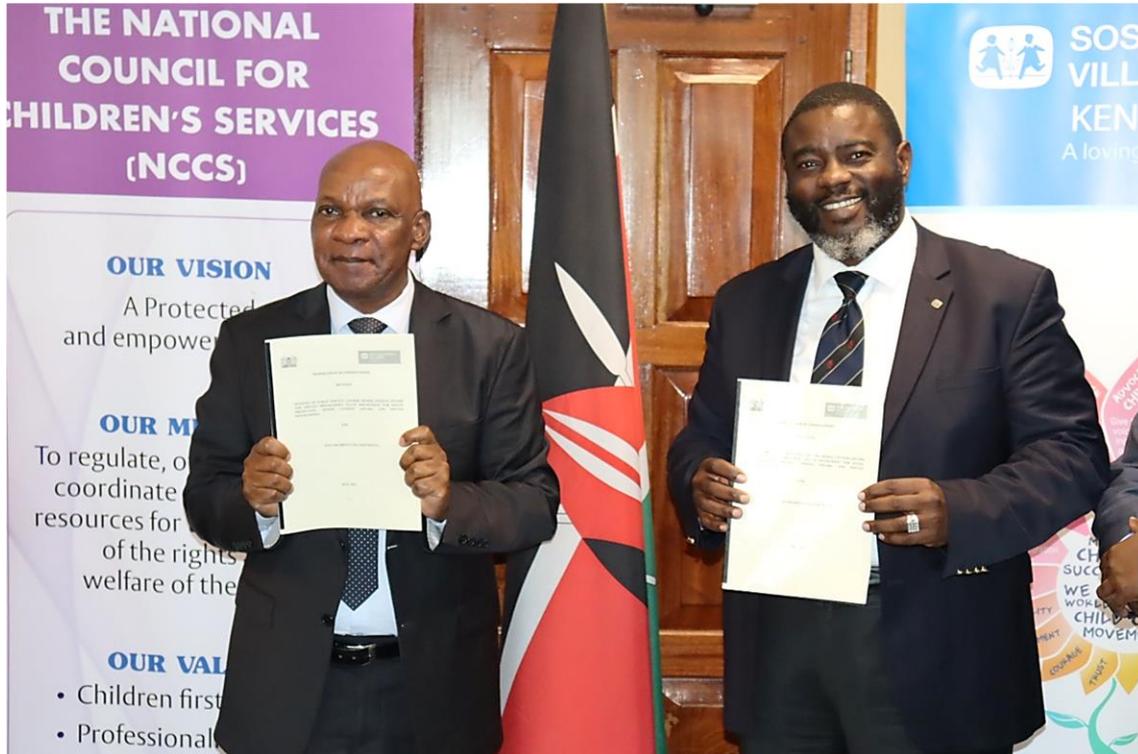


SOS Children's Villages Kenya

Annual Report 2022: We Keep our Promise



Member association:	SOS Children's Village Kenya
National director:	Mr. Walter S. Odhiambo
Reporting period:	2022
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 and Pascal Mailu
Date of report:	2/20/2023

Cover Photo: Working with the Government for the Child in Kenya: The National Director, SOS Children's Villages Kenya and the Principal Secretary, Ministry of Labour, Social Protection and Special Programs displaying a signed 5-year Memorandum of Understanding for sustained partnership. *Photo by SOS Children's Villages Kenya Communications 2022.*

EXECUTIVE SUMMARY

1. National context and stakeholders

Kenya managed to navigate through the health and economic effects of multiple waves of COVID 19, aided by stringent containment measures as well as a rigorous Covid-19 vaccination campaign. This brought the infection rates below 10% leading to an opening of key sectors (services and industrial) that supported a rebound of the economy. Business confidence however weakened because of the global commodity market shock, a long regional drought and domestic political uncertainty in the run up to the August 2022 general presidential, parliamentary and gubernatorial elections. The net effect of these gusts being that Kenyan households had to contend with sky rocketing inflation and climate shocks unheard of in decades.

