



Member association:	SOS Children's Villages Kenya
National director:	Mr. Walter Shikuku Odhiambo
Reporting period:	2021
Date & ADAM-ID of most recent child rights situation analysis:	Click or tap to enter a date. Click or tap here to enter text.
Report compiled by:	Shadrack Kombe
Date of report:	2/14/2022

**Cover Photo:**

"Let us do this": Sharon assists her brother with his studies during her recent visit to her SOS children's Village Family.

*Photo credit Loise Njeri- the Sponsorship Secretary*

## EXECUTIVE SUMMARY

## 1. National context and stakeholders

Kenya forms part of the wider East Africa region together with 12 other countries. This block has been termed as among the fastest growing regions in Africa, with six (Kenya, Ethiopia, Djibouti, Rwanda, Tanzania and Uganda) of the 13 countries being among the fastest growing economies in Africa. This growth rate fell to 0.7% in 2020 due to the COVID-19 pandemic despite it being higher than Africa's overall decline of (2.7%) making the region the only one in Africa to have avoided a recession amidst the pandemic. The region's resilience was attributed to positive economic growth in Kenya, Ethiopia, Djibouti and Tanzania that was supported by a diverse service sector, sustained public spending on large infrastructure projects and good agricultural performance despite droughts, floods and a locust invasion<sup>1</sup>.

At the beginning of 2021, SOS Children's Villages Kenya demonstrated high levels of resilience and commitment to delivering on its promise to program beneficiaries within a national context largely influenced by the COVID-19 pandemic. The triple implications of the pandemic in 2021, the health implications, economic effects and the behavioural changes, defined the context within which the Member Association conducted business during the year. From a health stand point, the government introduced a raft of measures to curb the pandemic. These included a daily curfew, reduction in operating hours for businesses, restrictions on movement, physical social gatherings and a mandate for wearing of masks in public spaces. However, the country experienced slow uptake of vaccines that affected the eventual easing of the preventive measures with approximately 10% of the population having been fully vaccinated as at the close of 2021. From an economic stand point, Kenya's economy demonstrated resilience to the COVID-19 shock. Gross domestic product (GDP) was projected to grow by 5%, making the country one of the fastest recovering economies in Sub-Saharan African. Despite this positive outlook, the business environment remained subdued hence weakening the fundraising landscape and reducing opportunities for youth engagement in their journey to self-reliance as internships, job shadowing and employment. Behavioural changes affected the MA's operations following concerted efforts by the proponents of care reforms. More than 20,000 children who were residing in charitable children's institutions (CCIs) before the onset of the pandemic were reintegrated to their families of origin. This momentum was sustained throughout the year. The pandemic presented unprecedented challenges at the household level that perpetuated physical and psychological abuse related to prolonged family confinement, isolation and economic vulnerability. These strains led to dysfunctional households, separation and a rise in violence against children.

The MA continued working in partnership with key Government, Civil Society and community stakeholders in implementing its annual plan; these included the Department of Children's Services (DCS); the National Council for Children's Services (NCCS); Joining Forces Alliance (JFA); the Changing the Way We Care consortium; the ICT Authority; the Kenya Institute of Business Training (KIBT); the Association of Charitable Institutions in Kenya (ACCIK) and numerous community based organizations. During the reporting period, the MA also developed its Strategic Plan (2021-2025); the Strategic Plan identified 5 key pillars to focus on in the next five years namely Child care and protection; Funding for growth; Organizational Development and sustainability; Partnership growth and development; and Advocacy.

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<sup>1</sup> African Development Bank: East Africa Overview, <https://www.afdb.org/en/countries/east-africa/east-africa-overview>

## 2. Member Association analysis

Strategy implementation status [see 2.1]

### Achievements

- 1,713 children (881 male and 832 female) were supported with a range of alternative family care options against the MTP (2021) target of 1,700 accounting for 100.7% achievement of the MTP target.
- This accounted for 50% of the MA's locations with community integrated families against a federation target of 45%.
- The Family Strengthening program in 2021 reached 11,276 children (5,715 Male and 5,561 Female) and care givers against MTP target of 15,000 children and care givers during reporting period.
- During the reporting period, 100% of the families earmarked for exit from the Family strengthening programs had attained self-reliance against a target of 70% target for the period.
- 191(95 Male and 96 female)reached through the youth care program while 1,140 youth were engaged in employability and entrepreneurship training through partnerships with Kenya Institute of Business Training (KIBT) and the Ajira Digital program.
- 83% of children in Family strengthening program while 88% of children in alternative care had satisfactory Academic performance against the annual target of 85%.
- The MA actively participated in the review of the children's bill through the Joining Forces Alliance; the bill was presented in Parliament for the first reading during the reporting period. The process engaged children from various parts of the nation including children from SOS Children's Villages Kenya.
- Partnership with the Department of Children Services was strengthened by the development of a memorandum of understanding (awaiting signing) for formal and institutionalized partnership with the Government.
- The MA devolved advocacy to the respective project locations, enabling locations such as Busia to secure an additional Kshs. 16 Million for children in the county budget.
- A complete overhaul of the MA's ICT infrastructure was completed, significantly improving internet connectivity and digitalization of meetings and operations. The MA also rolled out the Multifactor Authentication (MFA) to secure terminals and ICT devices. In line with the MFA roll out, the MA discontinued the Active Directory and migrated all staff to Microsoft Azure platform.
- The internal audit department conducted six audits, SOS CV Kisumu, Busia, Suba, Meru CV, Nairobi CV and the National office. The department supported the region in investigating Regional Training and Resource Centre in the reporting period as well.
- The MA conducted a tax health, legal and compliance audit based on which it successfully applied for a 100% waiver on penalties and interests under the Voluntary Tax Disclosure Programme (VTDP) with the Revenue Authority.
- The MA was issued with government statutory compliance certificates for National Social Security Fund (NSSF), National Hospital Insurance Fund (NHIF), Kenya Revenue Authority (KRA) and National Industrial Training Authority (NITA).
- The MA responded to 23 funding applications and forged 9 granting partnerships. 6 applications were successful, indicating a success rate of 26%.
- Through local fund raising initiatives, the MA raised Ksh. 10,628,336 against an annual target of Kshs. 12,258,368 accounting for 87% of the targeted amount.
- The MA revamped its website and enhanced social media presence, contributing to greater visibility and opening opportunities for future fund development.

### Challenges

- The aftermath of the COVID 19 containment measures set forth by the government in 2020 posed the major challenge for the member Association. With the prolonged closure of learning institutions, the Ministry of Education rolled out, in the year in review, an accelerated plan for learners to redeem the lost time. This plan reduced the academic holiday times from 3 weeks to one week. This caused a holiday activities to be rescheduled to the long break that moved from November/December to March/April.

