Acknowledgements

We would like to acknowledge and thank all those who have taken part in the development of this strategic business plan, from our colleagues at the Global Academy Office to the Kenya Academy Centre staff and Mr John DeConik for their invaluable views and insight. We look forward to seeing this exciting plan come to fruition.
“The Humanitarian Leadership Academy’s programme in Kenya, Uganda and Tanzania has got off to an exciting start.”
“Our strategic business plan is ambitious. It defines how we will engage in the challenging and changing humanitarian sector in East Africa, and it has been devised to enrich the experience of Academy partners, staff, as well as private sector, academia and other stakeholders.”
The Humanitarian Leadership Academy’s programme in Kenya, Uganda and Tanzania has got off to an exciting start, with leadership for the programme provided by the Kenya Academy Centre. In addition to learning needs assessments being concluded in the three countries, the design of learning procedures has been initiated and a wide range of partnerships has also been established. As the Academy moves to the implementation phase of its work, playing a catalytic role for discussion and dialogue, the learning and capacity sharing and enhancement activities at sub-national, national and regional levels increasingly need to be supported by a guiding strategy.

Towards the end of May this year (2016), the Academy set out on a path to develop her three-year strategic business plan, 2016 – 2019. The goal was to have in place a roadmap that seeks to respond to the identified learning and knowledge needs of the humanitarian sector in East Africa, bearing in mind the complementary and synergistic nature of existing provision.

The plan also seeks to locate emerging activities of the Academy in a focused plan. The product of extensive consultations, this plan consolidates the Academy’s position as a “facilitator” of partnership for learning, knowledge and innovations for the humanitarian sector in the East African region.

Specifically, the plan is guided by the Kenya Academy Centre’s mission for “communities and organisations in East Africa (to be) enabled to sustainably prepare for and respond to humanitarian crises”, and for the next three years the focus areas of the business plan will be:

(i) establishing collaborative mechanisms between different players to improve effectiveness in the humanitarian sector
(ii) contributing to the development, and/or contextualisation, of humanitarian standards for local and regional players and markets
(iii) enabling access to knowledge and learning
(iv) facilitating evidence based policy and programming
(v) promoting innovation for an effective humanitarian sector.

Partnerships will be at the heart of successful implementation of this strategy, reiterating the need to leverage comparative advantages and to seize opportunities from actions that are currently implemented by communities, government agencies, NGOs, academia as well as private sector institutions. Our role as the Kenya Academy Centre will be to catalyse the energies within and across these partnerships and to increase effectiveness in learning, knowledge use and innovation with a view to improving preparedness for, and response to, disasters.

The plan articulates what the Academy will strive to be, and to achieve, over the next three years, and implementation of the Academy Centre’s vision will take full advantage of, and benefit from, new developments and advances in methods, innovations and technologies, platforms as well as other opportunities.

Our strategic business plan is ambitious. It defines how we will engage in the challenging and changing humanitarian sector in East Africa, and it has been devised to enrich the experience of Academy partners, staff, as well as private sector, academia and other stakeholders. The Academy has exciting aspirations as it moves into this new realm of work, and the strategic business plan will not only guide its work over the coming three years but also help to enhance the Academy’s reputation and position in the region.

Finally, while the plan will seek in to be East Africa–focused, it will at the same time be globally connected.

Charles Lwanga-Ntale
Kenya Academy Centre Director
1. Introduction

1.1 Overview of the strategic business plan

This document sets out the strategic business plan for the Humanitarian Leadership Academy’s Kenya Academy Centre (The Academy Centre) for the period 1 September 2016 – 31 August 2019. It reviews key trends in the external environment and analyses these with respect to the Academy’s global mission and core strategy. Based on the analysis the document sets out the Academy Centre’s ambition and goals, and it spells out proposed strategic approaches for achieving these.

The Academy Centre will establish humanitarian sector learning, knowledge management and capacity sharing programmes in East Africa, convening multiple initiatives for key stakeholders in the humanitarian sector, developing innovative models for the sector and stimulating actions for value-adding approaches aimed at improved efficiency and effectiveness in the sector. The centre will also leverage market demand for its products with a view to building a sustainable model for capacity building for the humanitarian sector.

