Kinvia
Previously known as
Canadian Feed The Children

Join Us on the Path to Kinvia

2024-2034 Strategic Directions

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Land Acknowledgement

We acknowledge the impact of colonialism on this land and express gratitude as settlers. We are committed to dismantling colonial structures, using language and protocols to demonstrate this commitment. We recognize the traditional territories of Indigenous Peoples—Anishinabewaki Nation, Huron-Wendat Nation, Haudenosaunee Confederacy, and Mississaugas of the New Credit First Nation.

There are several treaties in and around Toronto, including the Gunshot Treaty (1788), which our office rests within, known today at Rouge Tract Claim which Mississaugas of the New Credit First Nations claim Aboriginal Title. The Dish with One Spoon, an Indigenous agreement, symbolizes the relationship between Anishinaabek and Haudenosaunee. These Indigenous Nations did not cede their land; settlers took it, calling it unceded or un-surrendered. As settlers and stewards of Kinvia, it's time to actively disrupt and dismantle colonial structures and move towards reconciliation on Turtle Island in all that we do.

PHOTOS: Neyaashiingmiing (cover), Beardy's & Okemasis' Cree Nation (opposite page)

Executive Summary

Kinvia, previously known as Canadian Feed The Children has been taking action against childhood hunger for over 35 years, acting as a catalyst of community-led change. Today, we are working in partnership with Indigenous Peoples in 30 communities in Canada and nearly 100 communities in Bolivia, Ethiopia, Ghana and Uganda through international NGO partners. We are advancing food security and working towards food sovereignty, embedding climate action and gender equality, improving livelihoods, focusing on school nutrition and quality education, and addressing the unique needs of children, youth and their communities.

In March 2022, the organization undertook an extensive strategic planning process, seeking to engage with people differently, looking at the process through an anti-oppressive, anti-racism, and decolonial lens. A Strategic Planning Taskforce was struck and co-chaired by the Board Chair, and President & CEO to support the process.

The purpose of the new strategic plan was to answer some critical questions, such as:

- Why do we exist, and how do we strengthen and grow our impact?
- How do we create a strategy that articulates an overarching vision for our work within Canada and globally?
- If we are genuinely building community capacity, what does it mean for Indigenous Peoples and International communities and our relationship with them?
- What part do we play, and what do they want from us?

To support the development of the new strategic directions, consultants were engaged to introduce innovative ideas and perspectives in advancing diversity, equity, inclusion, reconciliation, and anti-oppression efforts. As part of this process, CFTC aimed to reassess its vision, mission, and values, steering towards the goal of evolving into a decolonized and anti-racism organization.

Over 20 months, we engaged with community partners in Bolivia, Ethiopia, Ghana and Uganda, as well as Indigenous Peoples in Canada, donors, subject matter experts, staff, Senior Leadership Team, Strategic Planning Taskforce, Technical Working Group, and the Board of Directors. Through the use of surveys, workbooks, workshops, conference calls and two community partner videos -valuable stories, insights, and perspectives informed the new strategic directions. The process also examined the external context and global realities that are influencing and changing the world every day. To remain relevant as an organization, we examined and developed strategies that are not only responsive to current changes but also designed to be adaptable to the future challenges.

The result is the 2024-2034 Strategic Directions document, which provides a longer-term horizon to achieve the organizational transformation we envision.

In the coming months, CFTC proposes to continue engaging with community partners, staff, donors and others to gather additional input and validate the Strategic Directions document. Working in parallel, we will develop the 2025-2028 Implementation Plan to begin our exciting new journey.

In December 2023, the President & CEO will report to the Board of Directors on the Strategic Direction and ask for approval in principle. In June 2024, the three-year rolling implementation plan will be presented to the Board and seek formal approval of the document and the corresponding Implementation Plan. As much as CFTC's work remains ever evolving and adapting, so will its work on the Strategic Directions document, which we see as a living document that will be revised annually and extensively reviewed every three years.

Strategic Planning Process

The participatory strategic planning process engaged with our staff, Board members and various external partners. Individuals most impacted by the decisions made towards this strategic plan were given priority in the process. While we consulted community partners at limited points, we endeavored to integrate their feedback, ensuring it wasn't overshadowed by input from Board members or others who might have been consulted more frequently.

2024-2034 Strategic Directions

VISION

A world in which children, youth, and their communities thrive, realizing their full potential.

MISSION

We accompany children, youth, and their communities as they work to overcome systemic barriers to ensuring their rights to nutritious and culturally appropriate food, fostering holistic well-being.

STRATEGIC PRIORITIES

Transform

We acknowledge our past and commit to decolonizing and aligning our work to a community-led approach.

Strengthen

We build on the strength of community-led efforts to deliver programs that centre the community voice and leadership in our actions.

Engage

We connect with community partners, like-minded donors, and organizations to facilitate peer-to-peer knowledge sharing.