Lessons learned [see 2.2]

- Good Practice: Devolved advocacy: the added value of local-level advocacy in influencing county governments to budget for children (Busia).
- Children owned structures: The MA set up location children's councils and community children's clubs, built capacity of these structures and strengthened children-owned and children-driven safeguarding through these structures
- The power of functional partnerships and collaborations in doing and reaching much more as an organization through the Joining Forces Alliance

#### Cross-cutting topics [see 2.3]

- In the year in review, the MA benefitted from a number of Safety and Security capacity building sessions; some organised from the regional office while others led by the Safety and Security focal person. The MA has in place Safety and Crisis Management Plans and sensitised staff on the plans
- The MA successfully completed the Results Based Management (RBM) Kick off Training during the reporting period. With the completion of the training, the MA received two grants to support the setting up of the RBM System, the system will be finalised and implemented in 2022.
- In the year in review, the MA provided technical and financial support to the Department of Children services, Alternative family care TWG to develop indicators for Alternative Family Care case management. The indicators are to be incorporated in the Child Protection Information Management System (CPIMS). Further, the MA together with the department conducted joint Data quality assessment in 7 Counties and over 20 charitable children Institutions in the same counties.
- An Emergency Response Strategy for the MA was developed in the year under review to support emergency preparedness and response for the MA.

#### Sustainability actions [see 2.4]

During the Year, the MA evaluated the performance of the previous strategic plan and undertook a journey to establish a new strategy. The board approved the Strategic plan in the year under review paving way to its implementation.

### 3. Overview of programme(s)

SOS Children's Villages Kenya has a footprint in seven of the 47 counties in Kenya; Nairobi, Mombasa, Uasin Gishu, Meru and Kisumu. The MA, during the reporting period, implemented programs in Alternative Care, Family strengthening, Education and Youth Care. In Nairobi and Eldoret, the MA provided medical services to the general population through medical centres.

**Alternative Care program:** The MA through the Alternative care program focused on provision of quality care and protection to children who have lost parental care. In light of the care reform agenda in the country, the program emphasized on proper Gatekeeping mechanism. This saw over 80% of staff trained on Gatekeeping. Further, the program conduct an assessment of the children placed in their families of origin following the government directive to decongest charitable children institutions. The findings of the study supported the development of the reintegration concept that will be implemented in 2022.

**Family strengthening:** The program began the year with a reconstruction fund that supported needy families with vouchers through the innovative voucher assistance program. Further, the program commissioned and concluded an impact assessment that highlighted areas of improvement in FS programming. The findings helped shape capacity building and experience sharing opportunities for FS Staff.

The MA through the youth development rolled out a Youth digital empowerment project in collaboration with the Ministry of ICT in Kenya; the project adapted the ministry's Aijira (Swahili for Employment) digital program where young people are trained on online jobs. Following the training young people gain access to vetted online job platforms for employment.

With the resumption of learning, education programs were implemented in all the locations. A key highlight across the locations is the Early Childhood Development and Education (ECDE) assessments that were carried out to inform planning and roll out of community Early Childhood Development (ECD)

program in 2022. The MA well represented in the ECD expert group in the federation. In addition, the MA sustained its efforts to lease six of the education facilities in Eldoret and Nairobi to an external agency in the context of Ending SOS Involvement in education and health facilities; however, delays in handing over the facilities saw the MA support the running of the facilities to the end of the year.



Consultative meeting with teaching staff in Nairobi on “ending involvement” with education facilities at the programme location.



Alternative Care families planting trees to mark the World Environmental Day at the Nairobi programme location as part of environmental conservation and sustainability efforts.



SOS mothers undergoing training at the RTC Karen, Nairobi.



SOS Family Care girls sharing with girls from family strengthening programme on the benefits of menstrual health to celebrate the World Menstrual Health Day.



Additional Family Strengthening programmes were launched in Meru and Kisumu program locations to help reach more targets with much needed services and products.



Mombasa program location hosted its daughter Margaret Mwhiki to her wedding ceremony as she transitioned to Married family life with her sweetheart.



## List of Abbreviations

AAC	Area Advisory Committee
AC	Alternative Care
ACCIK	Association of Charitable Children’s Institutions in Kenya
AFC	Alternative Family Care
BBI	Building Bridges Initiative
CAQAC	Community Action on Quality Alternative Care
CCI	Charitable Children’s institutions
CDC	Centre for Disease Control
COVID	Corona Virus Disease
CPIMS	Child Protection Information Management System
CSO	Civil Society Organization
CV	Children's Village
DANIDA	Danish International Development Agency
DCS	Department of Children Services
EASF	East and Southern Africa Federation
ECD	Early Childhood Development
ECDE	Early Childhood Development and Education
FDP	Family Development Plan
FS	Family Strengthening
FSP	Family Strengthening Program
GBV	Gender Based Violence
GDP	Gross Domestic Product
HEAT	Hostile Environment Awareness Training
HR	Human Resource
ICT	Information Communication and Technology
IPD	Institutional Partnership Development
JFA	Joining Forces Alliance
KES	Kenya Shillings
KIBT	Kenya Institute of Business Training
KRA	Kenya Revenue Authority
MA	Member Association
MFA	Multifactor Authentication
MTP	Medium Term Plan
NCCS	National Council for Children’s Services
NEET	Not in Education Employment or Training
NHIF	National Hospital Insurance Fund
NITA	National Industrial Training Authority
NSSF	National Social Security Fund
PSS	Psychosocial Support
RBM	Results Based Management
REPPSI	Regional Psychosocial Support Initiatives
RTC	Regional Training Center
SFC	SOS Family Care
SGBV	Sexual and Gender based Violence
SOPS	Standard Operating Procedures
TPI	Tracking Progress Initiative
TVET	Technical Vocational education and Training
TWG	Technical Working Group
USAID	United States Agency for International Development
VSLA	Village Saving and Loan Association
VTDP	Voluntary Tax Disclosure Programme

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Abbreviations

## 1. NATIONAL CONTEXT AND STAKEHOLDERS

### 1.1 General description of national context

Kenya forms part of the wider East Africa region together with 12 other countries. This block has been termed as among the fastest growing regions in Africa, with six (Kenya, Ethiopia, Djibouti, Rwanda, Tanzania and Uganda) of the 13 countries being among the fastest growing economies in Africa. This growth rate fell to 0.7% in 2020 due to the COVID-19 pandemic despite it being higher than Africa's overall decline of (2.7%) making the region the only one in Africa to have avoided a recession amidst the pandemic. The region's resilience was attributed to positive economic growth in Kenya, Ethiopia, Djibouti and Tanzania that was supported by a diverse service sector, sustained public spending on large infrastructure projects and good agricultural performance despite droughts, floods and a locust invasion.