Recognising that a vital aspect of disaster risk reduction, preparedness and management is hinged on the anticipation of disasters and the building of capacities to respond, the Academy Centre will focus its efforts on enabling the humanitarian sector in Kenya and other countries in East Africa to acquire knowledge, skills and capacities, and to work in a strategic and integrated manner.

1.2. About the Humanitarian Leadership Academy

The Humanitarian Leadership Academy is a global learning initiative set up to facilitate partnerships and collaborative opportunities to enable people prepare for and respond to crises in their own countries. This is the Academy’s global mission.

The Academy is a UK-based company and charity, founded on a five year, programme implementation model, with an ambitious future as a global networked organisation.

To accomplish its global mission, the Academy will work with and seek outcomes across four stakeholder groups:

(i) local responder networks (individuals and communities)
(ii) humanitarian organisations
(iii) learning providers
(iv) policymakers and donors

Overall, the Academy’s global outcome is to have a wider and more diverse group of organisations and individuals (including local organisations and emerging leaders) gain in credibility, skills and influence on disaster preparedness, management response and decision-making.

The Academy envisions a global impact where increased professionalism and quality assured humanitarian skills are widely shared, thus contributing to transformed community resilience and response by people in crisis-affected countries, and will:

1. Facilitate quality learning opportunities for the next generation of humanitarian leaders and responders, particularly those located in the most crisis-affected countries and communities;
2. Spread best practice and knowledge of what works so that humanitarian aid is more effective and has much greater impact;
3. Promote excellence in the humanitarian sector – and prevent the suffering of millions of people who face humanitarian crises worldwide.
“The Academy Centre will focus its efforts on enabling the humanitarian sector in Kenya and other countries in East Africa to acquire knowledge, skills and capacities”

In June 2016, the Academy published its Core Strategy which establishes the strategic architecture for the global Academy platform and network, including this Strategic Business Plan, and explains how the Academy will achieve its global mission.

1.3. The Academy’s work is guided by nine overarching principles.

**Be collaborative**
We will build partnerships with academia, training providers, humanitarian organisations and non-traditional organisations as a core part of our theory of change.

**Design with the user**
We will work in close collaboration with learners in the development of learning resources and Academy Centres and ensure that feedback is continuously integrated to improve our offer.

**Build for sustainability**
We will work to make its our activities and the activities of our partners as sustainable as possible, for example by supporting learning and development providers to develop sustainable financial models.

**Reuse and improve**
We will always build on existing knowledge and expertise where it exists. This is especially relevant as we develop learning materials, which we will do by aggregating first and creating last.

**Use open source and open licences**
We will always strive to make learning materials and resources openly available. In order to make learning more accessible.

**Be needs driven**
We will stay relevant as a learning institution by keeping abreast of needs and trends in learning across the humanitarian sector.

**Reuse and improve**
We will always build on existing knowledge and expertise where it exists. This is especially relevant as we develop learning materials, which we will do by aggregating first and creating last.

**Understand the Ecosystem**
We will strive to work with a strong understanding of the sector, country and local community that we operate in, through partnerships and regional Academy Centres.

**Design for scale**
We intend to democratise access to learning. Through regional Academy Centres and the global digital platform, all developed products are designed to be taken to scale.

**Be innovative**
We will push for new thinking, methodologies and tools to make learning more engaging and accessible.
1.4. The Kenya Academy Centre

The Kenya Academy Centre, while based in Nairobi, is expected to grow over time into a regional actor meeting the needs of East Africa. It will reach out to communities and organisations in Kenya and in the rest of the East African region, analysing their needs and establishing ways to create strategic partnerships, through which all parties can collaborate, learn and become more sustainable.