Advocate

We advocate for systems and policy reform aimed at eliminating systemic barriers.

IMPACT STATEMENT

Our core belief is that food and nourishment is a human right. To us, food is life.

We are here with communities who are building local, self-reliant, sustainable systems to provide food for their children, youth, and families across generations.

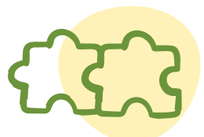
We work in solidarity with communities to impact all areas of nourishment at all stages of their lives, including income generation, education, gender equality, racial justice, and climate impacts.

At the core of our approach are people. We build partnerships to strengthen local capacity through knowledge sharing, mobilizing resources, and nurturing new ideas and solutions. We work alongside change-makers to actively question and change systems to improve the lives of children, youth, and families.

We are learning from and growing with communities, to shift power and deepen our commitment to understanding their truth and supporting their healing, so communities may reclaim their leadership and decision-making and Indigenous Peoples may reclaim their self-determination.

VALUES

Accountability



Partnership

Inclusiveness

Solidarity

Respect

Humility

STRATEGIC PRIORITIES:

Transform

We acknowledge our past and commit to decolonizing and aligning our work to a community-led approach.

SUCCESS STATEMENT

We have become a fully decolonized and inclusive organization that puts the community, and the rights, needs, and priorities of their members at the centre of our actions, fostering leadership, decision-making, and transformation.

PHOTO: Ghana

GOAL 1 - DECOLONIZATION

To establish an inclusive and decolonized organizational framework that actively dismantles colonial and oppressive practices.

Objectives	Actions
1 **Increase commitment to anti-oppressive and decolonial approaches within the organization and its partners**	• Build a culture of continuous learning and adaptation, where organizational evolution is informed by insights from our history, community, and staff experiences. • Raise awareness about the history and impact of colonialism, racism, and oppression, fostering a shared understanding of the importance of decolonization. • Dismantle internal colonial ideologies and procedures that reflect global power dynamics related to programming and donorship.
1 (continued)	• Understand cultural approaches and protocols of communities and community partners to learn about and honourtraditional knowledge and ways of doing. • Adhere to decolonial, anti-oppressive, and anti-racist policies at all levels of the organization.
2 **Ensuring leadership and decision-making of communities in organizational structures and policies**	• Consistently adhere to the principle of “Nothing about us, without us” by centering communities in all decisions and spaces. • Ensure community members, youth, and people with lived experience are engaged and represented at leadership levels and on all decision-making bodies. • Acknowledge our past and reshape our operations, ensuring a decolonized, inclusive framework and community-led approach across all levels. • Develop and implement a decolonized, anti-racist HR practice, ensuring these values are integrated into every facet of the employment lifecycle. • Develop and implement monitoring and evaluation on decolonization metrics, ensuring transparent communication of successes and challenges with partners.

GOAL 2 - MEANINGFUL IMPACT

Evolve purposely to ensure alignment with the community, and the rights, needs, and priorities of their members.

Objectives	Actions
1 **Effectively deliver programs and initiatives that create positive impact for children, youth and their communities**	• Integrate advanced digital tools and platforms to support programming, streamline operations, enhance data management, and elevate employee engagement. • Co-develop and revise our impact model to centre on the community, and the rights, needs, and priorities of their members, emphasizing community-led solutions, anti-racism, and decolonization. • Focus resources and create alliances that will allow the organization to gain more specialized expertise to produce greater impact. • Create a seamless alignment between the new brand identity and the new Strategic Plan. • Evaluate the organization’s effectiveness based on alignment with communities’ rights and evolving needs and priorities.

STRATEGIC PRIORITIES:

Strengthen

We build on the strength of community-led efforts to deliver programs that centre the community voice and leadership in our actions.

SUCCESS STATEMENT

Through collaborative efforts with communities, we have achieved significant strides in strengthening each other's capacity and fostering community leadership. Our commitment to challenging historic and ongoing power imbalances has resulted in tangible actions that rectify injustices, paving the way for a more inclusive, sustainable, and food secure futures.

PHOTO: Bolivia

GOAL 1 - SUSTAINABLE FOOD SYSTEMS

We strive to co-design food system programs that support greater self-reliance, sustainability, and community leadership.

Objectives	Actions
1 Continuously improve community-led programming	• Learn about traditional food systems and the rights, needs, and priorities of the community and their members, from our trusted community partners to create more opportunities to support greater community leadership and decision-making. • Identify collaborators to support the co-creation of more impactful and values-aligned programming.
1 (continued)	• Refine the community-led approach based on lessons learned, knowledge, and community input to support greater impact. • Develop long-term partnerships with community to amplify and sustain community leadership in food security and youth capacity building.
2 Advance knowledge of advocacy and climate justice	• Develop in-house expertise on climate justice, biodiversity, racial justice, and advocacy enabling a co-design approach that supports community leadership in program delivery. • Weave community-led approaches with knowledge of advocacy and climate justice to advance sustainable food systems.

