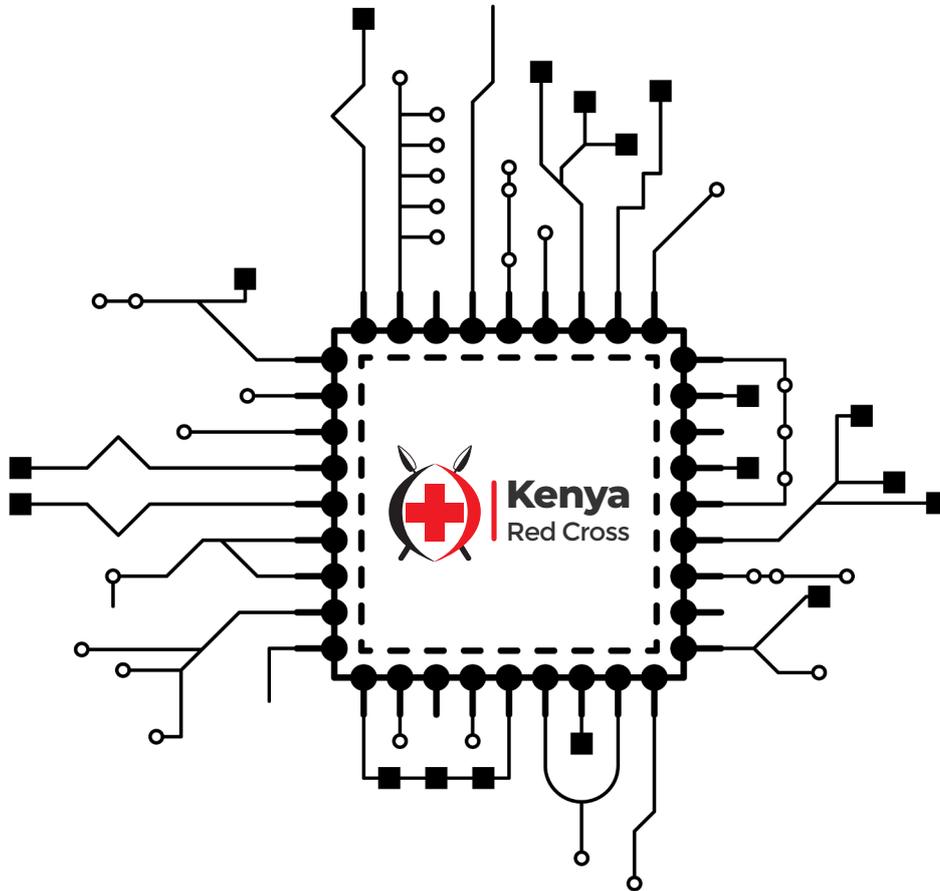




Data & Digital Transformation Strategy

2024 - 2028



About Us



The Kenya Red Cross Society (KRCS) was founded in 1965 under the Kenya Red Cross Society Act (Chapter 256 Laws of Kenya) and officially acknowledged by the Kenyan government as a voluntary aid society working alongside public authorities. It holds the distinction of being the sole National Red Cross Society in Kenya.

Regarding its relationship with public authorities, KRCS maintains independence, enabling it to operate in alignment with the Fundamental Principles of the Red Cross and Red Crescent Movement. Its Constitution is rooted in the Geneva Conventions of 1949 and their Additional Protocols of 1977, to which Kenya is a signatory



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Glossary of Terms

1. **Digital Transformation (DT)**- The profound integration of digital technologies into all aspects of an organization, fundamentally changing how it operates and delivers value to its constituents.
2. **Maturity Model**- A framework that assesses an organization's readiness and capability in adopting and implementing specific processes or technologies. It provides a roadmap for improvement.
3. **Key Performance Indicators (KPIs)**- Quantifiable metrics used to evaluate the success of an organization, project, or initiative. KPIs are aligned with strategic goals and objectives.
4. **SWOT Analysis**- An assessment tool that identifies an organization's Strengths, Weaknesses, Opportunities, and Threats. It aids in strategic planning and decision-making.
5. **Human-Centered Design (HCD)**- An approach that involves understanding the needs and perspectives of end-users to create solutions that are both effective and user-friendly.
6. **Data Literacy**- The ability to read, interpret, create, and communicate data as information. It involves understanding data sources, accuracy, and implications for decision-making.
7. **Risk Assessment Framework**- A structured process for evaluating potential risks, their impact, and the likelihood of occurrence. It guides risk management strategies.
8. **Governance**- The establishment of policies, roles, responsibilities, and decision-making processes to ensure accountability, transparency, and compliance with organizational objectives.
9. **Compliance**- Adherence to legal, regulatory, and ethical standards applicable to the organization's operations, ensuring responsible and lawful practices.
10. **Cloud Computing**- The delivery of computing services, including storage, processing power, and applications, over the internet, offering flexibility and scalability.
11. **ICT Systems**- Information and Communication Technology Systems, encompassing hardware, software, networks, and other technologies supporting data management and communication.
12. **Innovation Labs**- Collaborative spaces where creative ideas and solutions are developed, often involving interdisciplinary teams, to address challenges or create new opportunities.
13. **GIS (Geographic Information System)**- A system designed to capture, analyze, and manage spatial or geographical data, providing valuable insights for decision-making.
14. **Data Analytics**- The process of examining and interpreting data sets to extract valuable insights, patterns, and trends, aiding informed decision-making.
15. **Digital Literacy**- Competency in using digital technologies, including the ability to access, understand, and utilize digital tools effectively.
16. **Stakeholder Consultation**- Involving relevant individuals or groups in decision-making processes, ensuring diverse perspectives and fostering collaboration.
17. **Sustainable Funding**- Financial resourcing that ensures the continuity and viability of projects or initiatives over the long term.
18. **IT Infrastructure**- The combination of hardware, software, networks, and facilities necessary for the operation of an organization's IT environment.
19. **Sovereignty Principle**- The concept of maintaining control and ownership over technology and data resources, ensuring autonomy and security.
20. **Data Management**- The systematic control and administration of data throughout its lifecycle, including collection, storage, processing, and retrieval.



