



# **KYEEMA FOUNDATION**

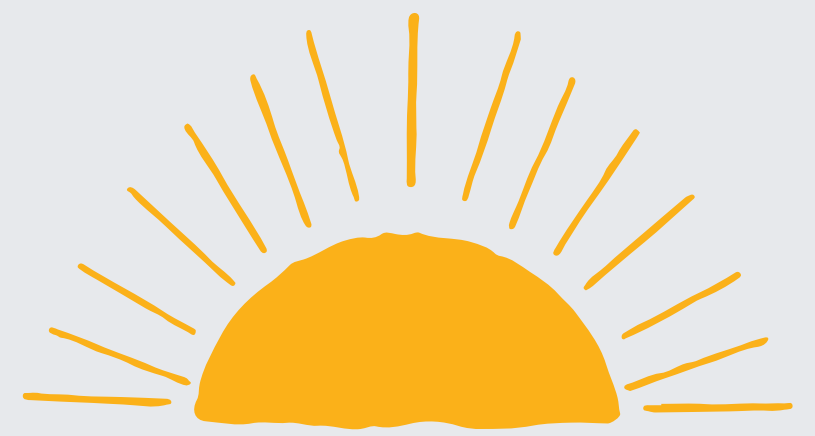
# **STRATEGIC PLAN**

# **2021-2026**



**Supporting local innovation. Enriching lives.**

# A new vision and mission, same motivation.



A locally empowered approach to improving community health and prosperity has motivated Kyeema members since our establishment in 2003. This feeling of empowerment, one that is often felt at the beginning of a new day, is captured in the meaning of the word Kyeema - an Australian Aboriginal word describing a beautiful dawn.

After a year of consulting widely, and with much gratitude to our hard-working staff and volunteers, we are proud to share the future direction of Kyeema. Our new Strategic Plan (SP) for July 2021 – June 2026 embraces the ideals of strong partner collaboration and innovation to support sustainable social, economic and environmental development. Our approach is aligned with the One Health and One Welfare movement which seeks to support healthier people, animals and environments using shared systems and resources.

Our new Strategic Plan (SP) is based on a balanced scorecard approach to measuring progress towards organisational goals and impact at scale.

Details of the implementation of this plan are documented in the 2021-2026 Workplan. Organisational impact is tracked through the 2021-2026 Monitoring, Evaluation and Learning Framework (MELF), together with an overarching Effectiveness Framework to guide the collection of data and stories of impact. Processes and enablers in the SP are supported by the Income Generation & Fundraising Strategy and the Communication Strategy.

## Strategic Plan Overview

Kyeema has a vision for a world where partnerships catalyse innovation and enrich lives. Our mission is working together to improve the health and prosperity of marginalised communities and their environments.

We support and work with local partners to address locally identified problems. We are champions of innovative, inclusive technological approaches that lead to transformative and sustainable change in communities.

We promote and scale opportunities for improved health and prosperity in three key focus areas: 1) Nutrition, Health and Livelihoods; 2) Resilient Communities; and 3) Innovation. Our programs support marginalised families, specifically women and children, to improve their food, nutrition health and economic security.

# An expanded scope of work

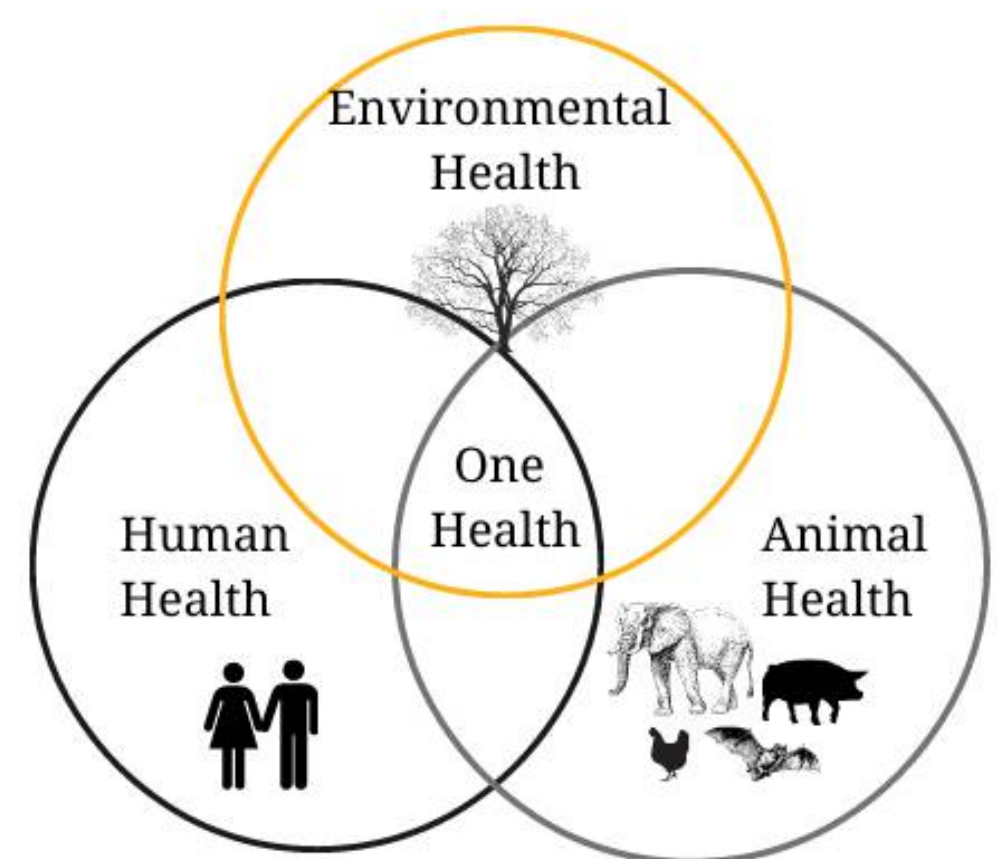
This new SP embraces strategic partnerships for social impact investing, to expand our capacity to support healthier people and their environments. We look forward to working together with communities, implementing partners, funding partners, individual donors and a hearty team of volunteers and staff to make significant and lasting change for the health and prosperity for all at this critical time in human history.