GOAL 2 - DIVERSIFIED REVENUE

Evolve business model to support community-led approach that is aligned to a diversified revenue growth model.

Objectives	Actions
1 Foster collaboration and establish a new funding model that leverages private fundraising and institutional funders.	• Co-develop new streams of funding to sustain community contributions that support community-defined initiatives, programs and services. • Align current and potential funders with our new journey, ensuring their support effectively meets community partners' rights, needs, and priorities. • Integrate capacity-building into funding strategies to ensure long-term sustainability of community projects. • Enhance and diversify our funding prospects through both institutional and non-traditional channels through initiatives such as seed funding and securing unrestricted multi-year agreements. • Diversify our revenue streams, ensuring financial sustainability and resilience of community programs, prioritizing transformational giving opportunities. • Develop Indigenous Partnerships and Programs and Country Office funding mechanisms, ensuring alignment with the community, and the rights, needs, and priorities of their members. • Create opportunities and avenues to further spark community innovation, including establishing a designated pool of funds for proof-of-concept initiatives.

STRATEGIC PRIORITIES:

Engage

We connect with community partners, and like-minded organizations and donors to facilitate peer-to-peer knowledge sharing.

SUCCESS STATEMENT

Through meaningful connection and collaboration, we have successfully created a network of well-aligned partnerships that are committed to accompanying us on our journey of community-led healing and initiatives.

PHOTO: Bolivia

GOAL 1 - COLLABORATIVE ENGAGEMENT

Engage with current and potential partners with mutually aligned interests to cultivate positive relationships.

Objectives	Actions
1 **Create a resilient, adaptable, and impactful organization that supports sustainable growth and well-aligned partnerships**	• Educate and support donors (new, re-engaged, and loyal) on the transformational journey of the organization and the importance of the community-led approach. • Engage donors more actively in our work, providing opportunities for them to understand the impact of their contributions and promoting inclusive engagement. • Engage board and staff through an effective operations plan that clearly defines priorities, roles and responsibilities.
1 (continued)	• Foster the active engagement of youth in Indigenous and global communities in the organization's mission. • Foster the active engagement of Indigenous youth and youth in global communities in the organization's mission. • Solidify and expand our network of aligned partnerships, fostering deep collaboration with organizations and funders committed to advancing community-led initiatives. • Innovate partnership models that reflect localization and decolonization, engaging with organizations to fill gaps where CFTC's expertise is limited.

GOAL 2 - KNOWLEDGE SHARING

Provide space for collaboration, relationship building and peer-to-peer knowledge sharing.

Objectives	Actions
1 **Offer platforms to discuss the impacts of colonization and systemic oppression to steward healing and promote community-led strategies**	• Engage with community members and community partners to increase the organization's cultural competency and knowledge of cultural practices, history, language, and beliefs. • Apply culturally inclusive ways of engaging people and supporting knowledge exchange. • Facilitate open dialogues with people and organizations, offering a platform to raise awareness about community-led initiatives and priorities. • Develop and use clear protocols and guidelines for documenting and sharing knowledge, emphasizing the importance of protecting information and intellectual property. • Define and continually apply a framework for 'knowledge exchange' that is guided by community voices, establishing the organization as a knowledge exchange leader. • Use diverse channels, including advertising and social media, to amplify our message, ensuring brand alignment and community leadership in storytelling. • Broker stronger relationships between Indigenous youth in Canada and internationally.

STRATEGIC PRIORITIES:

Advocate

We advocate for systems and policy reform aimed at eliminating systemic barriers.

Success Statement

Through fostering and maintaining inclusive alliances and partnerships, leveraging shared values, and employing advocacy, we have successfully amplified the voices of community partners, driven impactful policy changes and influenced systemic transformation.

PHOTO: Ghana

GOAL 1 - EDUCATION AND AWARENESS

Establish an organizational understanding of advocacy principles, encouraging collaborators, partners, and/or stewards of our work to actively support positive change that addresses social justice, equity, and meaningful impact.

Objectives	Actions
1 **Foster a culture of learning from the experiences with expertise of advocates, advocacy organizations and groups**	• Shift organizational culture and structure to prioritize advocacy. • Actively seek partnerships and collaborations with existing advocates, advocacy organizations, and groups to learn insights and best practices to advance our advocacy goals and initiatives. • Partner with advocacy organizations and develop staff, board, partners, and community capabilities to advocate for policy change and dismantle oppressive systems.

Objectives	Actions
1 (continued)	• Recruit expertise in advocacy and people with lived experience to build the organization's capacity. • Leverage the rebranding to inform collaborators, partners, stewards of our work, and the public about the organization's new advocacy role. • Develop targeted campaigns to engage donors and educate them about the importance of advocacy.