Foreward

In the past few years, we have witnessed the transformative power of data and digital solutions in addressing some of the most pressing humanitarian challenges. From improving our disaster response capabilities to enhancing community health and well-being, these technologies have become integral to our mission. As we look ahead, embracing a data-driven and digitally empowered approach will be essential in meeting the evolving needs of the communities we serve.

Our vision is to be a leading humanitarian organization empowered by data and digital solutions to enhance resilience and well-being in communities across Kenya. To achieve this vision, our strategy focuses on six strategic pillars- empowering our people, developing inclusive digital systems, fostering sustainable partnerships, ensuring responsible use of data, promoting digital innovation, and driving community-centered digital transformation.

This strategy is not just about technology; it is about people. It is about equipping our staff, volunteers, and communities with the skills and tools they need to make a difference. It is about ensuring that our digital systems are accessible and user-friendly for all. It is about fostering partnerships and securing sustainable funding to support our digital initiatives. Most importantly, it is about ensuring that our digital transformation is centered around the communities we serve, enhancing their resilience and participation in our humanitarian efforts.

We are committed to implementing this strategy with integrity, transparency, and accountability. We recognize that achieving our goals will require a collective effort, and we are dedicated to working collaboratively with our partners, stakeholders, and communities to bring this vision to life.

I am confident that this Data and Digital Strategy will enable the Kenya Red Cross Society to continue its legacy of excellence in humanitarian service. Together, we will harness the power of data and digital technologies to create a brighter, more resilient future for all Kenyans.

Dr. Ahmed Idris
Secretary General



Kenya Red Cross Society



Executive Summary

The KRCS Data and Digital Transformation Strategy (2024-2028) is a comprehensive plan developed through extensive research to understand and address the challenges facing KRCS, evaluating its strategic priorities, assessing its current state of data and digital maturity and analysing industry trends. It also considers the KRCS strategic goals and the IFRC digital transformation strategy. Recognizing the rapidly changing landscape marked by data proliferation and the advent of new technologies, this strategy positions data and digital transformation as a critical component to achieve KRCS mandate and objectives. A recent data maturity level assessment indicates that KRCS still has gaps to holistically address in digital culture, processes and technology.

The aim of this strategy is to harness the power of data and digital technologies to transform humanitarian action and deliver impactful, inclusive, and sustainable services. This involves integrating cutting-edge digital tools and data-driven insights into our humanitarian initiatives to ensure they are efficient, effective, and tailored to the unique needs of each community we serve. KRCS also acknowledges the significance of data protection and security to mitigate risks related to sensitive and strictly confidential data.



Vision

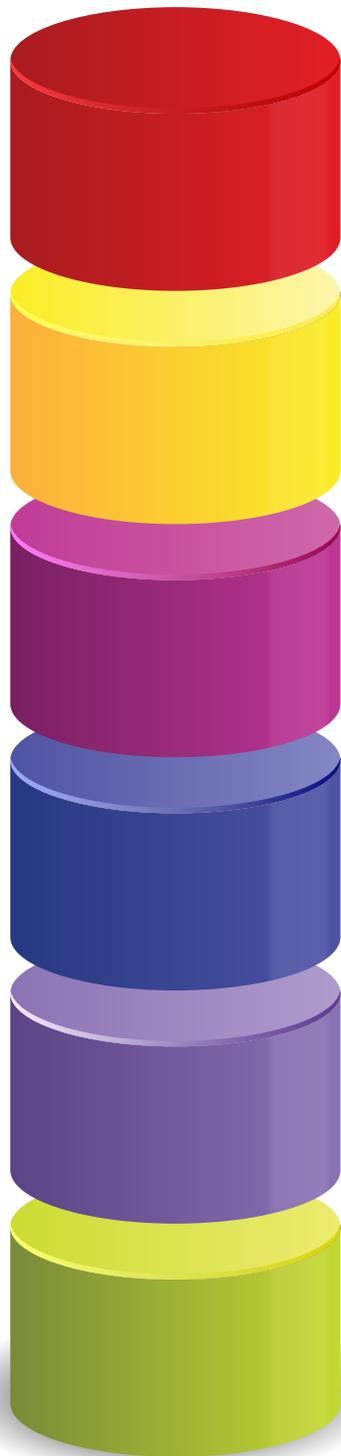
To be a leading humanitarian organization empowered by data and digital solutions to enhance well-being, health and resilience of communities in Kenya.



Goal

To harness the power of data and digital technologies to transform humanitarian action and deliver impactful, inclusive, and sustainable services.