Our work on improved village chicken keeping and sustainable Newcastle disease control remains core for our country programs in Mozambique, Ethiopia, Malawi and Papua New Guinea under focus area 1 “Nutrition, Health and Livelihoods”.

The new Strategic Plan broadens our portfolio to include two new focus areas: focus area 2 “Resilient Communities” will support local partners to address locally identified challenges and focus area 3 “Innovation” will catalyse innovative and inclusive solutions for scale. We plan to expand activities with new partnerships across specific areas including nutrition-sensitive agriculture, ecosystem restoration and climate change action, as well as scaling inclusive technology and innovation in priority areas.

## ‘One Health and One Welfare’ approach

Kyeema will continue to work with a ‘One Health and One Welfare’ approach - a collaborative systems approach to using more sustainable, equitable practices particularly in the areas of health, agriculture and economic development. The goal for all our projects and activities is to support healthier people, animals and environments using shared systems and resources.

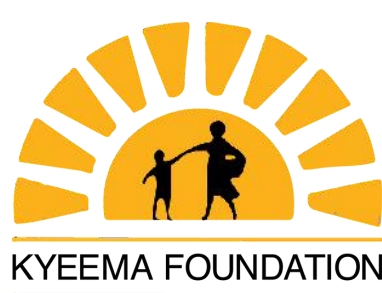
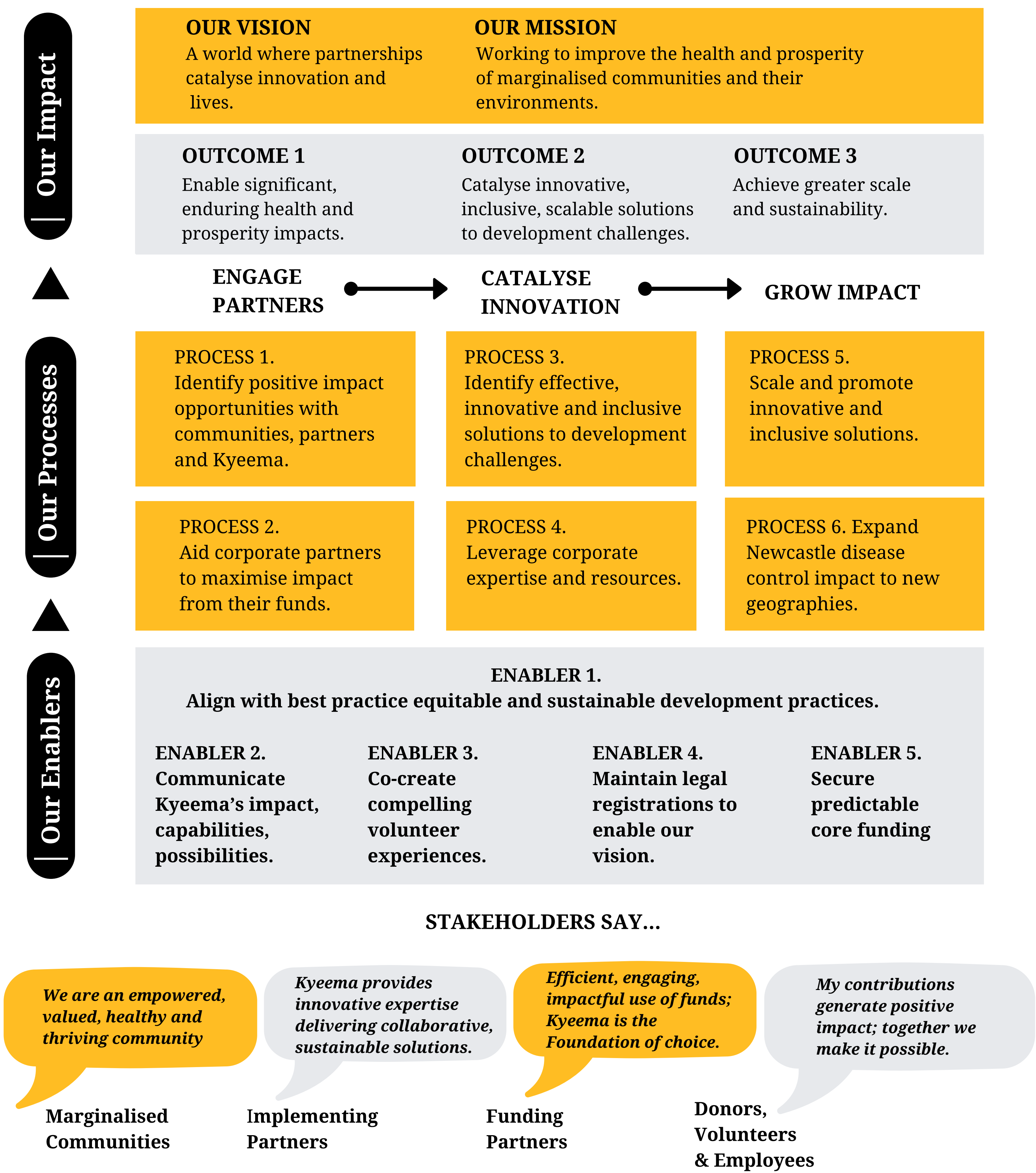


