



CARITAS OF HOPE FOUNDATION

Where Love Becomes Hope · A Public Benefit Organisation, Nairobi, Kenya

STRATEGIC PLAN

2026 – 2030

*“Transforming Communities Through Education, Health,
Environmental Sustainability, and Restoring Dignity through Humanity.”*

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*Registered as a Public Benefit Organisation under Kenya's PBO regime
(national transition from the NGO Coordination framework to PBO regulation effective 4 August 2026)*

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Message from the Founder & Executive Director

Caritas of Hope Foundation was born from a conviction that no dream should fade away without a chance. What began on 20 September 2023 as a focused mental health initiative has, through the strategic expansion of 2025 and our institutional rebrand in January 2026, grown into a structured, multi-sector Public Benefit Organisation working across health, education, humanitarian aid, inclusivity, and environmental sustainability.

This Strategic Plan 2026–2030 marks the next chapter of that journey. It sets out, with clarity and discipline, how we intend to scale our five thematic pillars responsibly, deepen measurable impact in the communities we serve, and build an institution that donors, partners, and regulators can trust for the long term — particularly as we settle into our status as a duly registered Public Benefit Organisation.

I invite our Board, staff, volunteers, donors, and partners to hold us accountable to the targets in this document. Together, we will keep building a future where opportunity is accessible, dignity is protected, and hope is sustained.

Allan Ndata Wangechi
Founder & Executive Director

About Caritas of Hope Foundation

Caritas of Hope Foundation (formerly Hopefill Foundation) is a Kenya-based Public Benefit Organisation established on 20 September 2023 and headquartered at Odyssey Plaza, South B, Nairobi. The Foundation was rebranded in January 2026 to reflect its evolution from a single-sector mental health initiative into a structured, multi-sector development institution built around five thematic pillars: Education, Health, Environmental Sustainability, Humanitarian Aid, and Inclusivity.

Following Kenya’s transition of civil society regulation from the NGO Coordination framework to the Public Benefit Organisations (PBO) regime, effective 4 August 2026, Caritas of Hope Foundation operates — and is referred to throughout this plan — strictly as a registered Public Benefit Organisation (PBO), not as an NGO.

A Note on Our Name: Caritas of Hope Foundation is an independent, secular Kenyan Public Benefit Organisation. We are not affiliated with, sponsored by, or a chapter of Caritas Internationalis or any Catholic Church-affiliated Caritas network. Our mission, governance, and programming are entirely independent and are not faith-based.

At a Glance

Est. 20 September 2023	8-Member Board of Directors	5 Thematic Sub-Boards
Independent & Secular PBO	22+ Programmes Mapped	KSh 532K Resources Mobilised (Jun 2025–Jul 2026, self-funded)

Vision, Mission & Core Values

OUR VISION

“Transforming Communities Through Education, Health, Environmental Sustainability, and Restoring Dignity through Humanity.”

OUR MISSION

To serve humanity by promoting inclusive education, equitable healthcare, environmental sustainability, and urgent humanitarian aid through sustainable solutions, collaboration, and community empowerment.

Our Core Values

Value	What It Means at Caritas of Hope Foundation
1. Hope	Restoring belief in possibility — every intervention is designed to inspire forward movement and renewed opportunity.
2. Compassion	Engaging communities with empathy, dignity, and responsiveness in every interaction.
3. Inclusivity	Equitable participation across all demographic groups, leaving no one behind.
4. Humanity	Person-centred approaches that affirm the intrinsic worth of every individual we serve.
5. Innovation	Adaptive, evidence-informed programming that continuously improves how we deliver impact.
6. Wellness	Holistic wellbeing — physical, mental, emotional, and social — for staff and communities alike.
7. Equity	Intentional, targeted interventions that reduce disparities and strengthen long-term inclusion.

Strategic Context: Situational Analysis

This plan was developed against the backdrop of an organisation transitioning from start-up delivery to structured, multi-year institutional growth — and against Kenya’s newly effective Public Benefit Organisations regulatory regime. The summary below frames the internal and external factors shaping our 2026–2030 priorities.

Strengths	Weaknesses
Clear five-pillar thematic identity; committed founding leadership; active board and sub-board structure; newly completed PBO registration; established community programmes (Bright Future Scholarship, Uniforms of Hope, Mental Health First Aid, Emergency Relief Fund, 10,000 Trees Initiative).	Young institutional track record (est. 2023); limited multi-year audited financial history; funding currently concentrated in early-stage/small grants; limited full-time technical staff capacity relative to five-pillar ambition.
Opportunities	Threats
Growing pool of PBO-eligible grants and CSR partnerships in Kenya; donor appetite for locally-led, multi-sector organisations; digital fundraising and grant-matching platforms; potential for county government and diaspora partnerships.	Competitive grant landscape; currency and cost-of-living volatility affecting programme budgets; evolving PBO compliance requirements during the regulatory transition; climate-related disruption to environmental programming.

