountable, and steadfast in our commitment to change.

Strategic Goals, Objectives & Actions

The following are the key strategic focus areas of our work.

Goal No 1: Build E^2 Capabilities & Pathways

a. Equip MSME partners with entrepreneurial skills
    i. Deliver hands-on 3-tier levels of Entrepreneurial training
    ii. Support MSMEs in the development of business plans & business strategic plans
    iii. Facilitate peer-to-peer exchanges at KFSE office space

b. Develop income generation roadmaps
    i. Develop Business Canvas Models (BCMs) and advisory on passive income generation pathways
    ii. Encourage and facilitate formation of investment chamas/groups
    iii. Through the DCP, support qualified beneficiaries to establish savings/investment portfolios

c. Provide ongoing business mentorships
    i. Match MSMEs with mentors to provide guidance, accountability, and encouragement
    ii. Facilitate formation & implementation of peer-support circles and group coaching
    iii. Hold an annual peer-learning event for non-entrepreneurs

Goal no 2: Resourcing for Rights (R_4R)

a. Provide seed capital financing
    i. Identify qualified businesses (ideas) for seed capital financing support
    ii. Disburse grants and/or low-interest loans as per established procedure
    iii. Provide on-going support and mentorship to beneficiaries

b. Provide scholarship support to technical/trade institutions
    i. Develop a fair and transparent selection criteria & invite applications
    ii. Explore partnership with training institution that have partial scholarship for expanded impact
    iii. Provide on-going support and linkages to labour markets for graduates

c. Increase visibility of project beneficiary businesses
    i. Develop, publicize a marketing website for KFSE supported businesses
    ii. Showcase supported businesses at community fairs/expos

Goal No. 3: Shift Norms on Poverty and Marginalization

a. Reframe poverty & marginalization as indecent affronts to human dignity
    i. Originate narrative-shifting articles & essays and share on KFSE E^2 Blog
    ii. Create glossary of terms, metaphors, and symbols on human dignity & inclusion.

b. Coalesce an anti-poverty and marginalization movement
    i. Build and nurture an online space where abolitionist thinking is shared, debated, and amplified.
    ii. Encourage members to share creative content (stories, art, videos) that dramatize the vision of a poverty-, and marginalization-free society.
    iii. Research & disseminate findings on non-traditional approaches to abolition of poverty and marginalization

c. Normalize 'abolitionist thinking' by creation via Abolitionist newsletter
    i. Publish thought-leading articles, stories, and resources on abolitionist perspectives.
    ii. Share updates on campaigns, creative works, and emerging language and trends on abolition.

Goal No. 4: Prove, Learn & Scale

a. Generate an evidence base of effective anti-poverty and anti-marginalization strategies
    i. Pilot and document effective E^2 strategies
    ii. Gather and share lived-experience stories alongside data to measure E^2 intervention impact
    iii. Research on non-financial empowerment approaches (such as CBT of social rewards & impact of social comparison) to promoting equality & non-marginalization

b. Disseminate evidence-based policy briefs to drive government and social action
    i. Translate research and pilot findings into clear, action-oriented policy briefs
    ii. Create an open-access resource base of these policy briefs

c. Present our proven E^2 intervention models for wider replication and scaling.
    i. Develop and showcase toolkits of successful E^2 strategies
    ii. Host annual KFSE MSMEs celebration & awards day

KFSE Strategic Plan Implementation Matrix

Strategic Goal 1: Build Capabilities & Increase E^2 Pathways				
a. Equip our beneficiaries with entrepreneurial skills	i. Deliver hands-on 3-tiered entrepreneurial training	Q1–Q4 (per cohort)	EDO & Consultants	Reports, records, media, attendance lists
	ii. Support MSMEs develop business/strategic plans	Q1–Q4 (per training cohort)	EDO	Copies of business/Strategic plans
	iii. Facilitate peer-to-peer exchanges at KFSE office space	Q1–Q4 (per need)	EDO & Respective Laison Consultants	Relevant reports
b. Develop passive income roadmaps	i. Encourage & facilitate formation of investment chamas/groups	Q3 (Reviewed annually)	Consultant	Consultant report
	ii. Through the DCP, support qualified beneficiaries establish savings/investment portfolio	Q1–Q4 (Annual)	DCP Manager	Number of accounts established
	iii. Develop advisory passive income generation pathways	Q1–Q4 (Annual)	Respective Laison Consultants	Meeting reports
c. Provide ongoing business mentorships	i. Match MSMEs with mentors for guidance and accountability	Q1–Q4 (Rolling basis)	EDO & Respective Laison Consultants	Relevant reports
	ii. Facilitate formation & implementation peer-support circles and group coaching	Q1–Q4 (Annual)	EDO & Respective	Team reports & Attendance lists