SOS Children's Villages Kenya has a footprint in seven of the 47 counties in Kenya; Nairobi, Mombasa, Uasin Gishu, Meru and Kisumu. At the beginning of the year 2021, SOS Children's Villages Kenya showed resilience and commitment to delivering the promise to beneficiaries amidst a national context largely influenced by the novel Corona Virus. The triple implications of COVID 19 in 2021, the health implication, economic effects and the behavioural changes, defined the context within which the Member Association conducted business. 2021. The measures undertaken by the Government of Kenya in 2020 to mitigate the health impact bore fruit as such, the government began the process of easing some of the measures with the most significant being the resumption of education services across the country after a 9 months closure. At the start of the second quarter, the third wave of the virus forced a review of the measures with 5 counties, Nairobi, Nakuru, Kiambu, Kajiado and Narok placed under a 30 – day lock down. In the third quarter, western counties, Kisumu, Homa Bay, and Busia were also placed under a 30 day lockdown. Slow uptake of vaccines also affected the eventual ease of the measures with approximately 10% having been fully vaccinated as at the close of 2021. As the year drew to a close, the Government of Kenya directed government service provision centres to only offer their services to fully vaccinated members of the public as a way to compel vaccination uptake. From an economic stand point, Kenya's economy demonstrated resilience to the COVID-19 shock. Gross domestic product (GDP) was projected to grow by 5%, making the country one of the faster recoveries among Sub-Saharan African. The World Bank Country Director for Kenya attributed this to the diversified sources of growth and sound economic policies and management. Despite this positive outlook, the Director observed that poverty levels had increased, and the buffers and coping mechanisms of households, firms, and the public finances have since been depleted<sup>2</sup>. These mixed fortunes had an effect on the economy and the households, first with the re-opening of schools saw the revival of the services sectors that contribute greatly to the economy. With the prolonged closure, schools were forced to adapt to an accelerated academic calendar that saw an introduction of a new school term meaning added education costs to the households. Secondly, the slowed business environment occasioned by the raft of mitigation measures an impact on businesses causing a weakening of the fundraising landscape; opportunities for youth engagement in their journey to self-reliance as internships, job shadowing and employment opportunities drastically diminished. Behavioural changes affected SOS Children's Villages operations following concerted efforts by the proponents of care reforms; almost half of the children in charitable children institutions were reintegrated to their families of origin at the onset of the pandemic. This momentum was sustained throughout the year. The government completed the development of key guiding documents among them the care reform Strategy, a document that aligns child sector programs to the national Alternative care guidelines, a national adaptation of the United Nations Alternative Care guidelines to the national and cultural context. COVID-19 situation presented unprecedented challenges at the household level that perpetuated physical and psychological abuse related to prolonged family confinement, isolation and economic vulnerability. These strains at family level led to dysfunctional households, separations and a rise in violence against children.

Internally, operational bottlenecks occasioned by the new normal and the need to align operations to this new way of operation also affected the impact of our work during the year. Lastly, change in programs as the MA transitioned education and health facilities to third parties to generate revenue from them.

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<sup>2</sup> Kenya's Economy is Showing Resilience as Output Rises above Pre-Pandemic Levels Driven by a Rebound in the Services Sector, World Bank press release, December 2021.

## 1.2 Key partners at national level

**Table 1.2** Key partners

Name of partner	Description <i>(purpose of partnership)</i>	Progress in last year <i>(key actions taken)</i>	Effectiveness of partnership <i>(contribution to results)</i>	Formal agreement signed
The MAA Trust	Joint programming on childcare and protection issues in Maasai Mara conservancy.	Developed a joint implementation plan and supported the Trust to set up a child protection policy	N/A – the implementation is yet to commence	Yes
Department of Children's Services	Joint implementation of child care and protection programmes especially in the seven counties where the MA has programmes.	Development of national gatekeeping guidelines, national care reforms strategy and advocacy on the passing of the Children's Bill (2018).	High	No
National Council for Children's Services (NCCS)	Joint advocacy on the development and review of laws and policies on child care and protection.		High	No
Association of Charitable Children's Institutions in Kenya (ACCIK)	Joint advocacy and programming on issues of children in need of care and protection in Kenya.	Joint advocacy for the roll out of the national Guidelines for the Alternative Family Care; advocacy on the passage of the Children's Bill (2018).	High	Yes
ICT Authority	Skills training and creation of opportunities for youth on employability and entrepreneurship.	Trained more than 1,200 youth on employability and entrepreneurship.	High	Yes
Kenya Institute of Business Training (KIBT)	Business skills provision to youth for entrepreneurship and employability.	Trained more than 1,200 youth on business establishment and management.	High	No

Joining Forces Alliance (JFA)	Joint national level advocacy and programming on children's rights in Kenya.	Undertook numerous advocacy through national media and joint forums with Government through the Ministry.	High	Yes
Elimu Yetu Coalition	Joint advocacy on education rights.	Advocated for the rights of children to education in the context of the COVID-19 pandemic.	High	No

## 2. MEMBER ASSOCIATION ANALYSIS

### 2.1 Strategy implementation status

SOS Children's Villages in Kenya implemented Alternative care, Family Strengthening, Youth & Education, Advocacy and Health programs. The main aim for implementing these programs was to ensure that every child and young person belongs to a family and grows with love, respect and security. This was to be achieved through two main outcomes; i) to ensure that young people and their families are self – reliant<sup>3</sup> at the point of exiting the programs. ii) To ensure that the MA is financially sustainable, there is growth in our programs and increased visibility of SOS Children's Villages Kenya.

The MA programs supported 67,225 beneficiaries during the reporting period. Majority (86%) of these beneficiaries being patients at the two medical centres. to ensure that young people and their families are self – reliant at the point of exiting the programs; the MA prioritised the following actions. Realigning the Family strengthening program to deepen impact, ensure that more children are placed in various alternative care options, roll out national guidelines on Alternative Family Care (AFC). Expand youth employability and entrepreneurship programs. Roll out Leaving Care guidelines and improve education performance and retention in schools. As well as strengthen and devolving of advocacy efforts to the locations.

#### 2.1.1 Alternative care

##### (a) Achievements

During the reporting period, 1,713 (881 male and 832 female) children were supported with a range of alternative family care options against the MTP 2021 target of 1,700 accounting for 100.7% achievement of the MTP target. 677 (380 male and 297 female) children received quality care and protection in the SOS Family care program; 1,036 (501 Male and 535 female) were place in various alternative care options with a majority being care for under kinship care.

In the reporting period, three SOS families from two locations were supported from the community; 302 families were supported in various alternative care options. This accounted for 50% of the MA's locations with community integrated families against a federation target of 45%. The MA continued to support and monitor 422 children who were reintegrated to their families of origin following the government's directive in 2020.