The Academy Centre will support the development of national and regional capacity for more effective and more efficient crisis preparedness, prevention, response, and recovery by providing or promoting appropriate platforms, products, programmes and services. In particular the Centre will, in the coming three years:

1. Enable individuals and communities to better prepare for and respond to crises
2. Support stronger organisations which are delivering action;
3. Inform policy and practice in East Africa’s humanitarian sector through improved access to knowledge on critical trends and issues

The Centre will support and promote bespoke and generic learning and knowledge programmes, targeting the needs of both individuals and organisations in Kenya and the wider region. These programmes will involve contextualising relevant global standards and deploying modern approaches to learning.

1.5. Purpose of the Strategic Business Plan

The Centre’s Strategic Business Plan will contribute to the Academy’s global mission and Core Strategy. It sets out a three year strategic framework for the Centre, with clear strategic goals, the achievement of which relies on strategies and annual deliverables and plans. The purpose of the strategic business plan, therefore, is to set goals for the Academy Centre’s programmes in East Africa (initially focusing on Kenya, Tanzania and Uganda), align the plan to the global mission and core strategy, and develop an approach for achieving these goals. The plan is informed by an analysis of trends in the operating environment basing on reviews of the global, regional and national contexts (the latter focusing on the three East African countries).

1.6. Context and key trends

At the global level the operating environment for the humanitarian sector continues to change. Environmental, social, geo-political and demographic factors are increasingly combining with the impacts of technology and a globalising economy to increase the types and dimensions of risk and vulnerability drivers. Conflict, weather-related emergencies, most of these underpinned by poverty, risk and vulnerability, also continue to drive protracted crises and to test the capacity of the humanitarian community to respond.

For example, according to the UN OCHA’s 2015 report World Humanitarian Data and Trends 2015, “the number of people affected by natural disasters or displaced by conflict increased to 200.5 million, more than 50 million compared with 2013” and while “the
humanitarian community continued to innovate and find new ways to work more efficiently and effectively” the need for humanitarian community still “experiences challenges in understanding humanitarian needs”.

**East Africa:** The East African region is vast, mainly comprising of the East African Community countries of Tanzania, Uganda, Kenya, Rwanda, Burundi and South Sudan. Geo-politically the region is sometimes described more widely to include Ethiopia and Somalia. Historically this region is at high risk from a range of natural and man-made disasters (rapid and slow-onset) of which droughts, floods, conflicts, and landslides are the most prominent. These recurrent disasters not only erode developmental gains but also take an increasingly heavy toll of people’s lives. At the same time, other risk factors are also emerging in the region. For example, rapid urbanisation has brought about new challenges in service delivery, housing and other infrastructure exacerbating the threats and impacts of climate change and resulting in displacement of large populations. In these locations, for example, flooding is inextricably linked to cholera outbreaks, new urban risks (such as fires and unstable construction), and other hazards. Similarly, conflicts in the region, such as those in Burundi, South Sudan and Somalia, are further complicating an already precarious situation raising concerns that the spill-over of these conflicts will heighten tensions and violence in the region. All these trends complicate the resilience strategies and planning options that are available to national and local authorities and other humanitarian actors. As a result risks and crises have become more complex and interconnected, necessitating more innovative and strategic partnerships and synergies between and among the actors. Responding to these, and other, crises presents a unique set of challenges.

**1.7. Local communities as first responders**

Drawing from needs assessments carried out in Tanzania and Kenya, and from a review of literature on Uganda, it is evident that while in nearly all emergencies in the region it is local communities and organisations that are the first to respond and offer assistance to the needy, their capacities to act efficiently and effectively are often limited. For example, in the face of the 2010 food crisis in Northern Kenya, local communities and organisations worked through neighbourhood and faith-based networks and NGOs to deliver significant amounts of humanitarian assistance but capacity, coordination and resource challenges which these communities faced often prevented them from reaching more people effectively. These problems were exacerbated by international humanitarian actors which when they came had tight spending frameworks and which rarely worked with local actors in the process undermining actions of the local responders. Hence needs assessments that have been carried out so far emphasise the importance of forging partnerships between international humanitarian agencies and local organisations.
“There has been a significant increase in the frequency, severity and impact of natural, climate and man-made hazards, risks, and vulnerabilities, the most notable being the refugee crises in Tanzania, Uganda and Kenya.”
2. The Operating environment