GOAL 2 - CHALLENGE SYSTEMS OF OPPRESSION

Proactively engage in recognizing, addressing, and dismantling systems of oppression through collaborative efforts and an effective framework.

Objectives	Actions
1 **Develop a comprehensive framework for advocacy, outlining strategies, objectives, and actions**	• Adopt a proactive advocacy role, leveraging our influence tochampion systems and policy reforms that aim to eliminate systemic barriers. • Collaborate with advocacy groups and community partners to build an advocacy framework. • Leverage our power and privilege to advocate for systemic changes and policy reforms that establish food and nourishment as a human right, emphasizing justice and community leadership. • Build coalitions across countries, emphasizing collaboration and promoting connections between Indigenous Peoples and international community partners. • Influence and promote reform in public policies, leveraging advocacy efforts to address systemic issues and create positive change. • Build our fund reserve to undertake advocacy interventions not typically funded by donors.

Glossary

The purpose of this glossary is to provide clarity and a shared understanding of key terms used throughout our strategic plan. These definitions reflect our current understanding and aim to guide our work as we move forward with the implementation of our strategies.

As we progress and gain more insights, some of these terms will be further refined and tailored to better fit the specific needsand contexts of ourwork. In the meantime, these definitions should be taken as generic approximations that point us in the right direction, ensuring we maintain a cohesive and aligned approach.

ADVOCACY

In our work, advocacy involves taking actions to influence public policies and resource allocation decisions that impact our partner communities. Our goal is to bring about positive changes that address systemic barriers and promote social justice, equity, and meaningful impact for marginalized and disadvantaged groups.

ANTI-OPPRESSION

Anti-oppression refers to our commitment to implementing strategies, theories, and actions that actively challenge and counteract various forms of oppression, including racism, sexism, ableism, and other discriminatory practices. This is integral to creating an equitable and inclusive environment within our organization and with out partnered communities.

COLLECTIVE RIGHT OF SELF-DETERMINATION

The collective right of self-determination is the right of Indigenous Peoples to decide what is best for themselves - to freely determine political status and freely pursue economic, social and cultural development. Indigenous Peoples have the right to make their own decisions, according to their own laws, customs, and traditions and through the Indigenous governments and other institutions they have freely chosen for themselves.

COMMUNITY-LED APPROACH

This approach is central to our mission. It involves ensuring that communities are actively participating and leading in the identification, planning, and execution of programs that affect their lives. By ceding decision-making power and control to communities, they can direct their own development based on their unique rights, needs, values, and aspirations. This fosters community leadership and ensures that our work is relevant and effective.

DECOLONIZATION

In the realm of our work, decolonization involves the process of deconstructing colonial ideologies and structures within our organization. Our aim is to restore and honour the practices, values, and governance systems of Indigenous Peoples globally, ensuring our work is aligned with the principles of equity and justice.

INCLUSIVE FRAMEWORK

An inclusive framework ensures that all individuals, especially those from communities negatively impacted by colonialism, are meaningfully included in decision-making processes and organizational practices. This framework guides our operations and interactions, fostering an environment of respect and collaboration.

KNOWLEDGE EXCHANGE

Knowledge exchange involves the process through which knowledge, skills, and expertise are shared among different collaborators, partners, and communities. This mutual learning fosters growth and innovation, enhancing the effectiveness and impact of community-led programs and initiatives.

TRADITIONAL KNOWLEDGE

The understanding, skills, and philosophies developed by Indigenous Peoples and local communities over time and passed down through generations. It is integral to our approach that we respect Indigenous ways of knowing in projects and programs.

TRANSFORMATIONAL GIVING

Donations that not only provide financial support but also drive significant change within the organization and partner communities. This type of giving focuses on long-term, sustainable impact, fostering deep and meaningful transformations in line with our strategic priorities.

OUR VALUES

Accountability

We demonstrate our commitment to trust through responsible actions, a focus on meaningful impact, transparency, and reciprocal accountability.

Partnership

We nurture collaborative relationships, and we engage communities in shaping decisions that affect their lives.

Inclusiveness

We diligently work to create safe spaces where diverse perspectives and experiences can inform and direct change.

Solidarity

We uplift one another and accompany those affected by systems of oppression and marginalization.

Respect

We value the dignity of people, and uphold human rights.

Humility

We are on a continuous journey of healing, growth and discovery, and are committed to creating spaces where we can listen to and learn from each other.

Kinvia
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PHOTO: Uganda

Accredited
IMAGINE CANADA

2024
TOP 100 CHARITY
Charity Intelligence's Highest Rated Charities
★★★★★

MEMBER IN GOOD STANDING 2023 CCIC 2024

2024
5-STAR RATING
★★★★★
Charity Intelligence Canada

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