Major Strategic Objectives (2026–2030)

The five objectives below translate our mission into measurable, time-bound commitments. Each is led by its corresponding thematic Sub-Board and reviewed against the Monitoring, Evaluation & Learning framework set out later in this plan.

STRATEGIC OBJECTIVE 1

Advance Inclusive and Sustainable Education Programs

SDG Alignment: SDG 4 (Quality Education), SDG 10 (Reduced Inequalities)

Rationale

Education remains the single most reliable pathway out of intergenerational poverty. Caritas of Hope Foundation will scale its scholarship, mentorship, and school-readiness programming to ensure that financial hardship never determines a child's access to learning.

Strategic Priorities

- Scale the Bright Future Scholarship Program to reach 500+ learners annually by 2028, prioritising girls, learners with disabilities, and children in informal settlements.
- Expand the Uniforms of Hope initiative to cover all supported primary and secondary school beneficiaries.
- Establish Grassroots University Clubs in at least 10 tertiary institutions by 2030 to extend mentorship and peer-support networks.
- Introduce a Digital Literacy & Career Readiness track for secondary and tertiary beneficiaries by 2027.
- Build a Teacher & Guardian Support programme addressing school retention barriers.

5-Year Milestones

Year	Milestone
2026	Baseline cohort of 150 scholars enrolled; 3 university clubs launched
2027	Digital literacy track launched; 250 scholars supported
2028	500+ scholars supported annually; 6 university clubs active
2029	Career-placement partnerships with 10+ employers
2030	5-year cumulative reach of 1,500+ learners; 10 university clubs active

Key Performance Indicators

- Number of active scholars per year
- School retention/completion rate of supported learners
- Number of active Grassroots University Clubs
- Proportion of girls and learners with disabilities reached

Lead: Education Sub-Board

STRATEGIC OBJECTIVE 2**Enhance Equitable Healthcare and Wellness Services***SDG Alignment: SDG 3 (Good Health & Well-Being)***Rationale**

Building on the Foundation’s founding mandate in mental health, this objective broadens access to preventive, mental, and community health services for underserved populations, with wellness embedded as an organisational value.

Strategic Priorities

- Scale Mental Health First Aid (MHFA) training to reach 1,000+ community members and 50+ trained peer responders by 2029.
- Establish community wellness clinics/outreach days in partnership with county health facilities.
- Launch a Health Referral & Navigation Desk linking beneficiaries to specialist and subsidised care.
- Integrate psychosocial support into all humanitarian and education programming.
- Develop a Staff & Volunteer Wellness policy to safeguard the wellbeing of those delivering services.

5-Year Milestones

Year	Milestone
2026	MHFA curriculum finalised; 200 community members trained
2027	First community wellness outreach days held in 2 counties
2028	500+ cumulative MHFA graduates; referral desk operational
2029	1,000+ cumulative MHFA graduates; 50 peer responders active
2030	Wellness services embedded in 3+ counties; staff wellness policy fully implemented

Key Performance Indicators

- Number of individuals trained in MHFA
- Number of community wellness outreach events held
- Number of successful referrals facilitated
- Staff/volunteer wellness survey score

Lead: Health Sub-Board

STRATEGIC OBJECTIVE 3**Strengthen Environmental Sustainability and Climate Resilience**

SDG Alignment: SDG 13 (Climate Action), SDG 15 (Life on Land)

Rationale

Communities the Foundation serves are disproportionately exposed to climate shocks. This objective builds local environmental stewardship and integrates climate resilience into programme design across all pillars.

Strategic Priorities

- Scale the 10,000 Trees Initiative into a multi-year reforestation and urban greening programme.
- Establish Environmental Champions Clubs in partner schools and communities.
- Introduce climate-smart livelihood pilots (e.g. water harvesting, kitchen gardens) for humanitarian aid beneficiaries.
- Build institutional environmental practice — waste reduction, sustainable procurement — across Foundation operations.
- Partner with county environment offices and conservation organisations for co-funded restoration sites.

5-Year Milestones

Year	Milestone
2026	2,500 trees planted; first Environmental Champions Club launched
2027	5,000 cumulative trees planted; climate-smart livelihood pilot launched
2028	10,000 cumulative trees planted (initiative milestone reached)
2029	15,000 cumulative trees; 5 Environmental Champions Clubs active
2030	20,000+ cumulative trees; institutional sustainability practices audited

Key Performance Indicators

- Cumulative number of trees planted and surviving (12-month survival rate)
- Number of active Environmental Champions Clubs
- Number of households reached by climate-smart livelihood pilots

Lead: Environment Sub-Board

STRATEGIC OBJECTIVE 4**Expand Responsive and Dignified Humanitarian Aid**

SDG Alignment: SDG 1 (No Poverty), SDG 11 (Sustainable Cities & Communities)

Rationale

Crises — displacement, disaster, acute household hardship — demand rapid, dignified response. This objective strengthens the Foundation’s capacity to respond quickly while preserving beneficiary dignity and building longer-term resilience.