The Kenya and wider East African context is complex, presenting both challenges and opportunities. At the regional level there has been a significant increase in the frequency, severity and impact of natural, climate and man-made hazards, risks, and vulnerabilities, the most notable being the refugee crises in Tanzania, Uganda and Kenya. Many of these are cross-border in nature, predisposing the entire region to disasters and other humanitarian crises. Yet, even in the face of these, the region tends to react with a piecemeal approach, a notable exception to this being the recent enactment by the East African Legislative Assembly of an Act that seeks to curb the impact of natural and man-made hazards in the East African region. Besides the cross-border nature of hazards and risks, vast skills gaps exist in the humanitarian sector, some reports suggesting that many of those who currently receive Disaster Risk Reduction (DRR) training end up being well versed in theoretical understanding but without the necessary practical skills to be able to meet the demands of the “market”. The disconnect between skills and aptitude that are required and the capacity building which is currently offered emphasise the need for adjustments to be made to learning curricula and frameworks. The Kenya Academy Centre can play an important role in facilitating discussions leading to the resolution of this and other similar issues. Another key factor in the operating environment is the emergence of new actors which has at times led to slow and un-integrated responses by different stakeholders in the humanitarian sector.

The above challenges notwithstanding, there are new opportunities such as the increased participation of private sector players, particularly in the role that the sector plays in preparedness, response and recovery. It provides funds, aid materials and technical and professional expertise which go beyond Corporate Social Responsibility programming to investing and engaging in building humanitarian capacity. There is also a move towards more market-sensitive options that could broaden the base of private sector engagement, with the finance and telecommunications sectors playing an increasingly important role in humanitarian response. The “Kenyans for Kenya initiative” was, for example, a testament to private sector engagement in the aftermath of the 2010/11 drought in Northern Kenya. Similarly new technologies and techniques have been used by the sector to link the demand and supply sides in the humanitarian sector. In particular, mobile phone and digital technologies have been used to deliver cash to communities in crisis situations, leading to more efficient delivery of aid in humanitarian situations.

At the national level in different East African countries the context is similarly varied. In Kenya key challenges include inadequacies in the country’s disaster management policy and programs, legal and institutional frameworks, finances, human resources, equipment, as well as information and data. There are also learning needs that arise from the country’s devolution process which has increased demand for services at the local level. Capacity gaps also exist among local providers to make the humanitarian response more effective. Specifically issues of inter-sector collaboration, advocacy and campaigning, resource mobilisation, management of humanitarian systems, principles and project cycle management, as well as protection of vulnerable populations have so far been identified. On the other hand, in Uganda, the lack of a holistic approach to disaster risk reduction, inadequate financial or human resources at the local level, poor monitoring systems, lack of systematic collection of relevant data on disasters, and weak local capacities to deal with disasters are clearly evident.

A subsequent needs assessment has also been completed for Tanzania and this will soon be followed by another assessment to be carried out for Uganda. Alongside these efforts, a study is also soon to be undertaken in Uganda which will pilot the “integration of hazard and risk issues” at district level in district development plans.
3. Opportunities for the Kenya Academy Centre

The context above presents potential opportunities for the Kenya Academy Centre, at national and regional levels. For the Kenya Academy Centre the opportunities include:

a. Fostering and supporting the emergence of professional leadership for the sector.

b. Promoting investment in innovations, knowledge and technologies for improved humanitarian response and working with governmental and non-governmental institutions, the private sector and academia.

c. Ensuring that leaders work together to find solutions, and to invest in cooperation to achieve this.

d. Supporting the emergence of platforms and forums for leaders of businesses and enterprises to invest in humanitarian response and systems.

e. Promoting the active engagement of young people in finding solutions for the growing humanitarian needs.