This performance has been attributed to a number of initiatives undertaken by the MA in line with the Annual Plan 2021. Firstly, an improvement in quality care and protection for children in alternative family

<sup>3</sup> Self-reliance is defined as • having stable and sufficient family income (e.g. income through employment, entrepreneurial activities, scholarships, or income from other members of the household) • having social support networks (e.g. good relationships with neighbors, friends, family, or other community members) • having employable/entrepreneurial skills (e.g. formal education, vocational training, language, IT, financial skills, technical skills, or labor market orientation)

care; this can be evidenced by 95% of the children above the age of 5 years in SOS alternative care programs received a training on Child Protection while 88% of care givers and staff received training on child safeguarding. Secondly, in the reporting period, the MA scaled up the commitment towards care reforms through close collaboration with the Department of Children services and other civil society actors. Notable was the finalization and validation of key care reform documents such as the alternative care manual, national gate keeping guidelines, Standard Operating Procedures (SOPS) for Alternative Care, National Reintegration Guidelines, and National Care Reform Strategy. This close engagement has seen all the SOS Family Care programs received certificate renewal for the next three years. Giving SOS Children's Villages Kenya the licence to provide quality care and protection to 677 children. Lastly, implementing the Tracking Progress Initiative, anchored on the care reform agenda provided the Association with an opportunity to conduct joint data quality assessments and mentorship was conducted by SOS Children's Villages and DCS for Charitable Children Institutions and Sub County offices in 7 counties; Nairobi Mombasa, Meru, Eldoret, Kisumu and Homa Bay. Aside of ensuring that children in SOS Family Care program are visible in the government data management portal, this collaboration ensured that children with inadequate care and protection are visible and part of the national Count. Through the TPI project, the MA provided both technical and financial support to the Department of Children services, Alternative family care TWG to develop indicators for Alternative Family Care case management to be incorporated in the Child Protection Information Management System (CPIMS).

In line with Care promise commitment five, the MA Roll out of National Gate keeping mechanism, case management procedures and Alternative Care Options to over 100 staffs and stakeholders provided a good foundation for continued provision of quality care and protection for children who have lost parental care as well as those at risk of losing parental care.

## 2.1.2 Family strengthening

### (a) Achievements

The Family Strengthening program in 2021 reached 11,276 (5,715 Male and 5,561 Female) children and caregivers against MTP target of 15,000 children and caregivers during reporting period. During the reporting period, 100% of the families earmarked for exit from the Family strengthening programs had attained self-reliance against a target of 70% target for the period. The families earmarked for exit in the reporting period will be exited in 2022 once there is alignment in Family strengthening program. This was possible due to first, a realignment of the Family strengthening program based on the recommendation from an impact assessment that was conducted during the reporting period. The assessment has informed the MA on how to realign FS to the new program description and the national context. Second, expansion of the Family Strengthening portfolio by initiating FS programs in Meru and Kisumu supporting over 3,000 new beneficiaries directly and 5,000 indirectly through various community structures and institutions. Forging a partnership with the Maa Trust to roll out an integrated Family strengthening program in Narok County. While submitted a 3 year concept to sustain the Busia Program that was to end in December 2021. Second, the program collaborated and connected with the department of Social Development in various ways including support in the development of the National Parenting Manual raising the visibility and credibility of the MA. Finally, the MA facilitated over 15 new learning and experience sharing opportunities on best practices in Family Strengthening programming for 27 FSP staff through virtual platforms and physical trainings/meetings. Worth noting was the Village Saving and Loan Association (VSLA) Methodology training for 18 MA Kenya FS Staff that helped in coming up with a draft SOS Children's Villages Kenya's VSLA Manual as well as opportunities for digitalizing VSLA activities for greater efficiency and accountability.

## 2.1.3 Youth care and employability

### (a) Achievements

During the reporting period, 191 youth (95 Male and 96 female) were reached through the youth care program. 1,140 youth were engaged in employability and entrepreneurship training through partnerships with Kenya Institute of Business Training (KIBT) and the Ajira Digital program. 292 trained in business developed were supported to start and sustain their business accounting for 40% of those trained in business development (730). Through a partnership with DHL Kenya, 3 students from the employability cluster gained internship opportunities under the Go Teach program after a competitive recruitment process.

In the reporting period, 83% of children in Family strengthening program while 88% of children in alternative care had satisfactory performance against the annual target of 85%. Further, the MA posted

100% retention of beneficiary students in school while 100% of the alternative care students who sat their national examination transitioned to the next level of their education. 8 young people were exited from the program with 7 attaining self-reliance accounting for 87.5% against a target of 70%.

In 2021, the Federation emphasised on child and youth participation in matters affecting them. During year, 40 young people participated in various forums to add their voice; 14 youth represented the MA in a scoping report that sought to assess the plight of youth employability (Self and White collar) in the federation. Through this exercise, the MA has been considered for two key youth special federation projects – one on leaving care and the other to shape youth employability for care leavings in the Danish International Development Agency (DANIDA) framework. In developing of the DANIDA Framework project, 10 members of the youth advisory board participated in the formulation workshop. Further 6 youth are part of the Young Expert Group that is spearheading the development of the Federation Care Leaving Guide. The MA had two youth seat in the international Youth Coalition, the highest youth decision making body in the Federation. It is through this body that the Youth development user guide was developed. Finally, through invitation of the East African Community 4 youth represented the MA in Arusha Tanzania for the East Africa Trade fair where they show cased their business ideas, arts and talents. Through raising the voice of the youth, the East Africa and Southern Federation (EASF) leaving care guideline was developed as a result of the scoping report, the Draft MA youth strategy was developed and a partnership with the Kenya Association of Care Leavers is being discussed. To increase the social networks of young people after leaving care.

In line with the High Five of youth development, the MA increased capacity improvement for youth care professionals. The 21 youth care workers underwent a number of training sessions during the year, the team took on the Results Based Management online Orientation training, while 14 of the 21 took part in the youth development workers experience sharing and introduction to contemporary youth empowerment programs workshop in Uganda. Other trainings worth mentioning include: Kenya Institute of Management training on cyber security, Customer care and Emotional Intelligence; e-learning certification course on the Youth Development User guide and the Mental and Psychosocial support through partnership with Regional Psychosocial Support Initiative (REPPSI).

The program strengthened 4 partnerships with external partners during the reporting period to give youth an opportunity to access mentorship, internships, digital support as well as job opportunities. Among them are the partnerships with DHL Kenya, Total Energies, Nailab and KIBT. Other partnerships that are yet to be formalised include one with Absa Bank and Family Health Options Kenya.