Strategic Pillars



Empowered People

KRCS staff and volunteers are supported in developing relevant data and digital skills, which allow them to work effectively with the tools and processes introduced in the digital transformation process. Volunteers and branches feel appreciated, motivated and have knowledge within the digital transformation process



Inclusive Digital Systems Fit for Purpose

KRCS has adopted and unified suitable and user-friendly systems that improve operational efficiencies at all levels; HQ, region and branches. Processes are in place that ensure ownership and inclusivity of these data and digital tools and capacities throughout the organization



Enhanced Data and Digital Partnerships with Sustainable Funding

KRCS applies its partnership model to attract new and existing key partners in the areas of data and digital, e.g. private sector, academia, civil society. KRCS is a partner of choice for other NS who want to adopt its capacities and processes and can effectively support



Responsible Use of Data with an Appropriate Policy Background

KRCS has developed and implemented body of policy which informs and shapes its digital transformation journey and ensures its actions and interventions are well grounded and in line with humanitarian as well as cutting edge research in data and digital best practice principles



Data and Digital Innovation for Humanitarian Action

KRCS drives data and digital innovation within its own organization and becomes an example for innovation within its network. Data and digital transformation is driven at all levels, HQ, regional and branch. Flagship projects and approaches are routinely developed, piloted and where successful, go on to be adopted within the organization to support core activities



Community-Centered Digital Transformation

KRCS transforms into a digitally enabled national society that is accountable to communities and is able to centre actions and the design of interventions around community needs



Enablers



Leadership Commitment- Ensure strong leadership commitment and alignment across all levels of the organization, with leaders actively championing and supporting digital transformation efforts. Leadership buy-in is crucial for driving cultural change, allocating resources, and overcoming resistance to change.



Digital Culture- Foster a digital culture within KRCS that values innovation, agility, and continuous learning. Encourage staff and volunteers to embrace digital technologies and explore new ways of working, creating an environment where experimentation and adaptation are celebrated.



Interoperability and common data standards- Achieve seamless interoperability and the adoption of common data standards across all systems and organizations to enhance collaboration, data accuracy, consistency, and sharing.



Cross-Functional Collaboration- Promote cross-functional collaboration and teamwork, breaking down silos and encouraging staff from different departments and regions to work together towards common digital transformation goals. Collaboration ensures that diverse perspectives and expertise are leveraged to drive innovation and problem-solving.



Capacity Building and Training- Invest in capacity building and training programs to enhance the digital skills of KRCS staff and volunteers. Provide opportunities for continuous learning and development, equipping individuals with the knowledge and tools they need to effectively leverage digital technologies in their work.



Infrastructure and Technology- Develop and maintain robust digital infrastructure and technology systems to support KRCS's digital transformation initiatives. Ensure that the organization has access to reliable and scalable technology solutions that enable efficient data management, communication, and collaboration.



Policy and Regulatory Frameworks- Establish clear policy and regulatory frameworks to govern the responsible use of digital technologies and data within KRCS. Ensure compliance with relevant laws and regulations related to data privacy, security, and ethical use, mitigating risks and building trust with stakeholders.

The Data and Digital Transformation Team

To address the evolving needs of the Kenya Red Cross Society (KRCS), a dedicated team with a diverse set of skills and experiences is essential. The Digital Transformation Team will play a crucial role in driving innovative solutions, integrating technology into operations, and effectively managing data. Comprising members from senior management and various departments, this team will focus on collaboration, knowledge sharing, and engaging with stakeholders to enhance the organization. The mission of the team is to help KRCS become more agile and responsive, ensuring better service to the communities that rely on its support.

Task	Department	Role
Chairperson	Senior Management Team	Guide the organization's strategic direction and set data and digital ambitions
Core Units		
1	Data	Leads the data strategy, overseeing data management, governance, and analytics to inform decision-making
2	ICT	Leads the digital strategy and initiatives, driving the integration of technology into KRCS operations and ensuring alignment with organizational goals
3	Innovations	Advises on innovative strategies and emerging technologies, fostering a culture of creativity within the team.
4	Monitoring and Evaluation	Develops and implements monitoring and evaluation frameworks to assess the effectiveness and impact of digital transformation initiatives
5	Communications	Manages internal and external communications related to data and digital transformation, promoting engagement and awareness among stakeholders.
Members		
	Operations and Support departments Regional and county offices	Support with domain knowledge and incorporation of data and digital strategies in their operations



Current Data and Digital Transformation Landscape

Why Data and Digital Transformation is Important to KRCS

The Kenya Red Cross Society (KRCS) operates in a complex environment due to its extensive network and scale of operations. With over 260,000 volunteers and members spread across its network of headquarters, regions, and branches, KRCS requires efficient digital systems to facilitate communication, coordination, and collaboration among its diverse workforce. Additionally, serving vulnerable communities across Kenya each year requires streamlined processes and data-driven approaches to ensure timely and effective humanitarian assistance reaches those in need.

KRCS also, operates across multiple departments, each focusing on different thematic areas such as disaster risk reduction, response and operation, Health and social service, and organizational and youth development. Effective digital transformation enables seamless integration and sharing of information across these departments, enhancing operational efficiency and enabling holistic service delivery. Challenges in digital culture, processes and technology necessitate the need to embrace digital transformation. Through investing in data and digital transformation KRCS can overcome these challenges and capitalize on opportunities to enhance its impact.

Drivers

The driving forces behind KRCS's commitment to data and digital transformation are multifaceted.

Internally, there is a growing recognition of the need for timely and accurate information to inform decision-making processes and optimize resource allocation.

Externally, community humanitarian needs and the evolving landscape of humanitarian assistance underscore the necessity of embracing technological advancements to remain relevant and impactful. Furthermore, the imperative to enhance community engagement and empowerment serves as a compelling catalyst for leveraging data and digital tools to facilitate collaboration.