4. Aligning strategic opportunities with the Academy’s Core Strategy

The strategic opportunities which have been identified for the Kenya Centre align well with the Academy’s Global Core Strategy. First, the absence of strategic approaches to investing in learning, capacity-sharing, innovation and organisational development is recognised, suggesting a need for this gap to be filled. The Kenya Academy Centre will seek to address this by working in partnership with learning and knowledge providers and brokers, and by developing sustainable models for the delivery of quality learning. These efforts will be augmented by measures which ensure relevance of learning provision to the local context. Specifically the Kenya Academy Centre will partner with governmental, non-governmental, and private sector institutions, including institutions of higher learning, to identify and develop learning models and materials that work best for the humanitarian sector in the East African region.

In order to achieve the above, high quality learning will be fostered for existing and entry-level humanitarian actors across all levels and skills areas. Opportunities will also be explored for humanitarians to work strategically together – such as between private sector, development practitioners, faith-based organisations, and with local communities. The Kenya Academy Centre will also look at options for the building of a sustainable model for resource mobilisation which is unbounded by project cycles and which contributes to structured learning and development. A key aim here will be to avoid the current ad hoc, fragmented and sometimes duplicative approach, and to build a joined-up system for learning and knowledge management which ensures consistency, inter-connectedness between institutions and initiatives, and better results.

Specifically this strategic business plan will focus on contributing to the transformation of the regional knowledge and best practices in the humanitarian sector by supporting its dissemination and uptake by:

- Providing content by aggregating existing learning materials, adapting them to the local context and creating new content where gaps are discovered.
- Enabling access to high quality learning by finding effective ways of encouraging learning through both online and offline platforms, tools and learning resources.
- Recognising skills, experience and learning in the humanitarian sector through improved international skills frameworks and standards.
- Supporting local organisations involved in providing learning and development to assess and improve their operational, financial and learning provision models. In addition, local organisations will be supported to identify and fill their internal capacity gaps.
- Strengthening partnerships with academia, learning providers and humanitarian organisations will be key to identifying, developing and reaching out with learning opportunities.
“Opportunities will also be explored for humanitarians to work strategically together – such as between private sector, development practitioners, faith-based organisations, and with local communities.”
5. The Kenya Academy Strategic Business Plan 2016–2019

5.1. The Kenya Academy Centre’s ambition

The Academy Centre envisions “communities and organisations in East Africa that are enabled to sustainably prepare for and respond to humanitarian crises”. In order to achieve this ambition the centre will, during the planning period, aim to become the “premier” and “go-to” institution in East Africa for facilitating access to credible knowledge, quality learning and innovations on humanitarian issues. It will also work towards being recognised and respected as convener of key knowledge-sharing discussions on humanitarian/development matters, establishing and strengthening mechanisms and partnerships for enhancing capacities for local communities and institutions with a view to augmenting prevention, response and management of humanitarian crises.

5.2. Implementation Framework

The centre’s plan is based on three strategic goals, namely:

**Strategic goal 1:** Individuals and communities better enabled to prepare for and respond to crises.

**Strategic goal 2:** More effective humanitarian action delivered by stronger organisations.

**Strategic goal 3:** Policy and practice in the humanitarian sector in East Africa are informed by improved access to knowledge on the critical issues and trends it faces.

These will be achieved through three foundation pillars, namely by:

1. **Building the centre’s profile and sustainable partnerships that contribute towards the Centre’s ambition** (for example, activities relating to Brand and communications, developing and managing partnerships, partnerships for resource mobilisation, networks)

2. **Building a culture and practice of organisational excellence** (for example, people and culture, financial management, risk and compliance, governance, planning, delivery and reporting)

3. **Creating a continuous learning environment where people share and learn from each other to collectively achieve the goals achieving preparedness, mitigation and response to disasters.**

Specifically the Academy Centre will:

**a. Establish collaborative mechanisms between different players to improve effectiveness in the humanitarian sector.** By this we mean that the Academy centre will foster partnerships with a cross section of stakeholders in the humanitarian and development sectors to increase effectiveness in learning, knowledge management, capacity sharing, service delivery, preparedness and other related areas. This will be achieved through collaborations in initiatives to improve the quality of learning programs being offered by different institutions, encouraging partnerships in the undertaking of various research initiatives, facilitating joint planning between different stakeholders, and support for the initiation and development of internship programs to enhance practical skills among humanitarian trainees.