Strategic Priorities

- Formalise the Emergency Relief Fund with pre-positioned resources for rapid activation within 72 hours of a qualifying crisis.
- Develop clear, dignity-centred beneficiary selection and distribution protocols.
- Build a volunteer Rapid Response Corps trained in humanitarian logistics and safeguarding.
- Establish relief-to-resilience pathways linking emergency beneficiaries into education, health, and livelihood programming.
- Formalise MOUs with county disaster management offices and peer PBOs for coordinated response.

5-Year Milestones

Year	Milestone
2026	Emergency Relief Fund formalised with response protocol and initial reserve
2027	Rapid Response Corps of 20 trained volunteers established
2028	72-hour activation capability tested and verified in a live response
2029	Relief-to-resilience pathway formally linked to 3 other pillars
2030	Coordinated response MOUs active with 3+ county/peer institutions

Key Performance Indicators

- Average response activation time
- Number of households/individuals reached per response
- Proportion of emergency beneficiaries transitioned into longer-term programming
- Volunteer Rapid Response Corps size

Lead: Humanitarian Aid Sub-Board

STRATEGIC OBJECTIVE 5**Empower Youth and Promote Social Justice for Inclusive Community Development**

SDG Alignment: SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities), SDG 16 (Peace, Justice & Strong Institutions)

Rationale

Young people and marginalised groups are both the Foundation’s primary beneficiaries and its future leaders. This objective builds youth leadership pipelines and mainstreams inclusion — gender, disability, and social equity — across all programming.

Strategic Priorities

- Establish a Youth Leadership & Advisory structure feeding directly into programme design and the Board.
- Mainstream disability and gender inclusion audits across all five thematic pillars.
- Deliver community social-justice dialogues and paralegal referral support in partnership with legal-aid organisations.
- Launch a Women & Girls Empowerment track combining mentorship, health, and livelihood support.
- Build a volunteer and internship pipeline that channels youth into paid Foundation and partner-sector roles.

5-Year Milestones

Year	Milestone
2026	Youth Advisory structure established; baseline inclusion audit completed
2027	Women & Girls Empowerment track launched
2028	Inclusion audits embedded as standard practice across all pillars
2029	Social-justice dialogue series active in 3 counties
2030	250+ youth passed through leadership/internship pipeline since 2026

Key Performance Indicators

- Number of youth in leadership/advisory roles
- Proportion of programming meeting disability/gender inclusion standards
- Number of youth placed in internships or paid roles
- Number of community social-justice dialogues held

Lead: Inclusivity Sub-Board

Implementation Roadmap

Phase	Year	Focus
Phase I — Foundation & Compliance	2026	Complete PBO transition compliance, formalise five Sub-Boards, baseline all programme data, launch Emergency Relief Fund protocol, secure first cohort of diversified grants.
Phase II — Consolidation	2027	Scale flagship programmes (scholarships, MHFA, tree planting), launch Women & Girls Empowerment and Digital Literacy tracks, formalise county-level MOUs.
Phase III — Expansion	2028	Reach mid-plan targets across all five pillars, test emergency response capability, embed inclusion audits organisation-wide.
Phase IV — Deepening Impact	2029	Strengthen relief-to-resilience pathways, expand social-justice dialogue programme, grow youth leadership pipeline.
Phase V — Consolidation & Renewal	2030	Achieve 5-year targets, conduct full external evaluation, publish Impact Report 2026–2030, launch Strategic Plan 2031–2035 planning process.

Governance & Institutional Structure

Caritas of Hope Foundation is governed by an 8-member Board of Directors providing strategic oversight, fiduciary governance, and regulatory compliance under Kenya’s PBO Act framework. Programme delivery is organised through five thematic Sub-Boards, each responsible for one strategic objective and reporting quarterly to the full Board.

Board of Directors

Provides overall strategic direction, fiduciary oversight, PBO compliance assurance, and appointment/oversight of the Executive Director.

Thematic Sub-Boards

- Education Sub-Board — owns Strategic Objective 1
- Health Sub-Board — owns Strategic Objective 2
- Environment Sub-Board — owns Strategic Objective 3
- Humanitarian Aid Sub-Board — owns Strategic Objective 4
- Inclusivity Sub-Board — owns Strategic Objective 5

Secretariat

Led by the Founder & Executive Director, the Secretariat is responsible for day-to-day operations, resource mobilisation, finance and compliance, monitoring & evaluation, and communications, coordinating implementation across all five Sub-Boards.