Key Drivers of Change



Growing recognition of the need for timely and accurate information to inform decision-making processes and optimize resource allocation



Community humanitarian needs and the evolving landscape of humanitarian assistance



The imperative to enhance community engagement and empowerment

Where We Are Now



People

- Availability of technology and Human Resource capacity
- Supportive leadership
- Staff and volunteers are curious about data and digital technology
- Data and digital technology tend to drop off the agenda in times of crisis



Process

- Digital communication channels are used for two-way communication to engage with National Society's
- The National Society collects and analyses data to improve its communication effectiveness and enhance audience reach
- Needs are assessed for disaster response as well as preparedness
- There is no standard approach for using user insights. Every department does this differently
- Some teams apply HCD, others don't
- There is a limited core budget for data and digital technologies which is used to keep the current infrastructure operational



Technology

- There is internet connectivity at the headquarters and (some) branch offices
- The National Society has basic IT (Hardware and software) and there is functional use of digital tools by end-users
- Staff and volunteers can perform non-critical tasks outside the office

Long Term: KCRS Data and Digital Ambition



People

- Staff with data and digital expertise are available and actively recruited. They are supported by a growing pool of data and digital volunteers
- Leadership advocates for and encourages the use of data across projects and teams:- Leadership is key in adoption of approaches and strategies that are aimed at improving inclusivity and sustainability
- Data and digital technology remain a priority on the agenda in times of crisis



Process

- A data and digital team has been created and serves data and digital needs across departments. They understand data and digital needs in departments and collaborate in an ad-hoc manner. The National Society actively tries to decrease the level of siloed working and structure information management
- A data responsibility policy has been established, considering both law and ethics. A privacy policy is in place on all external facing websites and apps
- Needs are understood through a human-centered design (HCD) process, leading to richer insights of feasibility, visibility and desirability of (digital) products and services
- User feedback is actively analyzed and leads to improved services, products and operations



Technology

- Core applications are hosted in the cloud or otherwise accessible for remote workers via VPN. Laptops are encrypted and access to core systems is secure. Online collaboration environment used by most staff and volunteers
- All staff and majority of volunteers are connected to the internet. The National Society experiences (almost) no issues with the internet connection, also not when internet traffic is high
- Field teams have access to a digital system to derive and provide situational context. Data is structured and decision makers can draw insights from it
- NS adopts new digital tools and cutting edge technology



Priority Outcomes for a Digitally Transformed Kenya Red Cross Society



Why It's Important:

In today's rapidly evolving humanitarian landscape, the effective use of data and digital technologies is critical for enhancing the quality, efficiency, and impact of humanitarian response efforts. Empowering people (staff, volunteers and communities) with digital tools and knowledge allows for faster response times, more efficient resource allocation, and improved communication within communities. This translates to a stronger national society, better equipped to serve the most vulnerable communities.

Primary Focus:

This thematic area prioritizes equipping Kenya Red Cross Society staff and volunteers across all departments with the digital skills and tools necessary to excel in their roles. It aims to bridge the digital divide, build confidence in technology use, and encourage a culture of continuous learning and innovation.

Transformation We Want to Contribute To

- **From Traditional Manual-Based to Data-Driven decisions:** Utilize real-time data to inform KRCS's interventions and ensure they are appropriate and effective.
- **From Reactive to Proactive:** Strengthen disaster preparedness and anticipatory action by utilizing digital tools for risk mapping, early warning systems, and community mobilization
- **From isolated Relief to Connected Communities:** Enhance communication channels through mobile apps, social media outreach, and digital volunteer management tools, fostering stronger connections with communities before, during, and after disasters.



- **From Siloed Operations to Collaborative Response:** Empower cross-departmental collaboration through digital platforms for real-time information sharing and coordinated response efforts.
- **Localized Solutions:** Develop and/or adopt culturally appropriate digital tools and programs that meet the specific needs of vulnerable communities.

Key Initiatives:

- Digital Literacy Training
- Provide foundational digital skills training, including mobile data collection, data management, and cybersecurity awareness.
- Design training programs specific to different departments (e.g., logistics in digital inventory management, first responders in using mobile data collection tools).
- Partner with other stakeholders to equip communities with digital skills necessary to access information and resources during emergencies.
- Remote working
- Enhance digital connectivity and access particularly in remote and underserved areas, to enable broader participation and engagement.
- Host core applications in the cloud and encourage staffs and volunteers to use online collaboration environment
- *Data Collection:* Partner with local community organizations to gather information on vulnerabilities and risks faced by different groups within Kenya
- *Mentorship and Peer Learning:* Establish a network where experienced staff can mentor colleagues and share best practices for technology utilization in humanitarian response.
- *Mobile-First Technology Solutions:* Prioritize user-friendly mobile technology for data collection, volunteer recruitment, and community communication, considering internet connectivity limitations in some areas.
- *Feedback Loop and Continuous Improvement:* Create channels for feedback on digital tools and implement suggestions for continuous improvement.
- *Investment in Local Innovation:* Encourage staff to propose and pilot locally sourced digital solutions to address specific needs within Kenyan communities
- *Investing in data and digital teams:* Actively recruit staff and volunteers with data and digital expertise. This group of people understand data and digital needs in departments and collaborate in an ad-hoc manner

By empowering staff, volunteers and communities through digital transformation, the Kenya Red Cross Society can become a more agile, data-driven, and connected organization, ultimately strengthening its ability to serve communities effectively in times of crisis and need.