Examples of the collaborations will include those with universities, tertiary institutions, other training institutions, governments and agencies.

**b. Contribute to the development, and/or contextualisation, of humanitarian standards for local and regional players and markets.** With the humanitarian sector growing in size and becoming increasingly professionalized, there will be a need for the development and/or customisation of humanitarian standards, clarifying what good humanitarian action looks like for communities and people affected by crisis, and the staff and organizations involved in response. Specifically the Academy Centre will proactively seek opportunities for collaborating with the National Drought Management Authority (NDMA), National Disasstder Operations Centre (NDOC), and other governmental and non-governmental organizations in the region, identifying, developing, and promoting the adoption of minimum standards in the sector, and partnering with tertiary, research and service delivery organizations to help relevant government agencies to fulfil that role. Further, we will undertake on the key elements of the standards that will
pave the way for development and piloting of the standards in Kenya and the region.

c. **Enable access to knowledge and learning.** The management of humanitarian sector learning and knowledge will be central to the way the Academy and her partners work. Towards achieving this goal the Academy Centre will work with a wide range of stakeholders, including media houses, think tanks, academic institutions and private sector institutions to bring together research evidence and knowledge. The blended learning approach will be promoted in order to overcome the challenge posed by differing needs, competences and challenges for different stakeholders.

The Centre will also facilitate the conversion of complex research and evidence to simplified messages for ease of use. As part of this effort the materials will be translated into local languages and dialects and the research evidence will be converted to policy briefs, briefing notes and guides as well as graphics (including cartoon animations) to ease access. Platforms will also be established for disseminating information and new mechanisms will also be explored for enabling different stakeholders to access information and to have this shared within and beyond the humanitarian sector.

Throughout the implementation of the strategy, the process of knowledge management and practices therein will be documented and made available for wider sharing within the sector.

d. **Facilitate evidence based policy and programming.** There is a growing need in the sector for policies that deal with the problems at hand, are forward-looking and are shaped by evidence. To enable policymakers turn research findings into lasting change for the humanitarian sector, we will partner with policymakers and implementers to develop and periodically review an appropriate humanitarian research agenda. Based on this, collaborations will be sought with research institutions to undertake research and ensure that suitable feedback is given to relevant stakeholders for this to inform the policy process.

e. **Promote innovation for an effective humanitarian sector.** Due to the fast changing external environment new innovations will be needed to help address the new challenges and to take advantage of opportunities that present themselves. In order to achieve this, the Academy Centre will facilitate the incubation of new ideas and innovations covering a wide range of fields such as technology, learning and the humanitarian response; the integration of DRR in development policy and planning; and for capacity sharing. In addition, the Academy will advocate for new ways of working by using technology to develop applications that will ease access to information and learning materials. Similarly learning institutions which are custodians of humanitarian knowledge will be encouraged to embrace exchange programs with similar institutions within the region to enhance mutual learning and sharing as well as interaction. The academy will also work with the private sector and academic tertiary institutions and other sectors to create a suitable environment for innovation as well as scaling up new ideas.

f. **Improve access to resources for effective response.** Preparedness and response in the Humanitarian Sector in the region is currently hampered by the lack of dedicated resources particularly for organizations operating at the local level. Part of the problem is the limited visibility of local players on national, regional and international scenes in the humanitarian response. In order to address this, challenge the Academy Center will contribute to capacity enhancement for resource mobilization as well as develop ideas for linking local institutional responders to fund raising opportunities. Efforts will also be made to promote the establishment of flexible funds that can be used in the event of crises developing. Visibility of local humanitarian responders will also be promoted.