The MA conducted an effective remedial program especially for children in transition classes. During the year, the Government of Kenya conducted an assessment of learners following the reopening of schools. The education unit in the MA conducted a difference and difference analysis of the assessment scores against the last known examination of students in Hermann Gmeiner schools for students in the Alternative care program. It was evident that students who had participated in the remedial sessions fared reasonably well in Nairobi while those in Eldoret were cushioned from the counterfactual drop of those who did not take part in the remedial sessions. This contributed greatly to the retention and transition of children in the transition grades (grade 8 and Form 4). Further, thorough sensitization of both parents and learners on available pathways to tertiary education saw an increase in the number of beneficiaries taking up TVET courses as a pathway. Parents play a key role children's education outcomes, during the year, the MA conducted capacity building sessions with parents and care givers reaching over 400 care givers with positive parenting trainings and sensitized the parents on their role in the new competency based curriculum. Literacy and numeracy have been termed as key foundational competencies that every child should possess hence a target in the Sustainable development Goals. During the year, SOS Children's Villages Kenya forged partnerships with Deloitte, Story Moja and Kenya National Libraries toward enhancing literacy among our target.

The MA seconded two co-workers to the Global ECDE expert group that is working to increase understanding the importance of the early years in achieving sustainable development. The pair were part of the development of a concept paper for ECDE activities in 2022 and beyond and also selecting a consultant to carry out a global baseline on the issues affecting ECDE programming internationally.

## 2.1.4 Advocacy

### (a) Achievements

The Member Association's programs performance will not be complete without advocacy efforts that enabled the MA to address the plight of children and our target group. During the reporting period, the MA through networks such as the Joining Forces Alliance saw the children's bill presented in Parliament for the first reading. The journey, though tough, involved children from various parts of the nation including children from SOS Children's Villages Kenya. This marked a milestone in securing a better environment for Kenyan children. Further, Advocacy efforts in the MA forged a partnership with the Department of Children Services making the MA the first to establish a memorandum of understanding for joint implementation in Kenya. This memorandum of Understanding makes lighter the alignment of the SOS Family Care to government recognised Alternative care option. The MA in the reporting period devolved advocacy to the location. The benefit of this approach to advocacy led to locations such as Busia securing an additional Kshs. 16 Million for children in the county budget.

These achievements have realized through participation in strong collaborative partnerships with like-minded networks such as the Joining Forces Alliance. High level engagements with the Ministry of Labour and Social Protection, Cabinet Secretary, Principal Secretary and heads of sections in the Department of Children's Services and the National Council for Children's Services to make better the plight of children in our target group.

Utilizing various tools for advocacy at national and county levels, SOS Children's Villages in Kenya participated in various media platforms to raise awareness on varied issues on child rights and child protection. The platforms ranged from conducting sessions with duty bearers at both National and county levels to present positional papers; working with media houses to highlight plight of our target group. The MA also took part in National and International days that align to the child sector to rally both rights holders and duty bearers to make better the plight of children.

Child participation was at the core of advocacy work. 400 children from the 7 programme locations participated in various advocacy initiatives contributed to policy reform processes and gave their voice on various issues that affect them.

## 2.1.5 Human resources

### (a) Achievements

#### **Talent Acquisition and retention.**

In reviewing the annual plan and 2030 strategic measures, the HR department has finalized the Human Resources assessment, made a presentation to the board and is pending approval after addressing matters arising from the board presentation. Human Resources Assessment has reviewed the current structure, existing roles, working processes, position profiles and determined the most suitable alignment of structures, departments, programs and staffing. During the reporting period, the MA rolled out various social media recruitment channels. The most common used to advertise and recruit talent is LinkedIn. The process is still ongoing with other channels being sought as well. Through these avenues, the MA managed to fill all vacant critical position as at the close of the year.

#### **Enhanced MA s Capacity and Talent development**

After the Annual Performance appraisal talks in the MA, the department gathered training needs and used emerging training needs to roll out a series of capacity development initiatives. During the reporting period, HR Department organized several training for the staff during the reporting period, including the mental health & Capacity Building Workshop, Safety and Security Training, Customer Care and ICT Training. Other training sessions conducted during the reporting period, include the RBM orientation and Kick Off trainings.

## 2.1.6 Internal processes and digitalisation

### (a) Achievements

COVID 19 caused a major shift in the work organization conduct business, as such the MA, through ICT department had a lot of connectivity and infrastructure project. During the reporting period, a

complete overhaul of the MA's connectivity and infrastructure was completed. The MA also rolled out the Multifactor Authentication (MFA) to secure terminals and ICT devices. In line with the MFA roll out, the MA discontinued the Active Directory and migrated all staff to Microsoft Azure platform. To ensure smooth remote operations for the MA, video conferencing rooms in all locations were upgraded. With this, SOS Children's Villages Kenya upgraded Internet links to fibre and secured an upgrade of Internet bandwidth across all programme locations. With infrastructure laid out, the capacity development of staff on key collaboration platforms and meeting platforms was conducted for smooth operations.

Internal Audit is an independent appraisal function established within SOS CV Kenya to examine and evaluate its activities as a service to the organization. The department's objective is to assist Management and the Board in the effective discharge of their duties.

In support of the organization's attainment of the annual plan and 2030 strategic measures, internal Audit has continued to provide value-adding assurance and advisory services through quality audits/advisories executed efficiently, objectively, and with integrity. This has been undertaken within the approved budget and timelines. During the reporting period, internal audit department conducted six audits, SOS CV Kisumu, Busia, Suba, Meru CV, Nairobi CV and the National office. The department supported the region in investigating Regional Training and Resource Centre in the reporting period as well.

In 2021, the MA through the finance department conducted a tax health, legal and compliance audit. Following audit, the MA successfully applied for a 100% waiver on penalties and interests under the Voluntary Tax Disclosure Programme (VTDP) with the Revenue Authority. For the first time, in many years, The MA was issued with government statutory compliance certificates for National Social Security Fund (NSSF), National Hospital Insurance Fund (NHIF), Kenya Revenue Authority (KRA) and National Industrial Training Authority (NITA). The MA is also in the process of acquiring renewal of an Income tax exemption certificate. Finally, the finance team, finance, procurement and the representatives from the internal audit office successfully revised our finance and procurement manuals in an all-inclusive and participatory process that will see the new manual take effect in 2022.

## 2.1.7 Fund development and Communication

### (a) Achievements

During the reporting period, the MA responded to 23 funding applications and forged 9 granting partnerships. 6 Calls were successful giving a success rate of 26%. 29 Staff have been trained on proposal writing to improve the success rate. To ensure that the current partners are kept satisfied, the MA conducted interdisciplinary monitoring visits to various IPD funded project sites and one on one visits to International organisations sub granting the SOS Children's Villages Kenya. Through these visits, 1 Centre for Disease Control (CDC) and 1 USAID- 5 years applications were approved for funding and a co-creation proposal for the Busia program was developed; a best practice documentation for the same project was also developed with technical input from the communication department.

