



# YOUTH CENTERED COMMUNITY ALIGNED





## INTRODUCTION

CFK Africa's 2025-2030 Strategic Plan builds on its two-decade holistic approach to participatory development in informal settlements (slums). With a strategic focus on empowering children and youth who represent the future of these communities, CFK Africa is committed to creating pathways for young people to reach their full potential. The strategy addresses community-identified challenges related to health, youth development, and economic opportunity through integrated health interventions, sports for development programs, girls empowerment, digital networks, and equitable research with an emphasis on sustainability.

## MISSION

**CFK Africa empowers youth in slums.**

## VISION

**CFK Africa envisions a future where a generation of healthy, educated, and innovative youth in informal settlements become visionary leaders and change-makers, facilitated by digital connectivity.**



## NEED

Despite progress in recent years, Kenya's informal settlement communities continue to face significant challenges related to health, youth development, and economic opportunity, with residents living in dynamic and challenging environments where access to basic services are limited by affordability, reliability, and quality. These issues are compounded by rapid population growth, placing further strain on already limited resources. Estimates from the World Bank reveal that 51% (N=7.4M) of Kenya's urban population reside in slums. This figure is expected to continue rising as the UN projects that rapid urbanization in Kenya will lead to a significant demographic shift with over half (N=27.55M) of the Kenyan total population living in urban areas by as early as 2025.

CFK Africa's longstanding commitment to increasing access to affordable, high-quality health services remains critical, particularly as health outcomes for mothers and children remain fragile in these communities. Neonatal conditions are the leading cause of death nationwide, and under-five mortality rates in informal settlements far exceed the national average due to inadequate healthcare access, the prevalence of infectious diseases, and poor sanitation. The continued need for sustainable, holistic interventions is evident.

Youth are particularly affected, facing high unemployment rates that leave many without meaningful livelihood opportunities. Data on youth unemployment in informal settlements remains insufficient, presenting an opportunity for CFK Africa to leverage digital technology to collect more accurate metrics to help guide interventions. A 2023 NIH study revealed that 80% of young adults in informal settlements have access to a personal mobile device and 93% have access to at least one household device. However, only 15% of respondents reported having used mobile health services, highlighting the need for better integration of digital services to support these populations.



# APPROACH

Our theory of change follows 7 guiding principles to enable the organization to learn from others, build a common understanding of our work, and develop clarity in our strategies and partnerships: 1) Locally Led, 2) Always Learning, 3) Always Adapting, 4) Powerful Partnerships, 5) Systems Sensitive, 6) Thoroughly Transparent, and 7) Don't Duplicate.

CFK Africa's strategy for the next five years utilizes its strengths to create lifelong impact by overcoming key barriers to thriving, expanding into additional informal settlements, and concentrating on youth development. Historically known for excellence in clinical healthcare and disease monitoring, CFK Africa is evolving to address broader challenges in education, livelihoods, and community health.

As Kenya and the world continue to embrace the digital age, CFK Africa will harness technology through the creation of a Youth Development Network (YDN) to better engage communities and amplify the voices of young leaders. CFK Africa's efforts are rooted in community-led development, emphasizing the empowerment of local leaders and youth to drive sustainable change. By leveraging technology, we aim to create an ecosystem that delivers long-term impact across key areas.

Our approach confronts the most critical obstacles at each stage of life, from poor childhood nutrition to lack of education and gainful employment. To ensure lasting change, we will support individuals from early childhood through adulthood, empowering young leaders and fostering powerful partnerships with local organizations. This "cradle to jobs" generational approach emphasizes empowering our local champions to lead change, leveraging their influence to inspire others within their communities.



Expansion into new areas will rely on forming powerful partnerships rather than duplicating past projects. By supporting local organizations and leaders, CFK Africa will act as an incubator for community-driven change. Emphasizing youth development, we will continue building resilience through sports programs and digital platforms that connect young people to education, employment, and healthcare services. Through community-based research in collaboration with universities, we will generate data-driven insights that guide interventions in health, education, and economic development, enabling our model to be scaled and replicated globally. Through this approach, we aim to foster greater sustainability, ensuring long-term impact.