5.3. The Centre’s Strategic Goals

The detailed goals, objectives, and centre-level indicators corresponding to each of the Centre’s strategic ambition are on the next page:
“The Academy Centre envisions communities and organisations in East Africa that are enabled to sustainably prepare for and respond to humanitarian crises”
<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective of the Goal</th>
<th>Strategic Indicators</th>
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| Individuals and communities better enabled to prepare for and respond to crises | Individuals and communities have relevant skills and competencies, to prepare for mitigate and respond to crisis more effectively | **Indicator 1:** Better Preparedness  
Community DRR Management structures (e.g. Disaster Management Committees) are provided with DRR skills and competences; a replicable model for incorporating hazard & risk issues in local development plans is developed.  
**Indicator 2:** Number of Individuals and communities that have acquired skills and competencies in DRR&M. |
| More effective humanitarian action delivered by stronger organisations | A connected and more capable sector better resourced to meet the humanitarian challenges of the present and future, in which regional, national and local organisations play a more pivotal role. | **Indicator 1:** Making Connections  
Number of existing forums and platforms structures whose systems and structures have been strengthened as a result of the Academy Centre’s interventions.  
**Indicator 2:** Stronger organisations  
A capacity sharing system is established, functional and readily accessible by humanitarian stakeholders; financial self-reliance for local-level humanitarian organisations.  
**Indicator 3:** A more pivotal, sustainable role |
| Policy and practice in the humanitarian sector in East Africa is informed by improved access to knowledge on critical issues and trends facing the sector | Collaborative mechanisms fill critical knowledge gaps and generated knowledge and evidence is used to make the humanitarian sector more effective | **Indicator:** Knowledge on humanitarian issues collected and shared  
Number of policy makers and institutions that use resource centres and humanitarian evidence to devise humanitarian policies and plans. |

<table>
<thead>
<tr>
<th>Foundation Pillars</th>
<th>Objectives</th>
<th>Indicators</th>
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| Pillar 1: To build our profile and sustainable partnerships that contribute towards achieving Academy’s global mission (Brand and communications, developing and managing partnerships, partnerships for resource mobilisation, networks) | To build our profile and sustainable partnerships that contribute towards achieving Academy’s global mission | **Indicator 1:** Number of citations that are made about the Kenya Academy’s documents and products.  
**Indicator 2:** Number of humanitarian actors that are reached. |
| Pillar 2: To build a culture and practice of organisational excellence (people and culture, financial management, risk and compliance, governance, planning, delivery and reporting) | To build an effective and sustainable organisation | **Indicator 1:** People and Culture  
Procedures and practices reflect effective participation, openness, and team work among humanitarian organisations.  
**Risk management and compliance**  
**Indicator 1:**  
A risk register is in place, it is regularly updated, and is compliant with Kenyan laws and donor requirements. |
| Pillar 3: Create a continuous lifelong learning environment where people share and learn from each other to collectively achieve the goals of the Academy (Induction, mutual learning, training and conferences, attitudes) | **Induction**  
**Indicator 1:**  
Humanitarian skills and knowledge are shared by different sector stakeholders.  
**Induction**  
**Indicator 1:**  
A standard package for staff orientation is in place and it incorporates the Centre’s history, vision, mission, strategy, systems and processes.  
**Mutual Learning**  
**Indicator 2:**  
Strategies that promote mutual learning in the Academy Centre; brown bag sharing sessions, secondment, internships, AIMS and Basecamp  
**Training and conferences**  
**Indicator 3:**  
Proportion of Academy staff who have acquired new skills. |
6. The strategies and approaches that the Academy Centre will be using

In order to achieve the above goals and objectives the Academy Centre will employ a wide range of strategies and approaches, either individually or in combination.

The Academy Centre will develop three strategies and three foundation pillar strategies. These Centre strategies are:
- Learning Strategy
- Supporting Stronger Partners Strategy
- Knowledge Strategy

The foundation pillar strategies are:
- Engagement Strategy
- Organisational Excellence Strategy
- Culture and Organisational Learning Strategy

The Academy Centre will implement the Strategies in accordance with the Academy’s Operating Approach, which establishes that the Global Academy Office and all Academy Centres will provide up to seven defined core services, namely:

| Core Service 1: | Investing in knowledge |
| Core Service 2: | Enabling access |
| Core Service 3: | Accelerating quality and recognition |
| Core Service 4: | Incubating innovation |
| Core Service 5: | Supporting effective providers and practitioners |
| Core Service 6: | Supporting dynamic and sustainable markets |
| Core Service 7: | Engaging for impact |

During the three-year period covered by this Strategic Business Plan, the Kenya Academy Centre will largely focus its resources on core services 1, 2, 5 and 7 in order to achieve its strategic goals and implement its strategies.