Food insecurity rose sharply. The drought that ravaged the northern part of the country left 3.5 million people food insecure compared to 3.1 million at the start of the year. The severe drought affected the North Eastern part of the country, driving the number of children facing acute malnutrition up by 17% reaching 900,000 with fears that the numbers will rise further in 2023 if forecasts for another failed rainy season prove to be accurate.

The enactment of the Children's Act (2022) and the launch of the national Care Reforms Strategy (2022-2032) accelerated the ongoing reforms in the child care and protection sector in the country. In anticipation on the eventuality of the enactment and the launch of the Strategy, the MA forged a Memorandum of Understanding (MoU) enable the MA work with the Government in aligning its programs to the changing legal and policy landscape.

Internally, the graduation of the MA from a growth to new sustainability cluster as well as the tightening of global financial conditions had significant implications on the MA in terms of the need to strengthen local fundraising, align its workforce, and focus on more cost-effective and impactful programs. During the reporting period, the MA finalised the alignment of, "Delivering our promise," the MA's Strategic Plan (2021–2025) to the Federation's Strategy and prevailing internal and external environment.

2. Member association analysis

Strategy implementation status [see 2.1]

Achievements

- During the year under review, the MA provided quality care and protection to 1,047 children and youth (649 under the SOS Family Care/Family Like Care and 398 in Youth Care/Supervised Independent Living) against the planned 914 as per the strategic plan. These achievements can be attributed to the MA's commitment to ensure that alternative care programs in the MA are locally relevant by aligning them to internal and external laws, policies and guidelines such as the National Care Reform Strategy 2022, the Children's Act 2022 and internal documents such as the SOS Care promise.
- During the period under review, 6,113 household members were served through the family strengthening program against a target of 5016 accounting for 121%.
- 86% children and youth in Alternative Care (AC) and 82% in Family Strengthening (FS) attained satisfactory education performance against the internal target of 80% as per the strategic plan. This was closely affirmed by the national performance in the Kenya Certificate of Primary Education (KCPE) where 80% of the candidates from AC had above average performance. This performance can be attributed to first, capacity building of on the skills and knowledge to support the development of children and young people. teacher professional development and mentorship of children and youth.
- 398 young people across the MA's five locations received care and support through the supervised independent living care option; over 2000 youth were engaged in various employability and entrepreneurship activities during the year.
- SOS Children's Villages Kenya undertook high impact policy influencing advocacy programs at National and Location levels for the benefit of children in its target group. The MA, in collaboration with the National Steering Committee on the Children Act, participated in numerous policy dialogues, lobbying with Members of Parliament for the enactment of the Children Act; culminating in the assenting of the Bill into Law.

- The MA fostered child participation in the undertaking of advocacy activities as well as participated in a number of TWGs that developed and reviewed various policies and guidelines in favour of its target group. These TWGs include those focusing on Alternative Care; Children in Emergencies; Care Reforms; Child Protection and Family Strengthening.
- During the reporting period, the Human resources department in the MA focused on organizational alignment, implementation of strategies and philosophies that ensures each member of the organization shares a common goal and vision for the success of an organization.
- The MA conducted a number of digitalization of processes and enhancing the MA's digital infrastructure during the year in review. Equally, the MA, through the Information, Communication and Technology department, facilitated the roll out of ICT4D by establishing 5 digital hubs that have seen young people from both alternative care and Family strengthening; SOS Parents and care givers benefit from the digital literacy programs. The MA is on course to set up and e-procurement system to enhance procurement processes.
- The MA grew the number of its sponsors from 11, 796 to 12,084 during the year in review. The notable sponsorship sub categories that accounted for the increase include an increase in village sponsors, Increase of sponsors for children who had less than 4 sponsors and matching of sponsors to newly admitted and some few children who did not have any sponsors.
- The MA raised 23,782,032.79 (€181,175.36) against a target of 22,000,000.00 (€167,599.51) accounting for 108% of the year's target. This performance has been attributed to collaborative efforts from the locations through various Income generating activities while the roll out of national media campaigns such as jingle the basket and many children need many friends. Brand visibility also contributed to this achievement.
- Increase in IPD programs such as the leave no youth behind project, reintegration project and Youth Can! project