Resource Mobilisation & Sustainability Strategy

Financial sustainability over 2026–2030 will be built on four diversified pillars, reducing dependency on any single funding source and building the institutional track record needed for larger, multi-year grants.

1. Institutional & Foundation Grants

Systematic tracking and application to PBO-eligible grants aligned to our five pillars, prioritising funders that support young/small organisations before graduating to larger multi-year awards.

2. Corporate & CSR Partnerships

Structured partnerships with corporates seeking measurable community impact in education, health, environment, and humanitarian response, including in-kind, skills-based, and cash support.

3. Individual & Diaspora Giving

Development of a recurring-donor programme and diaspora engagement strategy, leveraging our PBO status to offer tax-deductible giving where applicable.

4. County Government & Multilateral Partnerships

Formal MOUs with county departments (health, education, environment, disaster management) to co-fund and co-deliver programming at scale.

The Secretariat will maintain a rolling Grants Pipeline Tracker, updated monthly, mapping open opportunities against each Sub-Board’s funding needs and each grant’s reporting/compliance obligations.

Monitoring, Evaluation & Learning Framework

Each Strategic Objective carries a defined set of Key Performance Indicators (KPIs), tracked against the 5-Year Milestones set out earlier in this plan. The Foundation will apply the following cadence:

- Quarterly: Sub-Board KPI reporting to the Secretariat and Board.
- Annually: Full organisational review against strategic plan targets, published as an Annual Report.
- Mid-term (2028): Independent mid-term review of progress against all five objectives, with course-correction recommendations.
- End-term (2030): External evaluation and publication of the Impact Report 2026–2030, feeding into the next strategic planning cycle.

Data collection will combine programme-level administrative data (attendance, distributions, training numbers) with periodic beneficiary feedback surveys, ensuring both accountability and responsiveness to community needs.

Risk Management

Risk	Mitigation Strategy
Funding concentration in small/early-stage grants	Diversify across grants, CSR, individual giving, and county partnerships per the Resource Mobilisation Strategy.
Evolving PBO compliance requirements during regulatory transition	Maintain dedicated compliance oversight within the Secretariat; engage legal/compliance advisors as needed.
Capacity strain from five-pillar ambition vs. current staffing	Phase expansion per the Implementation Roadmap; prioritise volunteer and internship pipelines.
Climate/weather disruption to environmental and humanitarian programming	Build climate-smart contingencies into programme design; maintain Emergency Relief Fund reserve.
Reputational risk from confusion with the Catholic Caritas network	Consistent, clear communication of independent/secular identity across all materials and partnerships.

Budget Overview & Growth Projection

The Foundation’s actual, unaudited resource base for the 14-month period from June 2025 to July 2026 was KSh 532,000 (KSh 167,000 in cash — approximately 80% Founder-funded — plus KSh 365,000 in donated office space and materials), with no institutional grant funding received to date. This is the true operating baseline for this plan.

Years 2027–2030 below are deliberately conservative funding TARGETS, not committed budgets — they assume gradual success against the Resource Mobilisation Strategy set out later in this plan (small grants first, growing into mid-size and multi-year awards) and will be revised annually, upward or downward, as part of the MEL cycle. They should not be presented to funders as confirmed or historical figures.

Period	Budget	Notes
2025/26 (Actual)	KSh 532,000	Actual, unaudited — 1 Jun 2025 to 31 Jul 2026 (14 months). KSh 167,000 cash (~80% Founder-funded) + KSh 365,000 in-kind (donated office space and materials). No institutional grants received to date.
2027 (Target)	KSh ~1.5M – 2M	Continued self-funding plus 1–2 first institutional grants targeted (e.g. small capacity-building or seed grants in the KSh 500K–900K range) — see Resource Mobilisation Strategy.
2028 (Target)	KSh ~3.5M – 5M	Diversified funding base established; at least one mid-size grant secured; in-kind office support potentially formalised into cash-funded premises.
2029 (Target)	KSh ~6M – 8M	Multi-year grant(s) active; early corporate/CSR partnerships contributing; county co-funding piloted.
2030 (Target)	KSh ~9M – 12M	Consolidated, diversified funding portfolio (grants, CSR, individual giving, county partnerships) supporting full five-pillar delivery at target scale.

Call to Action

This Strategic Plan 2026–2030 is a working commitment, not a static document. It will be reviewed annually and adjusted as evidence, opportunity, and community need evolve.

We invite funders, county governments, corporate partners, and fellow Public Benefit Organisations to walk this journey with us — because where love becomes hope, communities are transformed.

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