Appendices

(i) Opportunities at the East Africa Community level.

There are also emerging opportunities within the East African region and governments. Growing proneness to natural and human-induced hazards with trans-boundary impacts, inadequacy of resources and capacities to effectively prevent, prepare and respond to disasters, and limited knowledge and comprehension of how to respond to disasters that may manifest, have heightened interest in a paradigm shift, from reactive (response actions) to proactive (Prevention actions), with the latter based on analysis of vulnerability, risk evaluations, and situational assessments. In March 2016 this culminated into passage of the "Disaster Risk Reduction and Management Act, 2016". The Act which is expected to serve as a key legal and policy instrument to accelerate the implementation of the Sendai Framework in the East African region will now need to be translated into actions at national and sub-national level in the East African Community countries. The Academy Centre’s role in this effort will be crucial.

Specifically the following will need to be supported, namely:
- Supporting the integration of DRR into sustainable development policies and planning.
- Developing and strengthening institutions, mechanisms and capacities for building resilience to hazards.
- Systematic incorporation of risk reduction approaches into the implementation of emergency preparedness, response and recovery programmes.
- Increasing public awareness on DRR at various levels in the private, public and civil society sectors.
- Improved governance on DRR through the provision of advisory support.
- Enhancement of capacities for co-ordination and monitoring.
- Developing knowledge, innovation and education across the three sectors (Public, Private and Civil Society) in order to build a culture of safety and resilience at all levels.
- Strengthening disaster preparedness for effective response across the three sector.
Lessons from the UN Secretary-General’s Report

The UN Secretary General’s Report for the 2016 Humanitarian Summit brings out a number of issues from which opportunities for the Kenya Academy Centre emerge. In addition to the powerful expression of the tragedy of growing humanitarian needs, the report raises the need to build new links with “a wider group of humanitarians” including the youth, business, religious leaders and diaspora groups. Further, it highlights the necessity for achieving the Sustainable Development Goals (SDGs) through innovative actions. The report further observes that the major challenges facing the world today are global, interconnected, borderless and beyond the capacity of any one country or organization hence requiring the different parties to work together across nations and networks of engaged citizens. Specifically, the report identified a number of focus areas for the humanitarian sector, including:

- **Investing in humanity:** The Academy will focus its investment in people, local actors and national systems. Strengthening local capacities is especially important, since local actors are usually the best placed to know the underlying vulnerabilities and priorities of communities and often have the necessary trust and access to reach those who are most vulnerable.

- **Leaving no one behind:** We will ensure that all our work focuses on the empowerment and protection of women and girls, and we will enable adolescents and young people to be agents of positive transformation.

- **Changing people’s lives from delivering aid to ending need:** This will focus on strengthening the capacity and local leadership in crises and on supporting local structures to better meet humanitarian crises. We will provide expertise and good practice and add capacity and capability to the local structures. We recognize that people are the first and last responders to crises and are the central agents of their lives. Any effort to reduce peoples’ vulnerability and to strengthen their resilience must begin at the local level with our efforts building on the local expertise, local leadership and capacities. We will challenge the international actors to move beyond the humanitarian-development divide by working towards collective outcomes, building community resilience and adding value to what people and communities are already doing.

- **Upholding norms that safeguard humanity:** All our programmes will uphold norms that safeguard humanity and we will ensure that they all comply and are guided by humanitarian ethos and standards.
Humanitarian Leadership Academy
We are a global learning initiative set up to facilitate partnerships and collaborative opportunities to enable people to prepare for and respond to crises in their own countries.

For more information contact: kenya@humanitarian.academy
humanitarianleadershipacademy.org
@AcademyHum
HumanitarianLeadershipAcademy