Challenges

- Staff and Children experienced a lot of mental health and psychosocial challenges that the MA has regularly addressed. However, some need sustained interventions for success.
- The Annual Plans and Budgets for the period under review were approved way into the year (at the close of quarter1) affecting implementation of actions scheduled for the first quarter of the year.
- The MA witnessed a notable staff turnover during the reporting period. Finance department, Fund development and communications as well as the Internal Audit departments were significantly affected by the turn over.

Lessons learned [see 2.2]

- Collaboration and partnership with like-minded state and non-state actors in implementation enables the Member Association to achieve much more in a short time.
- Digital case management in CS will ensure improvement in documentation, management and referral.
- The setting up of a youth council for the MA has increased ownership of youth development initiatives as well as participation among youth in the program.
- To manage the burgeoning wage bill, the MA has opted for job enlargement for existing staff to implement new programs where realistic as opposed to recruiting new teams and staff.

Cross-cutting topics [see 2.3]

- The MA's Child safeguarding was strengthened during the year through a number of initiatives; first, the MA conducted a Risk Assessment for all the programs in the all program locations. Secondly, a Safeguarding Audit was conducted to all locations and action plans developed and implemented. Lastly, the MA contextualised and implemented an action plan based on the ICSR recommendation during the year.
- SOS Children's Villages Kenya implemented RBM for the first year in 2022; during the year, the MA conducted Needs Assessments for all the five locations; which was presented in the annual Monitoring and Evaluation peer exchange workshop as a promising practice. The MA also supported the Department of Children services with technical and financial support in the

review, validation and piloting of the alternative family care indicators embedded in Child Protection Information Management System (CPIMS).

- During the year in review, the MA secured funding to develop a gender equity and social inclusion policy as well as a climate change policy to guide the MA to ensure that programs respond adequately to marginalization and environmental conservations.

Sustainability actions [see 2.4]

During the year under review, the MA consolidated learnings from the first quarter of implementation of the strategic plan 2021 – 2025. The MA was advised by changes in the Federation to adopt a new format of the National Strategic plan that is heavily informed by the RBM approach to strategic planning. A draft of the revised strategic plan has been shared with key stakeholders for their input and comments before being presented to the board for approval and implementation.

The MA took deliberate steps in sustainability during the reporting period. The MA strengthened local fundraising by recruiting a new fund development and communication manager as well as reviving cold partnerships, establishing new partnerships. A new Partnership strategy is on course for validation and roll out in the coming year. The strategy will shape how the MA engages in partnerships.

Equally so, the MA deepened partnership with Government by penning a joint memorandum of understanding. The partnership seeks to support the MA transition successful from a charitable children institution to a locally relevant (preferably foster care agency) registration type.