## Partnerships for catalysing innovation and enriching lives

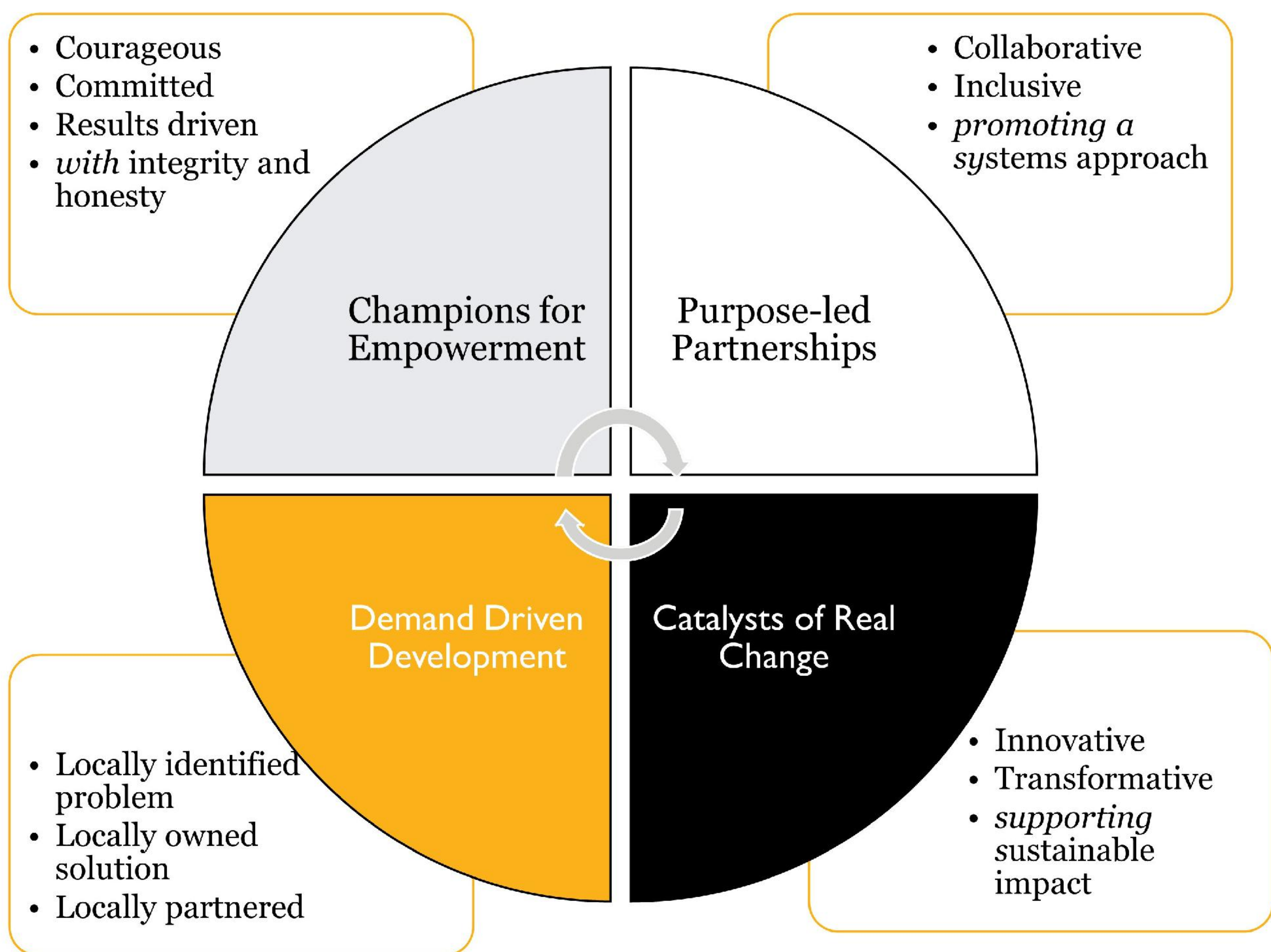
Under our new strategic partnership with Palladium, three new corporate funding mechanisms for social impact will be jointly implemented – ‘Challenge Fund’, ‘Our Communities Fund’ and ‘Humanitarian Relief Fund’. Palladium commits 1.5% of the company’s pre-tax profit to fund development activities in the countries in which it operates. Corporate staff volunteer their time and skills as ‘Kyeema Champions’ to identify and promote potential activities to support. They will have the opportunity to connect meaningfully with the impacts for project communities in countries where they live and work. Kyeema will oversee project management and impact reporting across all projects and programs with best practice sustainable and equitable development approaches.



# Strategy map



# Our values and guiding principles



## Guiding Principle Statement

### Champions for Empowerment

*We are courageous and committed development professionals, working with honesty and integrity to achieve results for empowering others.*

### Purpose-led Partnerships

*We support partnerships that are collaborative, inclusive and promote the health of the environment, including soil, water, plants, animals and humans.*

### Demand Driven Development

*We support local solutions with local partners to address locally identified problems.*

### Catalysts of Real Change

*We back innovative approaches leading to transformative and sustainable change in people's lives.*



# How we work

## We work to improve the health and prosperity of marginalised communities and their environments.

### Marginalised communities

Marginalised communities are under-served communities that are at higher risk of detrimental impacts of economic, socio-political or environmental instability.

### Prosperity

We define prosperity to include improved livelihoods, economic empowerment, ecological sustainability, social inclusion and quality of life.

### Human health

We define health to include prosperity. We believe it is improved within a community when people experience relative physical health and mental wellbeing, improved income and assets and reduced inequalities.

## Innovation, inclusivity and empowerment are key to what we do

### Innovation

Technologies, approaches, services and social purpose enterprises achieving results for improving the health and prosperity of people and planet. Kyeema can broaden its impact through using the innovations and innovative thinking and approaches of its local partners, and skilled network of expertise including corporate partner employees.

### Inclusive

We work to include women, people with disability or chronic illness, Indigenous people, ethnic minorities, people who identify as LGBTIQ, and small-holder farmers. This also includes diverse age groups such as youth and the elderly.

### Empowerment

In the pursuit of empowerment for the communities we work with, we strive to support several key elements of human security including environmental security, health security, economic security, food and nutrition security, and community security.