In the reporting period, the MA through the fundraising department raised Kshs. 10,628,336 (82,136 Euros) against a target of Kshs. 12,258,368 accounting for 87% of the targeted amount. The effects of COVID 19 affected the MA performance in the areas of fundraising events, merchandising and in kind donations. The MA during the year enhanced donor relations through accountability, and accurate communication this has ensured that the MA sustains our regular donors. Further, a revamped website and enhanced social media presence contributed to SOS Children's Villages Kenya visibility opening opportunities for fund development. Lastly, the Ma produced two quarterly-based newsletters that encapsulate our programmatic impact as well as successes and partnerships which is important for stakeholder information and encouraging new donors.

## 2.2 Lessons learned

### **Table 2.2** Lessons learned

Type	Lesson learned	Action(s) to be taken	Status of action
<i>Good Practice</i>	<i>Devolved advocacy: the added value of local-level advocacy in influencing county governments to budget for children (Busia).</i>	<i>Build the capacity of Location teams to identify advocacy themes in the locations and engage in advocacy at county level.</i>	<i>Ongoing: locations through technical support of the advocacy manager have undergone capacity building and are identifying themes to engage in advocacy.</i>
<i>Promising Practice</i>	<i>Children owned structures: The MA set up location children's councils and community children's clubs, built capacity of these structures and strengthened children-owned and children-driven safeguarding through these structures</i>	<i>Continued support of these structures and recognition of the same in programming</i>	<i>Support to these structures is ongoing.</i>
<i>Observation</i>	<i>The power of functional partnerships and collaborations in doing and reaching much more as an organization through the Joining Forces Alliance</i>	<i>Strengthen collaboration in the Joining Forces Alliance as well as identify and forge new partnership to reach more and impact more</i>	<i>This has been planned for in the MA's Strategic plan and will be rolled out in 2022.</i>
<i>Best practice</i>	<i>National Director's Awards: a children-owned mobilizing and positive engagement platform for children, caregivers and location staff.</i>	<i>Expand the Award to include academic competition and have it run throughout the school holidays</i>	<i>This is planned for roll out in 2022.</i>
<i>Best Practice</i>	<i>Joint development of a Memorandum of Understanding with the Directorate of Children Services for joint collaboration and implementation.</i>	<i>Signing and roll out of the MoU</i>	<i>The signing ceremony has been planned for 2022.</i>

## 2.3 Cross-cutting topics

The MA benefitted from a number of safety and security training with Crisis Management Committees at the locations being the major beneficiaries. The National Director participated in the Hostile Environment Awareness Training (HEAT) that was organised for the region. The MA Safety and Security Focal Person supported the development of MA Safety and Crisis Management Plans and sensitised staff on the plans. During the year, the Safety and Security Focal person for the MA attended the Regional Safety and Security Meetings and shared quarterly updates on the state of security for the MA.

The MA successfully completed the Results Based Management (RBM) Kick off training during the reporting period. With the completion of the training, the MA received two grants to support the setting up of the RBM System, the system will be finalised and implemented in 2022. In support of program conceptualization, the department supported IPD develop 12 Results frameworks for prospective programs as well as for ongoing programs. 4 research studies were conducted in the reporting period, two baseline studies for the new Kisumu and Meru FS programs, an Impact assessment of the FS program and the end term evaluation of the Busia Program were commissioned during the reporting period. The MA provided technical and financial support to the Department of Children services, Alternative family care TWG to develop indicators for Alternative Family Care case management to be incorporated in the Child Protection Information Management System (CPIMS). In the reporting period, joint data quality assessments and mentorship was conducted by SOS Children’s Villages and DCS for Charitable Children Institutions and Sub County offices in 7 counties; Nairobi Mombasa, Meru, Eldoret, Kisumu and Homa Bay.

The MA during the period developed an emergency Response strategy. The strategy will support MA to respond to emergencies arising.

## 2.4 Sustainability actions

During the Year, the MA evaluated the performance of the previous strategic plan and undertook a journey to establish a new strategy. The board approved the Strategic plan in the year under review paving way to its implementation. The Strategic Plan emphasises on enhancing sustainability for the MA and its programmes through strategic partnerships with Government, CSOs and communities; developing the MA’s capacity in sub granting to local implementing partners in the long run; and strengthening its funding base with an emphasis on local fundraising, Institutional Partnership Development grants and sweating its existing assets.

## 3. OVERVIEW OF PROGRAMME(S)

### 3.1 Programme location: Eldoret

Eldoret is a principal town located in the northern part of the Great Rift Valley. It serves as the capital of Usain Gishu County. Kapsoya ward of Ainabkoi sub county hosts SOS Children’s Village Eldoret. The COVID-19 global pandemic has significantly impacted the program beneficiaries and operations. Majority of the beneficiaries faced economic challenges as a result of the pandemic, while most planned meetings/activities that required physical interaction or travel were either stopped or postponed due to the Government COVID-19 prevention protocols. Additionally, the academic calendar was altered, with learners attending school for 4 terms in the year as opposed to the traditional 3 terms in an effort to compensate for the period lost in 2020 when learning institutions were closed for more than 10 months. Consequently, there was an outbreak of school unrest in most schools in the county and nationally. Political anxiety was felt throughout the year, with campaigns for the Building Bridges Initiative (BBI) that sought to introduce radical changes to the constitution (the process was halted by the law courts but one of the parties appealed to the Supreme Court) as well as the looming 2022 national presidential and parliamentary elections.

#### Strategy implementation status

##### Achievements

- SOS Children’s Village in Eldoret provided SOS Family Care services to 140 (74 Male and 66 Female) children during the reporting period. 83% of the children and young people had at least satisfactory performance during the period against a target of 85%. The location has begun the process of physically integrating one family into the community. The actual relocation will be done in the coming year.
- Empower families and communities to provide quality care to 440 children and 30 youth 85% of the children and young people in FS had satisfactory education performance against a target of 85%.
- The location supported 54 Youth on their journey to attain self-reliance. During the reporting period, 86% of the children who exited the youth care program had attained self-reliance against a target of 75%. 1.7% of the youth in AC were not enrolled in education, employability and

training while 12% of those in the FS Program were not enrolled in education, employability or training.