3. Overview of programme(s) (¾ page)

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List of Abbreviations

AC	Alternative Care
ACCIK	Association of Charitable Children Institutions of Kenya
ACERWC	African Committee of Experts on the Rights and Welfare of the Child
AHT - CPU	Anti-Human Trafficking & Child Protection Unit
AU	African Union
CBC	Competency Based Curriculum
CBO	Community Based Organization
CCI	Charitable Children Institution
COVID	Corona Virus Disease
CPIMS	Child Protection Information Management System
CS	Child Safeguarding
DCS	Department of Children Services
DHL	Dalsey Hillblom Lynn
ECD	Early Childhood Development
ECOSOC	Economic and Social Council
EOI	End of SOS Involvement
ESAF	Eastern and Southern Africa Federation
FBO	Faith Based Organization
FS	Family Strengthening
FSP	Family Strengthening Program
GRP	Gender Responsive Pedagogy
ICSR	Independent Child Safeguarding Review
ICT4D	Information, Communication and Technology for Development
IDP	Individual Development Plan
IEBC	Independent Electoral and Boundaries Commission
IGA	Income Generating Activity
IPD	Institutional Partnership Development
IO	International Office
IOR	International Office, Region
JFA	Joining Forces Alliance
KESCA	Kenya Society of Care leavers
KEU	Kenya Economic Update
KNBS	Kenya National Bureau of Statistics
KNCHR	Kenya National Commission on Human Rights
KRA	Kenya revenue Authority
MA	Member Association
MOU	Memorandum of Understanding
MSME	Micro Small and Medium Enterprises
NCCS	National Council of Children Services
NGO	Non-Governmental Organization
NMT	National Management Team
OSHA	Occupational Safety and Health Act
PDB2	Program Database V2
PEV	Post-Election Violence

PLWD	People Living with Disability
PMT	Program Management Team
PSS	Psycho Social Support
RBM	Results Based Management
SFC	SOS Family Care
SIL	Supervised Independent Living
SMT	Senior Management Team
SOP	Standard Operating Procedure
SSA	Sub Saharan Africa
TTK	Tiny Totos Kenya
TV	Television
TVET	Technical, Vocational Education and Training
TWG	Technical Working Group
UK	United Kingdom
UNICEF	United Nations International Children's Emergency Fund
VAC	Violence Against Children
VACS	Violence Against Children Study
VAT	Value Added Tax
VSLA	Village Savings and Lending Association

1. NATIONAL CONTEXT AND STAKEHOLDERS

1.1 General description of national context

At the close of 2021 the global economy was growing at a strong rate of 5.6% in 2021; Global economy experts had predicted a continued growth of 4.3% in the New Year 2022 though with divergences across continents and countries. The economic recovery in Sub-Saharan Africa (SSA) was to remain generally weak as low rates of Covid-19 vaccination continued to weigh on activity and confidence. Kenya's economy continued to show resilience as 2021 came to an end.

These global trends changed quickly at the wake of 2022 raising concerns of an economic recession. 2022 saw invasion of Ukraine by Russia, a number of global sanctions against Russia effected; that greatly destabilized of world markets; the most notable change being the sharp rise in global commodity prices. Regionally, the headwinds emanating from the changes in global markets; tightening global financial conditions and an elevated inflation driven by rising food and fuel prices, and rising risk of debt distress affected the economic activity in Sub - Saharan Africa. East Africa and the Greater Horn of Africa faced adverse weather conditions, the countries in this region faced the worst drought in 4 decades putting 20 Million people at the risk of starvation.

Kenya managed to navigate through the health and economic effects of multiple waves of COVID 19; aided by stringent containment measures as well as a rigorous Vaccination campaign. This brought the infection rates below 10% leading to an opening of key sectors (services and industrial) that supported a rebound in the economy. Business confidence however weakened because of the global commodity market shock, a long regional drought and domestic political uncertainty in the run up to the August 2022 general presidential, parliamentary and gubernatorial elections. The net effect of these gusts being that Kenyan households had to content with sky rocketing inflation and climate shocks unheard of in decades.

In the first half of 2022, Kenyan households were exposed to sharp increases in food, fuel and input prices. According to the World Bank's eighth round of the Rapid Response Phone Survey; A study that sought to monitor households' responses, coping strategies and food security during the COVID-19 pandemic, but lately adjusted to capture inflationary pressures and climate shocks; shows that half of the households had to cut back consumption. With the top three strategies being reduction of food and non-food items consumption as well as sale of productive assets. A closer reflection showed that households with young children and female headed households bore the highest brunt of cutting back on consumption. Households continued to rely on borrowing, a trend that has persisted since the start of the pandemic, especially through short-term borrowing on mobile money platforms. This trend raises concerns of increased indebtedness, especially given that half of Kenyans are unaware of the true cost of borrowing¹.