Inclusive Digital Systems Fit for Purpose

Why It's Important

Digital transformation has the potential to significantly benefit organizations. However, to enhance operational efficiency and ensure accessibility and usability, it is essential to make deliberate efforts to establish processes that promote ownership and inclusivity of digital tools and capacities across the organization. This will enhance access to critical information and resources, knowledge retention, strengthen collaboration and empower staff, volunteers and communities. Consequently, this will ensure that Kenya Red Cross is well equipped to swiftly adapt to the evolving humanitarian landscape.

Primary Focus

The primary focus of this thematic area is to develop and implement digital systems that are accessible, usable, and beneficial for all users, and that align with Kenya Red Cross evolving organizational needs, standards, and objectives.

This includes-

- **Universal Design:** Adopting design principles that ensure digital products have features like user-friendly interfaces, multiple language options, and assistive technology.
- **Enhanced Collaboration and Communication:** Facilitating seamless collaboration and communication across teams, departments, and regions, enabling more effective teamwork, knowledge sharing, and innovation.
- **User-Centered Development:** Engaging a wide range of users in the design and development process to understand their unique challenges and requirements.
- **Affordability:** Ensuring that digital solutions are sustainable and available to everyone.
- **Policy & Advocacy:** Working with policymakers to create and enforce regulations that support ethical and purposeful digital practices.

Transformation We Want to Contribute To

This thematic area will contribute to the transformations below:

- **Needs Based Digital Systems:** Ensuring that creation or adoption of digital systems is purely driven by Kenya Red Cross Society's needs and alignment with organizational requirements, policies and standards.
- **Enhanced User Experience:** Creating digital systems that are intuitive and meet the needs of a diverse user-base, increasing overall satisfaction and engagement.
- **Empowered Communities:** Enabling all communities including the marginalized and underserved, to leverage digital tools for social, economic and personal development
- **Sustainable Impact:** Achieving long-term positive impact in the society by promoting equality in the digital landscape
- **Collaborative ecosystem:** Using technology to facilitate seamless collaboration and communication across teams, departments, regions and branches, enabling more effective teamwork, knowledge sharing, and innovation.
- **Data privacy and security:** Adhere to data privacy and security policies, for example, by implementing robust measures to safeguard staff, volunteer and beneficiary data.

KRCS has data scattered across different departments and systems. Centralizing this data and integrating it into a single, cohesive system will facilitate knowledge sharing and collaboration between different branches, regions and HQ departments.

Key Initiatives

- Develop and implement a Digital Technology Adoption Framework to guide technology choices and ensure alignment with our organizational goals.
- Conduct design workshops to integrate inclusivity into digital projects, engaging stakeholders to co-create tailored solutions that enhance user experiences.
- Develop an accessible Knowledge and Data Management System to facilitate easy access to information for all volunteers, staff and community members
- Conduct digital literacy workshops to enhance digital skills and confidence in the use of technology.
- Optimize internal processes through the review and streamlining of workflows, leveraging digital tools for efficiency gains.
- Implement a project to centralize data from various departments and systems within KRCS into a single, cohesive platform. This integration will enhance knowledge sharing and collaboration across different branches, regions, and headquarters departments.

This thematic area represents a strategic move towards a future where KRCS leverages technology to enhance its efficiency and effectiveness in reaching the most vulnerable. By fostering inclusivity and accessibility, KRCS can truly fulfill its mission of alleviating suffering and building resilience of Kenyan communities



Responsible Use of Data with an Appropriate Policy Background

Why It's Important

KRCS collects, stores, and analyzes vast amounts of data, some of which is personal and sensitive. As the organization continues to adopt more advanced digital solutions, the volume and sensitivity of the data collected are expected to increase over time. To foster trust and support from stakeholders, including staff, volunteers, communities, and regulators, it is essential to comply with data protection laws and regulations. This ensures the protection of individuals' privacy rights and maintains ethical standards in data practices.

Adhering to these ethical data practices and regulatory requirements safeguards against data breaches, misuse, cyber attacks and other security threats. KRCS will strictly be bounded by principles of good data governance, ensuring that data is managed responsibly and transparently. This approach not only helps avoid legal consequences but also reinforces KRCS's commitment to ethical conduct in a digitally transformed environment.

Primary Focus

To develop and implement a robust body of policies that guide KRCS's digital transformation journey. These policies will serve as a guide, ensure regulatory compliance, uphold ethical data use, align with humanitarian principles and cutting-edge research in data and digital best practices.

Transformation We Want to Contribute To

- **Enhanced trust and reputation:** Demonstrate a commitment to responsible data use, in order build and maintain trust with stakeholders.
- **Regulatory Assurance:** Ensure compliance with global and local data protection laws to avoid legal penalties and operational disruptions.

- **Alignment with Humanitarian Principles:** Ensure that digital transformation efforts of KRCS are in line with humanitarian principles. This helps achieve KRCS's mission and values, ensuring that technology serves to enhance humanitarian work rather than detract from it.
- **Operational Excellence:** Streamline data governance processes across KRCS HQ, regions and branches, to improve efficiency, reduce risks, and ensure data quality.
- **Enhanced data security and privacy:** Develop robust policies that ensure compliance with data protection laws and ethical standards both local and international.
- **Incorporate a design:** for-accessibility approach into the development or adoption of any digital solution.