	iii. Hold annual peer-learning event on wealth generation for non-entrepreneurs	End of FY	KFSE Team & Consultants	Attendance lists
Strategic Goal 2: Resourcing for Rights (R_4R)				
Sub-Objective	Key Activities	Timeline	Responsible Party	Means of Verification
a. Provide seed capital Financing	i. Identify qualified businesses (ideas) for seed capital financing	Q1–Q3 (Rolling basis)	KFSE Program Team	List of selected businesses
	ii. Disburse grants and/or low-interest loans as per established procedure	Q1–Q4 (Rolling basis)	EDO & DCP manager	Disbursement records, Loans records
	iii. Provide ongoing support and mentorship to beneficiaries	Q1–Q4 (Rolling)	EDO & Respective Laison Consultants	Mentorship reports
b. Provide scholarship support to technical institutions	i. Develop fair and transparent selection criteria & invite applications	Q1–Q4 (Annual)	KFSE Program Team / Partner	Reports, records, media, attendance lists
	ii. Explore partnerships with training institutions providing partial scholarships for impact	Q1–Q4 (Annual)	EDO & Respective Laison Consultants	Partnership agreements
	iii. Provide ongoing support & linkages to labour markets for graduates	Q1–Q4 (Annual)	KFSE Program Team / Respective Laison Consultants	Relevant performance reports
c. Increase visibility of KFSE-supported MSMEs	i. Develop, publicize a marketing website for KFSE supported businesses	Q4	ED	Developed & functional website

	ii.	Showcase supported businesses at community fairs/expos	Opportune fairs/expos	Respective Laison Consultants	Expo/fairs attendance reports
Strategic Goal 3: Shift Norms on Poverty and Marginalization					
a. Reframe poverty & marginalization as affronts to dignity	i.	Originate narrative-shift articles & essays	On going	Abolitionist coalition	Articles on KFSE Blog
	ii.	Create glossary of terms, metaphors, and symbols of human dignity & inclusion	TBD	Abolitionist coalition	Glossary document
b. Coalesce an anti-poverty movement – online community	i.	Build and nurture an online abolitionist space	TBD	Volunteers	An active online space for meet ups
	ii.	Encourage members to share creative content (stories, art, videos)	TBD	Volunteers	Reports, records, media, attendance lists
	iii.	Research/curate on non-traditional approaches to abolition of poverty and marginalization	TBD	Abolitionists/Consultants	Meeting reports
c. Normalize abolitionist thinking via Abolitionist Newsletter	i.	Publish thought-leading pieces and stories on abolitionism	Quarterly	KFSE Team & Volunteers	Newsletter
	ii.	Share updates on campaigns, creative works, and glossary terms	Quarterly	KFSE Team & volunteers	Newsletter
Strategic Goal 4: Prove, Learn & Scale					

a. Generate evidence base of effective poverty and marginalization abolition strategies	i. Pilot and document effective **E^2** strategies	Q1–Q4 (Annual)	EDO & Respective Laison Consultants	Relevant reports
	ii. Gather and share lived-experience stories alongside data	Q1–Q4 (Annual)	EDO & Respective Laison Consultants	Relevant reports
	iii. Research on non-financial approaches to promoting equality & non-marginalization	Annual	Consultants/KFSE Team	Annual reports
b. Disseminate evidence-based policy briefs	i. Translate research and pilots into action-oriented briefs	2 briefs/yr	KFSE Team / Consultants	Policy briefs
	ii. Create an open-access repository of policy briefs	Q1–Q4 (Annual)	KFSE Team	Repository created
c. Present proven models for replication & scaling	i. Develop and showcase toolkits of successful E^2 strategies	Q4 (Annual)	KFSE Team / Consultants	Models & toolkits developed
	ii. Host KFSE MSMEs celebration & award day	1/yr	KFSE Team & Consultant	Event held report