## We believe in sustainable impact and One Health and One Welfare

### Sustainable Impact using a Systems Approach

We believe the activities we support should be designed to have the greatest impact for the longest time. To ensure this, we ask:

- 1) Does it make social sense - are there tangible human health and prosperity impacts?
- 2) Does it make economic sense - is there fair remuneration for all people contributing? Does it generate sustainable livelihoods and economic empowerment for under-served communities?
- 3) Is it protective or regenerative of biodiversity and important ecosystem services?

If yes, then this is what we mean when we talk about a 'systems approach' to sustainable impact.

### One Health and One Welfare

One Health, also known as One Welfare is a collaborative, multisectoral, and transdisciplinary paradigm, which encompasses increasing sustainable, equitable practices in agriculture and achieving a healthy environment, including soil, water, plants, animals and humans.



# What we do

## Engage Partners

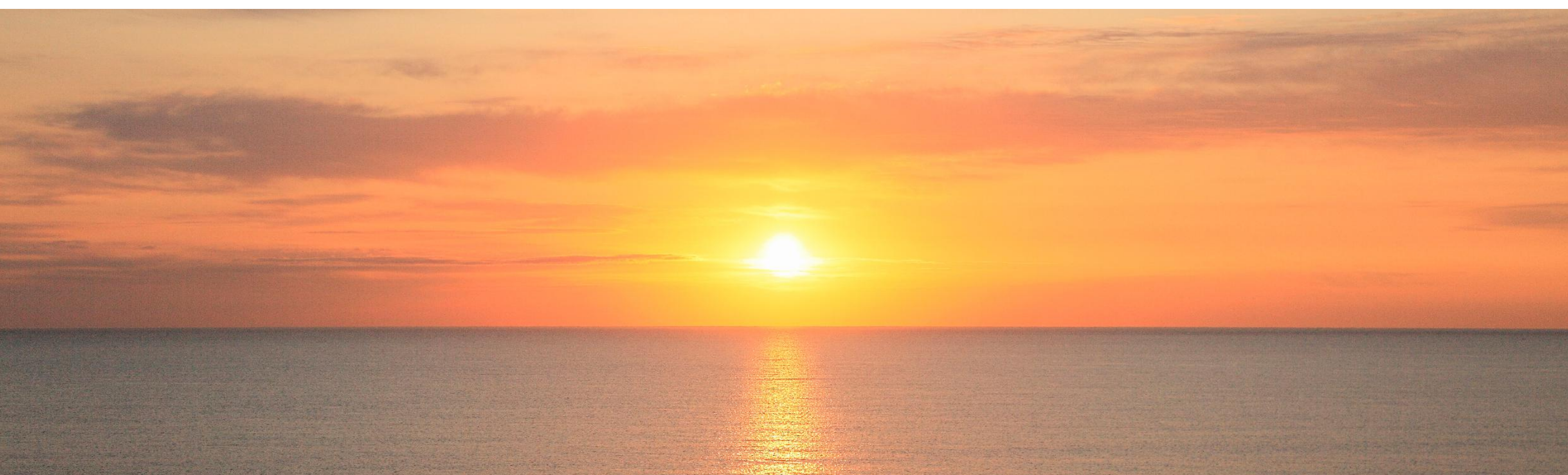
### **PROCESS 1. Identify positive impact opportunities with communities, partners and Kyeema**

We invest resources in projects using Kyeema and partner expertise to catalyse a positive impact for communities and partners. We do this through demand driven development, facilitated by Kyeema and supported by funding partners including corporate, private, philanthropic and government institutions. We believe greater impact can be created by working together synergistically. We deliver positive impact for health and prosperity in marginalised communities through 3 key focus areas: 1) Nutrition, Health and Livelihoods; 2) Resilient Communities; and 3) Innovation.

### **PROCESS 2. Aid corporate partners to maximise impact from their funds**

The Kyeema corporate partnership model with Palladium offers an efficient and reliable mechanism for corporates to deliver their investments for social impact. It offers the following in the delivery of impact for the health and prosperity of marginalised communities and their environment:

1. Demonstration of win-win (participant-donor) impact for allocated funds;
2. Accredited governance structures for inclusive and sustainable development;
3. Key expertise in the One Health approach;
4. High staff and volunteer engagement; and
5. Low administration costs for greater impact.





# What we do

## Identify Innovation

### **PROCESS 3. Identify effective, innovative and inclusive solutions to development challenges**

We leverage the innovative thinking of engaged people in Kyeema's global network and local implementing partners to imagine solutions to development challenges that Kyeema strategically selects in our current and evolving focus areas of impact for marginalised communities and their environments.

We prioritise, refine and select innovative solutions to be piloted initially through the Palladium Challenge Fund. Through this process, we strive to include local community voices and choose innovative technologies that are developed and applied with a gender, disability and social inclusion lens. The fund can assist partners with:

1. Piloting new technologies and innovative approaches
2. De-risking start-up ventures
3. Buying outcomes from innovative financial mechanisms like development impact bonds
4. Supporting the convening of innovation challenges, e.g. hackathons

### **PROCESS 4. Leverage corporate expertise and resources**

We continue to evolve our traditional sustainable development expertise and operations by leveraging volunteer corporate partner technical expertise in accelerator economics, market development, One Health, as well as communications and marketing. Where possible, corporate resources are leveraged on our supported projects.

Corporate partner staff volunteer their time and skills as 'Kyeema Champions' to identify and promote potential activities to support under the three grants programs. Our Kyeema Champions have a shared goal of building community resilience in the world's most marginalised populations.