Key Initiatives

- **Develop and Implement Data Governance Policies & Frameworks:** Establish clear data governance policies that outline roles, responsibilities, and procedures for data handling, storage, access, and security within KRCS.
- **Conduct Regular Data Protection Impact Assessments (DPIAs):** Conduct DPIAs to assess the potential risks to data protection rights when processing personal data and take appropriate measures to mitigate these risks.
- **Training and Awareness:** Conduct regular training to raise awareness about data protection laws, ethical data practices, cyber & information security and the KRCS's data and digital policies.
- **Continuous review and update of policies:** Regularly review and update data SOPs and policies to stay aligned with evolving regulations and best practices.
- **Improve information management:** Develop centralized data repository that contains key datasets and define metadata for every key dataset
- **Implement Data Minimization Practices:** Collect and retain only the data necessary for the intended purpose and regularly review and purge data no longer needed to minimize risks associated with data storage and processing.
- **Enhance Cyber security measures:** Continuously update data security measures, such as encryption, access controls, and regular security audits, to protect data from unauthorized access, breaches, and cyber threats

Responsible data use with an appropriate policy background is essential to not only protect individuals' rights and interests but also to ensure ethical practices, legal compliance, data security, and trustworthiness. This will build trust among our stakeholders and reinforce KRCS's reputation as a reliable and ethical organization in today's digital landscape.



Enhanced Data and Digital Partnerships with Sustainable Financing



Why It's Important

To ensure long term viability of digital transformation projects, and scalability of digital solutions, there is need to have strategic partnerships that provides necessary resources that will enable KRCS to plan and execute multi-year initiatives without interruptions. The value added by these partnerships boosts operational efficiency and will enable the KRCS to stay ahead in a rapidly evolving digital landscape.

Primary Focus

KRCS seeks to expand its network of key partners in data and digital technology, including private companies, academic institutions, and civil society organizations. This strong partner network will provide much needed resources like funding, research, expertise and capacities that help the NS conduct and sustain its digital transformation and enhance its reach, efficiency and speed of assistance to the most vulnerable communities. KRCS is also committed to securing sustainable funding for its digital initiatives. Additionally, the organization aspires to be a partner of choice for other NS who want to adopt its capacities and processes and can effectively support it. KRCS has already partnered with National Societies, including the British Red Cross, Danish Red Cross and 510 of the Netherlands Red Cross, to implement digital technologies and infrastructure, further reinforcing its digital transformation journey.

To date, KRCS has benefited significantly from support provided by the IFRC, including resources, capacity-building, and funding through initiatives such as the Empress Shoken Fund. Notably, the Capacity Building Fund has played a crucial role in the successful development of this strategy.

Transformation We Want to Contribute To

- **Shared value approach to partnerships:** KRCS to identify and package its strength as proposed value to potential partners. These strengths include its extensive reach and community acceptance, a large volunteer base, and a wealth of knowledge, experience, and data on disasters in Kenya

- **Sustainable financing:** Explore various funding sources, including grants, income generating activities/product and crowdfunding, to ensure financial sustainability.
- **Communication of key data and digital products and initiatives:** Comprehensive documentation and communication of all digital initiatives. This is to ensure proper visibility of the efforts of the KRCS Staff, volunteers, community members and partners across multiple channels.
- **Collaborative Platforms:** Establish digital platforms that facilitate collaboration and data sharing among partners.
- **Strategic shift in budget allocation for data and digital initiative:** Champion the integration of data and digital initiatives into the core budget (not as overhead) of Project proposals, allowing for more systematic investments in digital service development
- **Talent Acquisition and retention:** Attract and retain skilled professionals in data science, IT, and digital innovation.

Key Initiatives

- **Set up a data and digital transformation website:** to document and disseminate all digital initiatives.
- **Strengthen public-private partnerships:** Mapping partners and formalizing partnerships through memorandums of understanding, joint initiatives, and collaborative projects to support digital initiatives and ensure long-term financial stability.
- **Develop a grant and Partner Information management system:** This will enable KRCS to easily track funding, manage contacts, partner information and a repository for proposals submitted.
- **Capacity-building and skills development:** Empower internal and external partners with the knowledge and tools needed to leverage digital technologies and data effectively.
- **Develop a partner engagement matrix:** Creating a clear plan to actively engage with current and potential partners will improve regular communication, feedback mechanisms, and participatory decision-making to KRCS Stakeholders and partners and will ensure alignment with shared goals and objectives
- **Conduct and participate in networking and knowledge sharing events:** Host and participate in events, webinars and exchange programs with partners working in areas of data and digital. These efforts will not only strengthen partnerships but also establish KRCS as a thought leader in the ever-evolving data and digital landscape.
- Review Partnerships and Donations Policies to include support for Digital Transformation Initiatives
- Develop funding proposals for Data and Digital Transformation Projects.

This digital transformation strategy prioritizes building strong, sustainable partnerships across sectors including government agencies, non-profit organizations, private companies, and academic institutions to enhance collaboration and innovation. By fostering strong partnerships, KRCS can access a broader range of datasets and resources, gain valuable insights, and develop innovative and sustainable solutions to address pressing social, economic, and environmental challenges.



Data and Digital Innovation for Humanitarian Action

Why It's Important

Data and digital innovation are essential for humanitarian organizations, as they significantly enhance decision-making, operational efficiency, and communication. By leveraging real-time data and advanced analytics, Kenya Red Cross can allocate resources more effectively, conduct swift needs assessments, and optimize interventions. These technologies streamline processes, reduce costs, and enable scalable solutions, ultimately leading to faster and more coordinated responses. Additionally, digital tools enhance transparency and accountability, fostering trust among stakeholders and empowering communities through increased participation and capacity-building initiatives.