- The medical centre achieved 96% of the annual income target. An increase in clientele after the lull due to COVID 19 had a contribution to this achievement. Stock outs especially at the pharmacy and the inconsistency of the sonographer contributed to the shortfall.
- Approximately 2 million Kenyans reached nationally through collaboration with media at the National level. In SOS Children's Villages Kenya in collaboration with the Elimu Yetu Coalition and JFA-K submitted one newspaper Article during the Global Action Week for Education, which articulated COVID 19 management in schools. At the County level, through collaboration with the Uasin Gishu Journalists the organisation received free airtime to carry out 3 media sessions on care reforms which saved on costs in our budgets.
- Working closely with key stakeholders (Directorate of Children Services and Directorate of social development has led to joint monitoring visits between SOS CV and government to check on progress of Care Reforms implementation within different counties and how different stakeholders are embracing Care Reforms within the counties. In Uasin Gishu County, different stakeholders were using various case management tools. Through these engagements harmonization of the tools was done during training meetings and CSOs called upon to adopt the standard tools for purpose of linking reporting children progress in the Child Information Management System (CPIMS). The tools are new and there is need to conduct refresher trainings in future to increase practical utilization of the tools at county level hence there are still knowledge gaps on use of tools that need further training.

## Challenges

- Challenge-There has been a lot of changes within the Uasin Gishu Department of Children Services that has caused slow implementation of joint programs. Internal disagreements within the department have spilled over to affect other stakeholders and the Community Action on Quality Alternative Care (CAQAC) program in particular since the program is implemented within 4 out of 6 sub counties. This requires coordination and cooperation within the different sub counties which has been wanting. AAC meetings have especially been affected as some have been cancelled last minute due to wrangling and unwillingness to hold meetings at location level.

## Lessons learned [see 2.2]

- Best practice – Greater involvement of the biological families of the youth in their follow-up and general development. This is aimed at ensuring their smooth reintegration.
- Observation-Mainstreaming of Mental health psychosocial support in programming is necessary for staff to be able to recognize and support the target group overcome traumatic experiences as they also support themselves
- Observation- The community volunteers if well trained and empowered they will be of great help to the program as they will assist in the monitoring of the families and children.

## Cross-cutting topics [see 2.3]

- Staff at the location have been have undergone the online child safeguarding course offered online while beneficiaries and stakeholders have been sensitized on child protection in varied forums to enhance awareness, prevention, reporting and response to child protection in the community. Mental health and psychosocial support is also a cross cutting topic. Staff have received capacity building training on mental health and Psychosocial Support (PSS). Continuous capacity building and support for victims of trauma, both care professionals and beneficiaries is important to improve on programming and self-care. Men involvement in programming is necessary to encourage the men to be present in the provision of quality care and protection to their children and the rest of the community.

## 3.2 Programme location: Nairobi

Strategy implementation status

**Achievements**

- SOS Children’s Village in Nairobi provided SOS Family Care services to 132 children and youth in SFC. 91% of children and young people in AC with at least satisfactory educational performance
- In 2021, Family Strengthening Nairobi supported 240 families with 366 caregivers, 100 youths and 683 children. 86.7% of family with up to date development plans (FDP). 100% of young people/families targeted for exit by the location were self-reliant.
- 54% young people exiting the program were self-reliant while 16.3% Percentage of young people in AC/FS who are not enrolled in education, employment or training (NEET)
- The total income from the medical centre for the year 2021 was KES. 29,614,285.74 accounting for a 91% achievement against the annual target of KES.32,435,054.54.



- Empower families and communities to provide quality care to 440 children and 30 youth 85% of the children and young people in FS had satisfactory education performance against a target of 85%.
- The location supported 54 Youth on their journey to attain self-reliance. During the reporting period, 86% of the children who exited the youth care program had attained self-reliance against a target of 75%. 1.7% of the youth in AC were not enrolled in education, employability and training while 12% of those in the FS Program were not enrolled in education, employability or training.
- The medical centre achieved 96% of the annual income target. An increase in clientele after the lull due to COVID 19 had a contribution to this achievement. Stock outs especially at the pharmacy and the inconsistency of the sonographer contributed to the shortfall.
- Approximately 2 million Kenyans reached nationally through collaboration with media at the National level. In SOS Children’s Villages Kenya in collaboration with the Elimu Yetu Coalition and JFA-K submitted one newspaper Article during the Global Action Week for Education which articulated COVID 19 management in schools. At the County level, through collaboration with the Uasin Gishu Journalists the organisation received free airtime to carry out 3 media sessions on care reforms which saved on costs in our budgets.
- Working closely with key stakeholders (Directorate of Children Services and Directorate of social development has led to joint monitoring visits between SOS CV and government to check on progress of Care Reforms implementation within different counties and how different stakeholders are embracing Care Reforms within the counties. In Uasin Gishu County, different stakeholders were using various case management tools. Through these engagements harmonization of the tools was done during training meetings and CSOs called upon to adopt the standard tools for purpose of linking reporting children progress in the Child Information Management System (CPIMS). The tools are new and there is need to conduct refresher trainings in future to increase practical utilization of the tools at county level hence there are still knowledge gaps on use of tools that need further training.

## Challenges

- The change of school calendar affected the implementation of youth programs. Most of the activities meant for September and August were affected as the youth were in schools and the holidays were very short.

Lessons learned [see 2.2]

- Best practice – Greater involvement of the biological families of the youth in their follow-up and general development. This is aimed at ensuring their smooth reintegration.
- Observation-Mainstreaming of Mental health psychosocial support in programming is necessary for staff to be able to recognize and support the target group overcome traumatic experiences as they also support themselves
- Observation- The community volunteers if well trained and empowered they will be of great help to the program as they will assist in the monitoring of the families and children.

### Cross-cutting topics [see 2.3]

- Staff at the location have been have undergone the online child safeguarding course offered online while beneficiaries and stakeholders have been sensitized on child protection in varied forums to enhance awareness, prevention, reporting and response to child protection in the community. Mental health and psychosocial support is also a cross cutting topic. Staff have received capacity building training on mental health and Psychosocial Support (PSS). Continuous capacity building and support for victims of trauma, both care professionals and beneficiaries is important to improve on programming and self-care. Men involvement in programming is necessary to encourage the men to be present in the provision of quality care and protection to their children and the rest of the community.

### 3.3 Programme location: Kisumu

Kisumu Children’s Village is located in Kisumu county (one of the 47 counties in Kenya) and is the youngest of the five SOS Children’s’ Villages in Kenya. In year in review, Kisumu location implemented program activities amidst various health, political, and socio-economic challenge majorly driven by the effects of COVID-19.

The increased number of infections in the county resulted in lockdowns to contain the spread of the virus. Location staff were not spared either; this delayed the delivery of program activities. The academic calendar was affected by the 9 month closure of schools. This necessitated an introduction of a fourth term which had both strain on the learners as well as for parents who had to pay for school fees and levies four times in the year.

Potential political instability due to Kenya’s upcoming elections campaigns in 2022; economic disruption with lots of focus laid in playing politics rather than generation of income by communities; and reduced investments continues to affect the wellbeing of the beneficiaries and county inhabitants as a whole.