[1] "World Bank Open Data," World Bank Open Data, accessed September 11, 2024, <https://data.worldbank.org>.

[2] "Urbanization in Kenya: Building Inclusive & Sustainable Cities," accessed September 11, 2024, <https://unhabitat.org/kenya>.

[3] "ILO Youth Country Briefs.Pdf," n.d., 4.

[4] "Digital 2024: Kenya," DataReportal – Global Digital Insights, February 23, 2024, <https://datareportal.com/reports/digital-2024-kenya>.

[5] "Kenya," datadot, accessed September 11, 2024, <https://data.who.int/countries/404>.



## Build powerful partnerships to address the biggest barriers to positive health and education outcomes in informal settlements.

*The collaborative efforts of non-profits, community-based organizations, non-governmental organizations, academic institutions, youth and community leaders, philanthropic foundations, individual donors, and government are necessary to effect lasting changes in communities.*



### Communities of Practice

Create communities of practice focusing on youth's most daunting stumbling blocks throughout their journey to adulthood by supporting coalitions to self-organize and document learning.



### Expand Disease Surveillance

Grow our collaboration with CDC-Kenya, KEMRI, and other institutions to expand our clinical public infectious disease surveillance platform to include event surveillance in informal settlements throughout Kenya.



### Community-Based Research

Increase community-based research projects in collaboration with the University of North Carolina Chapel Hill, local Kenyan universities, and other research and funding partners to develop data-driven, impactful maternal and child health, community health, education, girls' empowerment, and youth economic development interventions that others can use as global models.



### Girls Empowerment Advocacy Platform

Implement a Kenya-wide girls' empowerment advocacy platform to address teenage pregnancy, sexual and gender-based violence, sexual reproductive health, and economic opportunities, including male allyship.



### Kenya-Wide Soccer Tournament

Increase engagement in youth sports by working with local CBOs and other partners to implement a Kenya-wide informal settlement soccer tournament that incorporates health and education opportunities.





## Infuse technology innovations to give youth voice in community development.

*A Youth Development Network (YDN) gives the community and youth a voice by gathering data that will provide powerful insights into health, education, human rights, girls' empowerment, well-being, indigenous knowledge and public service currently unavailable to guide development efforts, build program interventions and contribute to engaged research.*



### Create Collaborations and Partnerships

Conduct a Kenya development network and feasibility study, mapping community-based organizations, NGOs, and non-profits working with youth to spark interest and create collaborations and partnerships.



### Sustainable Model

Develop a sustainable funding model to generate income from a Youth Development Network (YDN) that leads to resources for community services.



### Impact and Scale

Determine the potential to scale the Youth Development Network across Sub-Saharan Africa.



## Enable enduring community impact through sustainability.

*By emphasizing sustainability, CFK Africa can ensure its supporters that their contributions lead to meaningful, enduring change and instill trust in the communities we serve.*



### Financial Sustainability

Increase financial sustainability of Tabitha Clinic, Maternity Home, and Youth Friendly Services Center.



### Increased Efficiency

Infuse digital health technologies across service delivery toward increased efficiency and patient privacy.



### Assessing Long-term Impact

Implement organizational and project-level measurement, evaluation, and learning structures which include stakeholder-friendly language toward long-term impact assessments.





## Prioritize good governance essential to accountability and trust.

*Good governance and leadership is essential to accountability, transparency, efficiency, sustainability, and risk management and ensures CFK Africa's strong reputation as a leading global community development leader.*



### Leaders in Organizational Policy

Ensure the highest standards in Child Protection, Gender Equity, Risk Management and Data Security by annual review of policies, training leadership, staff and partners on implementation, and sharing policies with collaborators, partners, and communities.



### Staff Development

Increase staff capacity building to incorporate digital technologies, community development best practices, and advanced project management capabilities in the fields of finance, measurement and evaluation, and fundraising.



### Transparent and Responsive Leadership

Expand efforts of transparency to our communities and highlight community voice, driven by responsive leadership.





## JOIN US

<https://cfkafrica.org>

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**STRATEGIC PLAN 2025-2030**