Primary Focus

The focus of this strategy lies in empowering the KRCS to harness the potential of cutting-edge data and digital tools and technologies. This will not only streamline internal operations and realize gains in other areas but also ensure KRCS remains adaptable to the evolving needs of both the organization and the communities it serves.

Transformation We Want to Contribute To

- **Digital Innovation:** Mainstreaming digital innovation at the core of programming at the Kenya Red Cross as well as supporting staff and volunteers to structurally explore data and digital technology and improve related skills.
- **Leverage on emerging cutting-edge technologies:** Incorporate modern digital technologies, including advanced analytics and AI technologies like machine learning and predictive analytics. This integration allows the extraction of invaluable insights from data that traditional methods struggle to unveil.
- **Data-driven decision making:** Using improved data collection, analytics and visualization techniques to identify the specific needs of affected populations. This allows more targeted and efficient aid distribution and informs high-level quick decision making.

- **Innovative and inclusive approaches:** This can be realized through methods like collecting and analyzing disaggregated data, which help ensure the needs of diverse groups are understood and addressed. These innovations enhance transparency, inclusivity, and the effectiveness of interventions, ensuring that underlying issues are identified and resolved.
- **Research and Development:** Investing in research and development efforts to explore emerging technologies and innovative approaches that can address humanitarian challenges more effectively.
- **Strategic Partnership:** Ensure an updated stream of new and existing partners in the field of data and digital technology who can partner with KRCS to develop and test new innovative digital solutions

Key Initiatives

- Capacity strengthening staff and volunteers on data literacy and how to use innovative approaches in programming.
- Establishing a Research and Development framework and working group responsible for spearheading and integrating emerging technologies and digital solutions in humanitarian interventions and assess their potential to address challenges for ongoing operations
- Attracting and keeping a pool of skilled digital volunteers, staff and community members who can support or participate in KRCS digital initiatives and guide others to do so
- Create a cross-functional Data and Digital Transformation Team to govern, champion and spearhead Digital Transformation initiatives
- Host and participate in networking and knowledge sharing forums and events by likeminded organizations and partners in the Digital Innovation Spaces.
- Brownbag sessions with staff, volunteers and partners on key digital milestones/ initiatives
- Challenges such as hackathons to support foster learning and instill an interest in digital innovation initiatives
- Keep members and staff informed of new emerging technologies and guide them on the potential value and impact they would have if adopted into KRCS operations.
- Development and deployment of a data warehousing platform to centralize KRCS data. This will enable data to be organized systematically for easier retrieval and insight generation.
- Conduct case studies on the utilization of data and technologies in the humanitarian fields. These case studies should be well documented for future reference and access.

Data and digital transformation in humanitarian innovation aims to empower staff, volunteers, partners and communities by providing them with the tools and information needed to improve their resilience and self-sufficiency. This positions the organization as a leader in driving positive change, setting a standard for modern, data-driven humanitarian action that effectively meets the evolving challenges of our communities.



Community-Centered Digital Transformation

Why it is important

Community-centered digital transformation is essential for making digital systems accessible and inclusive for everyone. It ensures that the solutions developed comply with national laws and the core principles of the Red Cross and Red Crescent Code of Conduct, while aligning with core humanitarian standards on quality and accountability.

Continuous engagement guarantees that digital solutions remain transparent, accountable, and responsive to the needs and expectations of communities and partners.

By upholding these commitments, KRCS can improve the quality of its products as communities actively participate in the design and testing of solutions, promoting ownership.

This approach also helps in understanding both short-term and long-term goals of the community and the organization, aiding in better resource allocation and ongoing improvement efforts. Regular communication with stakeholders fosters support and partnerships, ensuring transparency and accountability to KRCS partners and the community members it serves.

Primary Focus

This strategic goal aims to create a long-lasting change through developing an inclusive digital ecosystem that empowers all individuals through co-creation and collaborative governance ensuring equal access to digital resources, fostering community engagement and ownership, and prioritizing the measurement of impact and sustainability.

Transformation We Want to Contribute To

- **Inclusive Digital Access and Equity:** Bridge digital divide by developing inclusive solutions that are accessible and usable by all stakeholders including the marginalized population. Sharing best practices for designing such solutions will ensure effective utilization and benefit for all.

- **Co-Creation and Collaborative Governance:** Focus on designing solutions together with communities to foster trust, transparency, and accountability in collaborative governance structures between stakeholders, including community organizations, government agencies, partners, and technology providers.
- **Measuring Impact and Sustainability:** Explore methodologies for evaluating the impact and success (indicators of success) of community-centered digital transformation initiatives. Share strategies to ensure these efforts are sustainable and resilient in the long term, considering factors like financial stability, environmental impact, and adaptability to changing conditions.
- **Enhanced localization of the digital transformation process and solutions fostering inclusivity and last-mile reach:** Ensure reasonable contextualization of all digital platforms to ensure information communicated is received and well understood.
- Informed scale-up or scale-down of innovative approaches for enhanced sustainability, community resilience, and organizational processes and procedures.
- **Information as Aid:** Empowering staff, volunteers, community members and partners by gathering, packaging and making available critical information that could impact their normal operations and livelihoods.