# What we do

## Grow Our Impact

### PROCESS 5. Scale and promote innovative and inclusive solutions

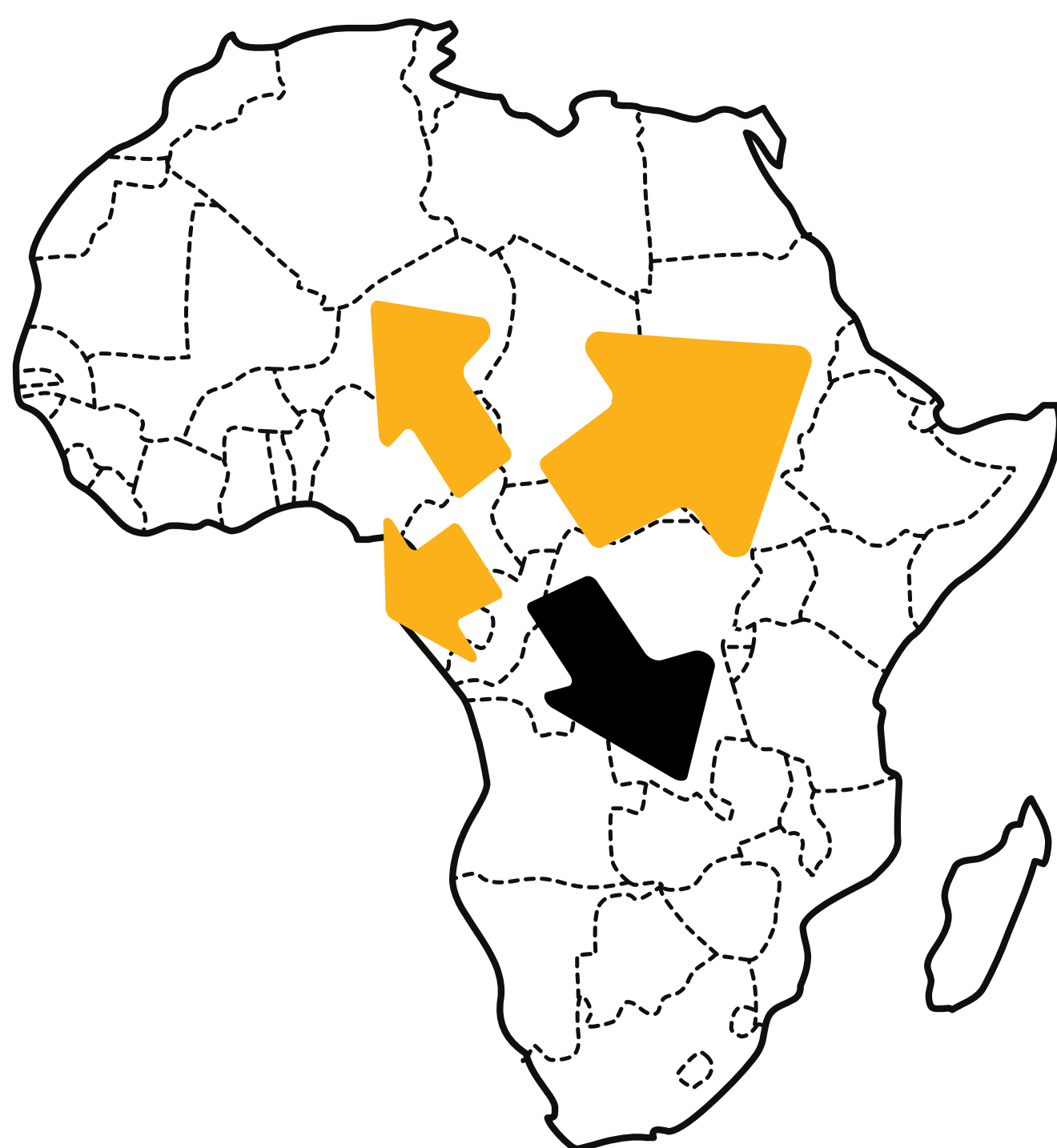
As Kyeema catalyses innovative, inclusive solutions that prove successful, there is a responsibility to scale them, where appropriate, in order to generate greater positive social, economic and environmental impacts for marginalised communities.

We seek to work with organisations that align with our vision and values to lead the scale effort, market the successful pilot, attract new funding to scale the model, and participate in implementation as appropriate.

### PROCESS 6. Expand sustainable Newcastle disease control impact to new geographies

Kyeema strives to expand Newcastle disease control projects throughout Africa. The innovative thermotolerant I-2 vaccine value chain models that we work with have been found to have a high return on investment for the communities in which we have worked. Kyeema works with inclusiveness and sustainability as a priority.

We work to strengthen existing partnerships and identify new partners for expansion of Newcastle disease control activities.



# Focus areas

## 1. Nutrition, Health and Livelihoods

### *Championing small-scale farmers*

Kyeema's traditional expertise is working with small-scale rural farmers, local governments and other institutional partners for improved nutrition, health and livelihoods outcomes.