### Strategy implementation status

#### Achievements

- The alternative care program served 146 children and youth; 70 (40 Male and 30 Female) children and 76 (40 Male and 36 Female) Youth. 91% of children and young people in AC had at least satisfactory educational performance in 2021 against the target of 85%
- Family Strengthening Program in Kisumu, dubbed Tunaweza (*Swahili for we [communities] can*) was launched during the reporting period. The program thus far recruited 1,192 children from 300 families
- During the reporting period, the program embraced collaboration; partnerships and networking with Communities; Community structures; various Government departments and likeminded partners resulting in strengthened linkages between communities and services delivery agencies; inclusivity of partners and enhanced community ownership of project activities.

#### Challenges

- The location observed a need for documentation, dissemination and celebration of success stories. Ensuring beneficiaries/ partners and donors access our stories will enable ownership, increase visibility and also help mobilize resources
- COVID-19 pandemic presented itself with such uncertainty and with adverse effects on Children; Caregivers and communities. This was against a background of minimal resources

and lack of focused plan of action internally. SOS CV has since developed guidelines for effective and efficient response to emerging issues like floods and other disease outbreaks for reference by staff.

#### Lessons learned [see 2.2]

- The location's participation in the government's pilot project on care reforms implementation since 2018 has given the location and by extension, the MA a more positive image in the eyes of government and CSO stakeholders.

#### Cross-cutting topics [see 2.3]

- Capacity building sessions were conducted for staff and children on Child Safe Guarding; Gender; Children & youth participation; Rights of the Child; Disability and Education. SOS Children's Villages Kenya staff and officers from the government facilitated these. Additionally, materials were shared with staff for further reference.

### 3.4 Programme location: Meru

#### Strategy implementation status

##### Achievements

- The alternative care program served 154 children and youth; 77 (77(30 Female and 47 Male)) children and 77 (31 Female; 46 Male) Youth. 86% of children and young people in AC had at least satisfactory educational performance in 2021 against the target of 85%
- The SFC program has physically integrated 1 family into the community; equally so, the program is piloting foster caring and has recruited 2 Foster caregivers. The pilot program has 4 children all girls.
- Family Strengthening Program in Meru was launched during the reporting period under the same project name with the Kisumu FSP, dubbed Tunaweza (*Swahili for we [communities] can*). During the reporting period, 295 families were enrolled into the program with 893 children.
- The location is an active member of the Association of Charitable Children Institutions of Kenya, by virtue of being registered as a Charitable Children Institution. Through this network, the location has been able to articulate and engage in the ongoing care reform agenda at the county level.

##### Challenges

- Centralized financial approval procedures led to delays in the kicking off some activities. The project conducted early planning to circumvent the long processes.

#### Lessons learned [see 2.2]

- **Observation:** from the concluded health assessment it was noted that the health practitioners were able to identify other health issues among beneficiaries that were not necessarily nutrition related therefore in the next year it will be better to plan for a general health assessment as compared to just nutritional assessment

#### Cross-cutting topics [see 2.3]

- **Children Protection-** Children were deliberately involved in the baseline study as they formed the key target population(at risk or have lost parental care).Child rights awareness has been done in all the project activities involving beneficiaries and stakeholders .In particular children were involved in answering the age 10-17 baseline questionnaire
- **Gender Mainstreaming:** the baseline sought to understand the gender inequality in and its causes in the project location. The findings will inform implementation of activities aimed at reduction of GBV .Activities around the 16 days of Activism against SGBV also created awareness on SGBV as well as mobilized partnerships for the elimination of SGBV.

## 3.5 Programme location: **Mombasa**

SOS CV Mombasa is the second oldest SOS Children's village in Kenya. It is located at the coastal county of Mombasa. In the year under review, the location implemented projects under the two main arms of programs in the MA, Alternative Care and Family strengthening.

### Strategy implementation status

#### Achievements

- During the reporting period, Mombasa Location served 179 children and youth; 114 (73 male and 41 female) Children and 65 (28 Male and 37 Female) youth. 88% of the children in SFC program had satisfactory academic performance against a target of 85%
- The location also implemented Family strengthening interventions during the year in review reaching 262 Families and 908 (495 Female and 413 Male) Children. 92% of the children in the FS program had satisfactory academic performance.
- 556 pupils (259 Female and 297 Male) were enrolled in both the primary school and the kindergarten during the reporting period.

#### Challenges

- The change in academic calendar implemented during the year in review affected the smooth implementation programs. The location had to contend with implementing majority of the interventions targeting children and youth in the second quarter of the year.
- The digital gap among youth was a felt need during the year in review as the new normal called for engagement of youth through various online platforms. The location observed that some of the youths could not tap into opportunities for empowerment due to low computer competencies.

### Cross-cutting topics [see 2.3]

- *Needs Assessment.* In the spirit of promoting evidence-based and needs'-specific youth programs, a needs assessment was done across the MA but led by the Mombasa Youth Department. The survey was purposive, and targeted college youth from both the AC and FS, using a simple online survey tool. Results of the survey informed the design of the Social Entrepreneurship program, community service, and Internship program, and will form the basis of future programs in partnership with DHL and like-minded partners.

## ANNEX

### ANNEX 1: HYPERLINKS TO RELATED MATERIALS

Topic	Person responsible	Source information	of MA file should be saved to:	Hyperlink
Actual statistics of the MA	Member support advisor	LUCY Report accessed via the following path: LUCY → Finance management → Reports → Statistics → Actual statistics	<a href="#">Federation planning &amp; steering: MA statistics</a>	<i>Insert hyperlink of the MA statistics</i>
List of board members	National director	MA fills in <a href="#">template list of board members</a>	<a href="#">Federation planning &amp; steering: MA annual reports</a>	<i>Insert hyperlink of the list of board members</i>
MA mid-term plan	National director	MA fills in <a href="#">template for mid-term planning</a>	<a href="#">Federation planning &amp; steering: Mid-term &amp; annual plans</a>	<i>Insert hyperlink of the mid-term plan</i>
MA annual plan	National director	MA fills in <a href="#">template for annual planning</a>	<a href="#">Federation planning &amp; steering: Mid-term &amp; annual plans</a>	<i>Insert hyperlink of the annual plan</i>
MA website	National director	Member association website	Not applicable: provide link only	<i>Insert hyperlink of the MA website</i>
Online directory page for MA	National director	<a href="#">SOS Online Directory</a>	Not applicable: provide link only	<i>Insert hyperlink of specific page for the MA</i>
Progress reports	National programme director	Programmes fill in <a href="#">template for progress reports</a>	<a href="#">Federation planning &amp; steering: National &amp; programme reports</a>	<i>Insert hyperlink to the progress reports</i>