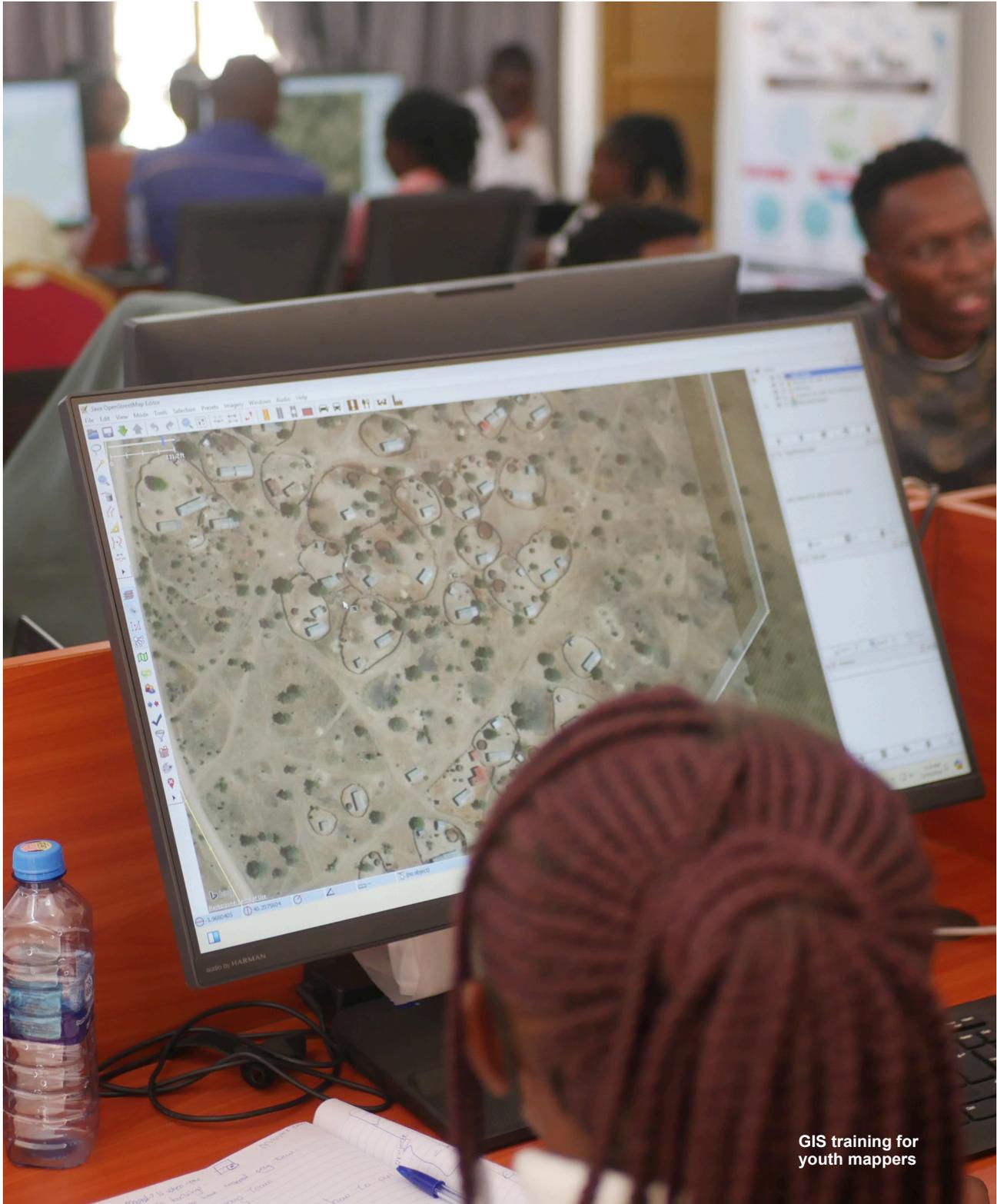
Key Initiatives

- **Digital community engagement platform:** Create a comprehensive communication platform accessible through various channels such as SMS, USSD, social media, and Voice to enhance information access and feedback mechanisms, thereby improving Community Engagement initiatives.
- **Inclusive digital products:** Incorporating accessibility features in all digital products. This includes auditing existing products to ensure they are accessible and usable by people with different abilities, preferences and devices
- **Continuous capacity assessment and strengthening:** Conduct digital capacity and needs assessments at organizational and community level to determine available resources and capacities for the digital transformation initiatives. This will then inform training and capacity development needs of these communities
- **Infrastructure development/ Improvement:** Equipping KRCS structures (HQ, Regional and branches) and community facilities (youth and community centers) with digital infrastructure through hardware, software, and learning resources. This will help bridge the digital divide and ensure communities are empowered.
- **Improve digital literacy:** Offering training programs to staffs, volunteers and community members to enhance digital skills and understanding of technology
- Champion local community-driven innovative ideas through the local actors.
- Continuous sensitization of community members on the existing complaints and feedback mechanisms, emergency reporting etc.
- **Documentation of digital initiatives:** Document successes, challenges, lesson learnt and failures of digital transformation initiatives.
- Digitalization of KRCS reporting frameworks informing KPIs/metrics
- Develop and implement framework for measuring data and digital transformation impact



Inclusive digital transformation is essential for guiding decision-making, demonstrating value, driving continuous improvement, and ensuring long-term success. This approach ensures effective communication with stakeholders, builds support, and promotes transparency and accountability.

Conclusion



Strategy Implementation

The strategy timeline for the core actions is 2024-2028. The Strategy will be overseen by a digital transformation committee that will monitor and coordinate the delivery. The function will report regularly and help deliver areas of the strategy that are cross-cutting such as partnership engagement, research and innovation, standards development, capacity building and accessibility. A risk assessment framework will be developed to evaluate the potential impact of digital initiatives on KRCS's operations, mitigate risk and ensure that its digital transformation remains aligned with organizational objectives.



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We are grateful for the continued partnership and look forward to the successful implementation of this strategy to drive transformative change.

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