#### Small scale livestock for development

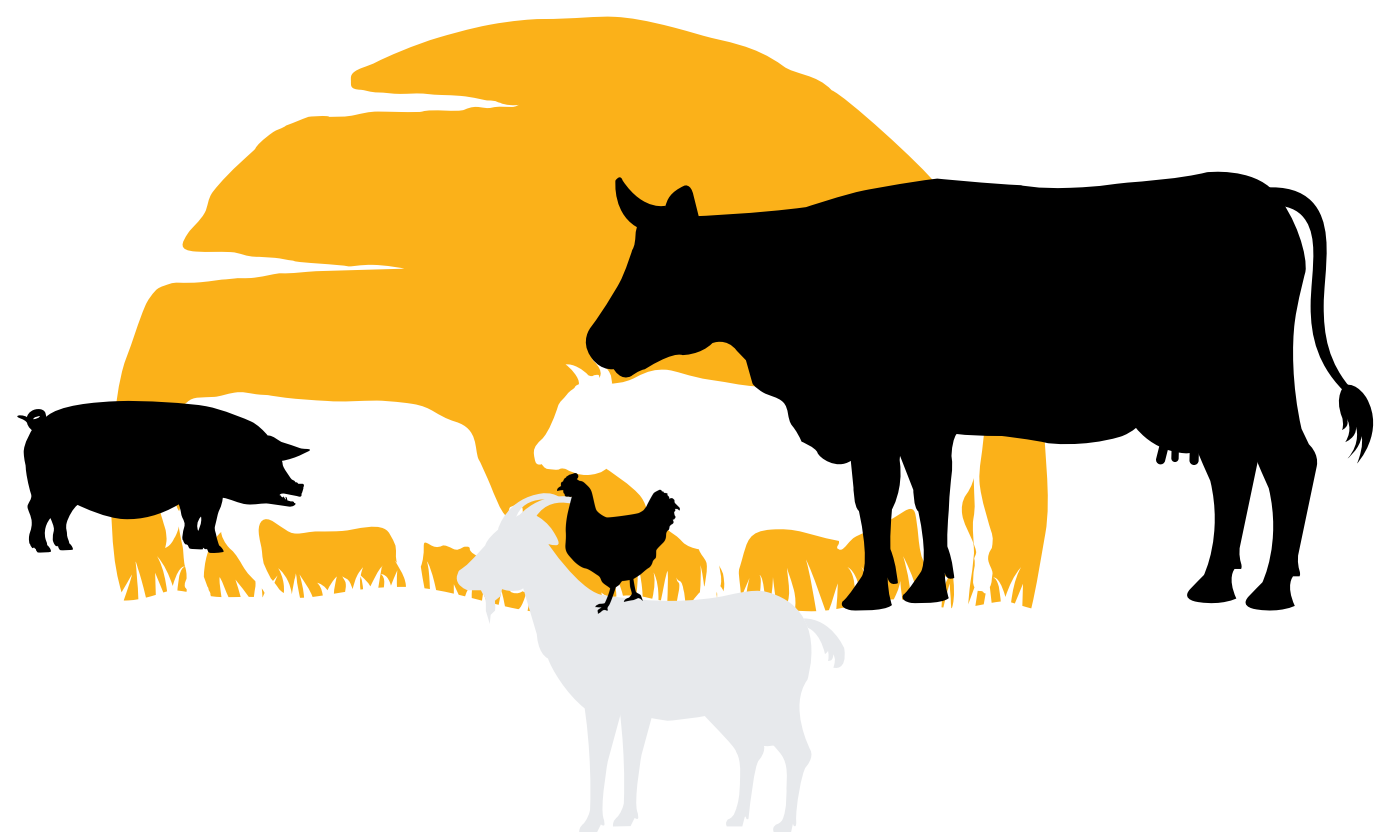
Kyeema was founded in 2003 by a group of Australian veterinarians and agricultural scientists to alleviate poverty in low-income countries by promoting a model of sustainable Newcastle disease (ND) control and improving village or indigenous chicken keeping practices at household level. We also have expertise in small scale goat and pig production to support health and prosperity outcomes for rural communities; this can include outcomes for their environment through healthy livestock production practices that take the pressure off local biodiversity. A key goal of this work is women's financial empowerment; by putting financial resources in the hands of mothers, small scale livestock, particularly village chickens, empower women as decision-makers within the household, which can lead to improved outcomes in child nutrition and health.

#### Nutrition-sensitive programs

We also support wider projects for small-scale farmers and marginalised groups that promote inclusive, equitable and environmentally regenerative practices that are nutrition-sensitive, particularly for women, children and other vulnerable people.

#### Sustainable Newcastle disease control in village chickens

Since 2012, with generous funding from the Australian Department of Foreign Affairs and Trade (DFAT) and support from African Union (AU), Kyeema has been working with the African Union-Pan African Veterinary Vaccine Centre (AU-PANVAC), based in Ethiopia, to establish improved mechanisms for sustainable Newcastle disease control in AU Member States. We currently support multiple partners, projects and programs in Mozambique, Malawi, Ethiopia and Kenya. We focus on the training of community-based vaccinators for local economic empowerment and support for establishment of efficient and effective distribution models of quality assured, locally made and registered Newcastle disease vaccines.





# Focus areas

## 2. Resilient Communities

### *Supporting local partners to address locally identified challenges*

This involves funding work that supports a systems approach to resilience - strengthening health, livelihoods, education, culture and the environment. One key program in Papua New Guinea is supporting community-led coral reef restoration, combined with village chicken keeping training, to support environmental and food and nutrition resilience. We wish to expand this work throughout the Pacific to support improved biodiversity and climate change adaptation in the region as part of actions aligned with the United Nation's Decade on Ecosystem Restoration (2021-2030).

Two new corporate funding mechanisms will enable expansion of activities to build resilient communities:

#### **Our Communities Fund**

Open to Palladium corporate staff only, this mechanism is designed to fund activities aimed to enhance or expand the skills, capacities, and assets of local communities in the areas in which Palladium works.

#### **Humanitarian Relief Fund**

Funds are targeted to respond to disasters in countries where our corporate partners are present.

## 3. Innovation

### *Catalysing innovative and inclusive solutions*

Core to our vision is catalysing innovative technologies, approaches, services and social purpose enterprises achieving results for improving the health and prosperity of people and planet. Kyeema broadens its impact through using the innovations and innovative thinking of its local partners, and skilled network of expertise including corporate partner employees.

#### **Challenge Fund**

The main mechanism through which we support innovative solutions is through the Challenge Fund. See Process 3 on page 8 for further details on this initiative.





# Activities and networks



Since 2012, with generous funding from the Australian Department of Foreign Affairs and Trade (DFAT) and support from African Union (AU), Kyeema has been working with the African Union-Pan African Veterinary Vaccine Centre (AU-PANVAC), based in Ethiopia, to establish improved mechanisms for sustainable Newcastle disease control in AU Member States.



## Sustainable Newcastle disease control in village chickens

Photo credit: Richard Nyonyi , Malawi



GLOBAL AGENDA FOR SUSTAINABLE LIVESTOCK

We are members of the NGO cluster of the Global Agenda for Sustainable Livestock- a global network of livestock sector stakeholders committed to the sustainable development of the sector.



