



UMANDE TRUST

“Community –led innovations”

GOALS:

Towards innovative sustainable solutions for all

1.0 Introduction

Umande Trust is a rights-based agency which believes that modest financial resources can significantly improve access to basic services if strategically invested in support of community-led plans and actions.

‘Umande’ is the Kiswahili term for “dew” - connoting a new, unbiased, nascent beginning, not recycling the ideas of yesteryears. Prof. Saad Yahya and the founding trustees settled on this brand because of the growing disillusionment with business-as-usual approaches to development. They desired an agency that would experiment, dream and adapt innovative processes and methods to learn from, share and transform with communities.

Umande Trust has been evolving since 2005 through partnerships with community groups, local and international NGOs, UN agencies the respective local authorities and water services boards in Nairobi, Embu, Nakuru, Machakos and Kisumu to design and promote a menu of community-managed option for improving access to safe, affordable and eco-friendly basic urban services.

Operating from its offices within Kibera, with satellite regional offices in Nakuru and Kisumu, UT have been able to achieve rapid growth with community groups, strategic alliances and partnerships with civil society agencies, local authorities, central government and international development partners.¹

We have also been able to build awareness on the National and County development policies, priorities, sanitation financing, utilization of biogas through compressing and create and strengthen linkages with the different government levels. This third Strategic Plan (2016-2020)

places primacy on *innovative programme approaches* to basic urban services, partnerships and *organizational capacity development* both locally and internationally

We seek to demonstrate initiatives that move beyond just installing biosanitation facilities to a point where they should serve as epicentres for enterprises, green energy, environment and climate change points, rights advocacy, Peace, good governance and, urban renewal.

1.1 Our Culture of Change

In this strategic plan, Umande Trust adopts a new strap line “Community -led innovations” to capture the spirit of its programmes for the next five years.

Umande’s work seeks to eliminate the three poverties of information, participation and organisation which compromise the enjoyment of human rights and perpetuate injustices. Umande believes that working with communities as partners will enable them to acquire the right capacities to engage with duty bearers². It also believes that duty bearers have a responsibility to create enabling policy frameworks, and plan and implement coordinated provision of basic services (watsan and energy). The combined action will lead to realisation of social and economic rights.

1.2 Our Vision

Communities with access to adequate, decent, affordable and basic services in a healthy environment.

1.3 Our Mission

To promote eco-innovations that place community groups at the driving seat of enterprising solutions.

1.4 Our Niche

Umande is a peoples centred agency located close to the people. It has successfully navigated focus on good governance, human rights, youth and demonstration projects and is one of the first agencies to pilot cashless payment and sanitation financing, Umande’s uniqueness lies in mobilizing communities, applying their skills and linking them with formal institutions. It has intimate knowledge of communities living in peoples’ settlements. Over the years, it has built up an impressive track record in promoting sustainable innovative solutions to basic services through participatory and community led approaches.

This niche can be broken down into the following elements:

Communities as primary partners: Umande lives among and draws its inspiration from communities, which it continuously interacts with. Umande has an open door policy which enables members of communities to access it without bureaucracy and has created space for people from communities to work in it.

1. Participation: Umande does not accept prescribed and pre-designed solutions which do not have the inputs of the communities. This enhances relevance, ownership and sustainability.

2. **Human rights:** Promotion of human rights is central to Umande's work and informs its engagement with duty bearers.
3. **The environment:** Umande believes in greening the environment through eco-innovations e.g. converting waste into bio-gas and hu-manure.
4. **Partnerships:** Umande believes in meaningful and mutually beneficial partnerships with, among others, development partners, governments, non-governmental organisations (NGOs) and financial institutions.
5. **Impact:** Umande positions all its interventions to create positive change which it analyses through reflections, documentation and lesson learning.

1.5 Our Core Values

1. Dignity and justice.
2. Transparency and accountability.
3. Participation and inclusion.
4. Integrity and honesty.
5. Mutual respect for partners.
6. Non-discrimination

1.5 Our Operational Principles

We seek to:

1. **Put *people-first*:** women, men and youth are the foundations on which demand and real participation is built.
2. **Be *resourceful*:** using resources innovatively and creatively and recognizing that the motivation, energies and talents of communities are the greatest resources to the attainment of our mission and objectives.
3. **Be *competent and dedicated*:** apply our knowledge and skills with diligence.
4. **Promote *gender equity*:** by fostering and harnessing the potential and qualities of women and men so as to improve their access to bio-sanitation and related services.
5. **Be a *catalyst*:** being an agent of change supporting internal potential and self-initiated action rather than prescribing solutions from outside.
 1. Achieve *sustainable impacts*: modest resources can bring about lasting results if funds are invested in support of community-led programmes.
 2. Learn *lessons*: from and by sharing our experiences, successes and shortcomings.
 3. *Exercise non-discrimination*: being inclusive towards race, ethnicity and religion.

1.6 Goals for 2016-2020

This is part of a two pronged strategy that includes programme and organizational development goals.

- *Programme Goal*: Innovative sustainable solutions to basic services.
- *Organisational Development Goal*: A well resourced and effective organisation.

2.0 PROGRAMMES FOR 2016-2010

Based on Umande's experience, the envisaged context of operation and the identified programmes, Umande will pursue the following strategic directions.

1. Consolidation and realignment of successful innovations for greater impact.
2. Maximization of opportunities offered by devolution and the regional offices to expand presence, create new partnerships and generate business opportunities.
3. Extension of urban innovations into rural areas and scaling up internationally.
4. Research, development, production and marketing of innovative products and models that are environment-friendly.
5. Commercialization through social enterprise for sustainability and increased financial inclusion.
6. Diversification and strengthening of partnerships.
7. Enhancement of the informed participation of communities in policy dialogues with duty bearers towards provision of basic services.

It will pursue these directions through the three programmes below.

The Programmes

- Social Enterprise Programme (SEP)
- Green Energy, Environment and Climate Change (ECC) Programme
- Governance and Advocacy Programme (GAP)