## Small-scale livestock development

Photo credit: Richard Nyonyi, Malawi



Through our work supporting community-led coral reef restoration, we are part of a multi-stakeholder movement in 2021-2030 to facilitate global cooperation for the restoration of degraded and destroyed ecosystems. This, together with fostering efforts to combat climate change, safeguard biodiversity, food security, and water supply.



## Ecosystem restoration and climate action

Photo credit: Faith Considine, Fiji



# Funds for impact



Photo credit: Odyssey Sensors, Bangladesh

## Challenge Fund



Photo credit: Nesar Studio - Further Arts, Vanuatu

## Our Communities Fund



Photo credit: FRIEND, Fiji

## Humanitarian Relief Fund



# Enablers

## ENABLER 1. Align with best practice equitable and sustainable development practices

1A. Kyeema conforms to best global development practice and ethics, including compliance with Australian Charities and Not For Profit Commission (ACNC), the Australian Council for International Development (ACFID) Code of Conduct (CoC) and donor standards and values.

1B. Kyeema continuously strengthens its risk assessment strategy and accountability mechanisms through policies, procedures and processes overseen by our Board Sub-committees on Finance Audit and Risk Management (FARM); Strategic Planning (SP); and Project, Monitoring and Evaluation (PME).

1C. Kyeema works to ensure all activities are developed and implemented to improve diversity in the workplace and inclusiveness of marginalised or vulnerable groups.

1D. Kyeema supports continuous improvement and learning through building the knowledge and skills of our Board, staff, volunteers and partners in areas covered by our policies and procedures.



ACFID  
MEMBER

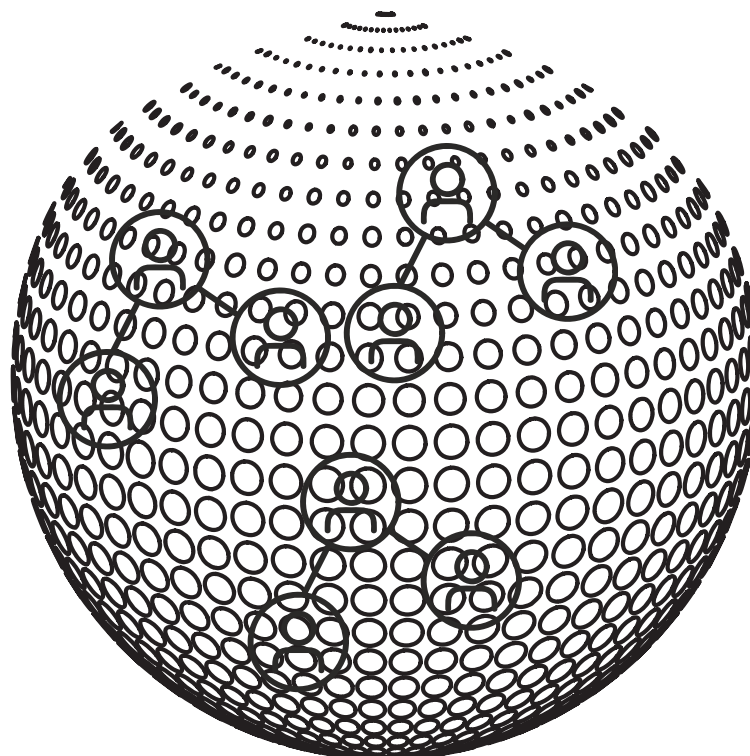


*We are a member of the Australian Council of International Development (ACFID) - the peak body for Australian non government organisations (NGOs) involved in international development and humanitarian action. This means we are a signatory to the ACFID Code of Conduct ([www.acfid.asn.au/code-of-conduct](http://www.acfid.asn.au/code-of-conduct)) which aims to improve the outcomes of international development and increase stakeholder trust by enhancing the transparency and accountability of signatory organisations.*

*We are accredited with the Australian NGO Cooperation Program ([www.dfat.gov.au/development/who-we-work-with/ngos/ancp/australian-ngo-cooperation-program](http://www.dfat.gov.au/development/who-we-work-with/ngos/ancp/australian-ngo-cooperation-program)) of the Department of Foreign Affairs and Trade (DFAT) which means that we must pass a rigorous accreditation and regular audit process that assess our organisational structure, philosophies, policies and practices.*



# Enablers



## **ENABLER 2. Communicate Kyeema's impact, capabilities, possibilities**

We communicate Kyeema's impact to corporate partners, foundations and the general public in order for people to understand and potentially fund the work we do.

## **ENABLER 3. Co-create compelling volunteer experiences**

Kyeema volunteers, including corporate partner employees, benefit from broadening their experience and contributing meaningfully to the impact and sustainability of Kyeema. Our volunteers are highly engaged, and Kyeema can be more financially efficient through using volunteer labour effectively.

## **ENABLER 4. Maintain legal registrations to enable our vision**

Kyeema maintains charity registrations in Australia, Ethiopia and Mozambique for development work. In this strategic planning period, we hope to explore options for charity registration in the UK and USA and for community work in Australia. This will be accompanied by an evolving Global Governance Structure.

## **ENABLER 5. Secure predictable core funding**

In order to ensure Kyeema's sustainability and grow our impact, Kyeema aims to grow core funding to support our program activities through donations, grants and awards through corporates, international organisations and government bodies.

# Measuring impact

## OUTCOME ONE

### Significant and enduring health and prosperity impacts

Kyeema seeks to enable significant health and prosperity impacts that empower communities using a One Health and One Welfare lens and in alignment with the United Nation's Sustainable Development Goals and measurable indicators.



## OUTCOME TWO

### Innovative, inclusive, scalable technological solutions

Kyeema's original work with the thermo-tolerant Newcastle disease (ND) I-2 vaccine started by innovating a sustainable technological solution for an important challenge for rural communities in Africa. The technology has since been scaled to numerous countries in Africa and the world where ND is endemic for use in rural communities. Building on this tradition of innovation, Kyeema seeks to identify and enable transformative local solutions for marginalised communities to create real change.



## OUTCOME THREE

### Scale and sustainability

Kyeema seeks to sustainably grow our financial and human resources in order to broaden our inclusive impact in marginalised communities through increasing numbers of development participants and geographical scope.





# Our history

## A history of innovation in animal health and welfare

Founded to promote animal health and welfare for human health and prosperity, Kyeema was formed by a group of Australian veterinary and agricultural scientists who wanted to promote a model of sustainable Newcastle disease (ND) control for village chickens kept by rural families globally. ND, which is endemic across Asia and Africa, kills 50-100% of chickens every time there is an outbreak, destroying the economic and food security of entire communities and contributing to the seasonal struggle with crop food shortages.

In the late 1980s, Professor Peter Spradbrow from the University of Queensland (UQ), with funding from the Australian Centre for International Agricultural Research, developed a thermotolerant ND I-2 vaccine for village chickens. This vaccine does not rely on a stable chain of refrigeration for it to remain effective and is therefore extremely effective in areas where power supply is unreliable. In the late 1990's, a comprehensive set of training materials for community-led ND vaccination campaigns were developed in Mozambique with Australian government support. In 2002, the Australian government funded Palladium (then GRM International) to implement a project to scale up these ND control activities and expand from Mozambique to Tanzania and Malawi. They also made the I-2 Master seed available through the UQ Veterinary School at no cost to developing countries that wanted to produce vaccine locally. The training materials developed have now been modified for use in many countries across Africa and Asia and are available free of charge on Kyeema's website. Since 2020, we have been trialling the use of these materials as training videos and e-learning modules, in response to the COVID-19 pandemic.

### HISTORY OF KYEEMA FOUNDATION (2003-2021)

**FEBRUARY 2004**  
First activity funded by donations to Kyeema, in Mozambique for a local tertiary scholarship.

**1 OCTOBER 2004**  
Two activities funded by Palladium in Tanzania (community HIV orphan support) and Mozambique (community education on reducing cyanide levels in cassava flour).

**1 DECEMBER 2006**  
Funding received from the Australian Government for Newcastle disease control activities in southern Africa (2006-2016)

**1 NOVEMBER 2007**  
Fundação Kyeema registered in Mozambique.

**DECEMBER 2012**  
Commenced activities with the African Union Pan-African Veterinary Vaccine Centre to develop training modules on sustainable control of Newcastle disease in village chickens in AU Member States.

**9 FEBRUARY 2015**  
Deductible Gift recipient status achieved with the Australian government.

**29 MARCH 2018**  
PNG program commenced with initial grant from English Family Foundation. Ongoing with funds from DFAT, Rotary Club of Brisbane and private donors

**6 MARCH 2019**  
DFAT accreditation achieved at Base level.

**Australian Aid**

**29 JUNE 2020**  
Palladium signs Partnership Agreement with Kyeema to manage humanitarian, communities and innovation challenge funds.

**Palladium**  
MAKE IT POSSIBLE



**28 NOVEMBER 2003**  
Registered as a Company limited by guarantee in Australia.

**7 JULY 2004**  
First Board meeting held with three Board members. First time working with the Food and Agriculture Organisation of the United Nations (FAO).



**1 JULY 2005**  
Recognised as a charitable institution in Australia.



**21 DECEMBER 2006**  
International Rural Poultry Centre registered as an entity under the Kyeema Foundation registration.



**11 OCTOBER 2012**  
ACFID full membership status granted.



**FEBRUARY 2014**  
Commenced activities with Rural Poultry Centre, Malawi.



**1 NOVEMBER 2015**  
First paid staff member appointed in Australia. Until this date, all staff were volunteers.

**7 DECEMBER 2018**  
Three Sub-Committees approved by Board.

**27 MAY 2020**  
Registration in Ethiopia attained.

**1 JULY 2021**  
New Strategic Plan for July 2021 – June 2026 commences.





# Our history

## From little things, big things grow

In November 2003, Kyeema was set up as an Australian registered not-for-profit to continue this important work, with the goal of improving the health and prosperity of rural communities globally. With support from Palladium, Dr Stewart Routledge instigated the set-up in collaboration with Professor Peter Spradbrow. Originally, all Kyeema staff were volunteers, including the current volunteer CEO Celia Grenning. Palladium has continued to support Kyeema both financially and with volunteer and overhead support (Kyeema's Head Office is based in Palladium's Brisbane office). Kyeema has grown with this support, becoming a member of the Australian Council for International Development (ACFID) in 2011, receiving Deductible Gift Recipient status from the Australian Tax Office in 2015 and being accredited to the Department of Foreign Affairs and Trade Australia NGO Cooperation Program (DFAT ANCP) in 2019. Kyeema is one of only 59 NGOs accredited to the DFAT ANCP.

## Partnerships for the future

In 2021 Kyeema enters a new dawn through this new Strategic Plan that envisions a world where partnerships catalyse innovation and enrich lives. We look forward to continuing to improve the health and prosperity of marginalised communities and their environments globally at this critical time in human history.



*Our founding CEO Celia Grenning (second from left) and founding Director Dr Stewart Routledge (fifth from left) with a Mozambican community in 2003. Photo credit: Kyeema .*



*The late Emeritus Professor Peter Spradbrow (centre) who developed the ND-I2 vaccine with veterinary colleagues at the African Union. Photo credit: Kyeema.*





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KYEEMA FOUNDATION

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## Cover photo:

Winning entry by Lyn Clifford  
submitted in the 2019 'Chickens 4  
Africa' photography competition  
to support our key partner Rural  
Poultry Centre in Malawi.

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**Supporting local innovation. Enriching lives.**