Food insecurity rose sharply. Based on the government's long rains assessment report, indicated that the drought has left 3.5 million people food insecure in Kenya compared to 3.1 million at the start of the year. This represents a 22.6 percent increase of the population in need of humanitarian assistance for the half year. The severe drought crippling the country more so the north eastern part of the country has driven the number of children facing acute malnutrition up by 17% reaching 900,000 with fears this will rise further if forecasts for another failed rainy season prove to be accurate.

The second half of the year saw the Country hold the 3rd General Election under the new constitution promulgated in 2010. It was uncertain that the general election would be devoid of electoral violence that had marred the previous general elections. However, the campaigns and the post-election period were relatively calm despite being hotly contested, close, disputed and tense appeal process. The new government has laid out an economic transformation agenda focused on economic empowerment of the population at the bottom of the pyramid. To drive the agenda, the government identified five sectors as the core pillars of the plan namely agriculture; Micro, Small and Medium Enterprises (MSME); housing and settlement; healthcare and the digital superhighway and creative economy.

Finally, the enactment of the Children's Act (2022) as well as the launch of the Care Reforms Strategy accelerated the way child care would run in the country. In anticipation on the eventuality of the

¹ The Central Bank of Kenya, FSD Kenya and the Kenya National Bureau of Statistics. FinAccess Household Survey, County perspective. November 2022

enactment and the launch of the Strategy, the MA forged a Memorandum of Understanding to guide the MA align to the new changes arising from the change in policy landscape.

Internally, the change of cluster of the MA from a growth to new sustainability cluster as well as the tightening of global financial conditions had an effect in cash flow, fundraising and project implementation. During the reporting period as well, the MA finalised the alignment of, “Delivering our promise,” he MA Strategic Plan 2021 – 2024 to the federation Strategic Plan format.

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
Department of Children’s Services	Joint implementation of child care and protection programmes especially in the five counties where the MA has programmes.	Roll out the Alternative Care options indicators, Standard Operating Procedures (SOPs) and embedding the same in the child Protection Information Management System.	Effective especially in relation to Strategic Result 1 of the MA Strategic pLan	No
The National Council for Children’s Services	Joint planning and implementation of child care and protection programmes especially in the five counties where the MA has programmes	Launch of the National Care reform Strategy; development of strategy support documents. Development of National child welfare guidelines.	Effective especially in relation to Strategic Result 1 of the MA Strategic plan	Yes
Deaprtment of Social Development	Joint planning and implementation of child care and protection programmes especially in the five counties where the MA has programmes	Development of the National Positive pArenting Manual and certification of Commuunity Managment Committee members as Lay volunteer Counsellors	Effective especially in relation to Strategic Result 1 of the MA Strategic plan	No
State Department of Youth Affairs	This partnership seeks to promote youth internships and employability and establish strong networks for	Director, State Department of Youth Affairs Launched the Youth Can! Project	Effective especially in relation to Strategic Result 1 of the MA Strategic plan	No

Ministry of Education	Discussions forums on education trends and review of policies	Development of the positive discipline manual. Participation in various thematic technical working groups.	Effective especially in relation to Strategic Result 1 of the MA Strategic plan	No
ICT Authority	Curriculum Support when rolling out the Ajira courses to youth	Trained Youth on online jobs through their county trainers as well as used their curriculum.	Effective especially in relation to Strategic Result 1 of the MA Strategic plan	NO
County Governments: Meru Mombasa Kisumu Nairobi Uasin Gishu	Joint implementation of child care and protection programmes especially in the five counties where the MA has programmes.	Youth participation in the County Integrated Development Plan	Effective especially in relation to Strategic Result 1 of the MA Strategic plan	NO
Tiny Totos Kenya (TTK)	Social entrepreneurship and nutritional training targeting informal settlement	Joint implementation of social enterprise day care pilot for two counties.	Fairly effective especially in relation to Strategic Result 1 of the MA Strategic plan	Yes

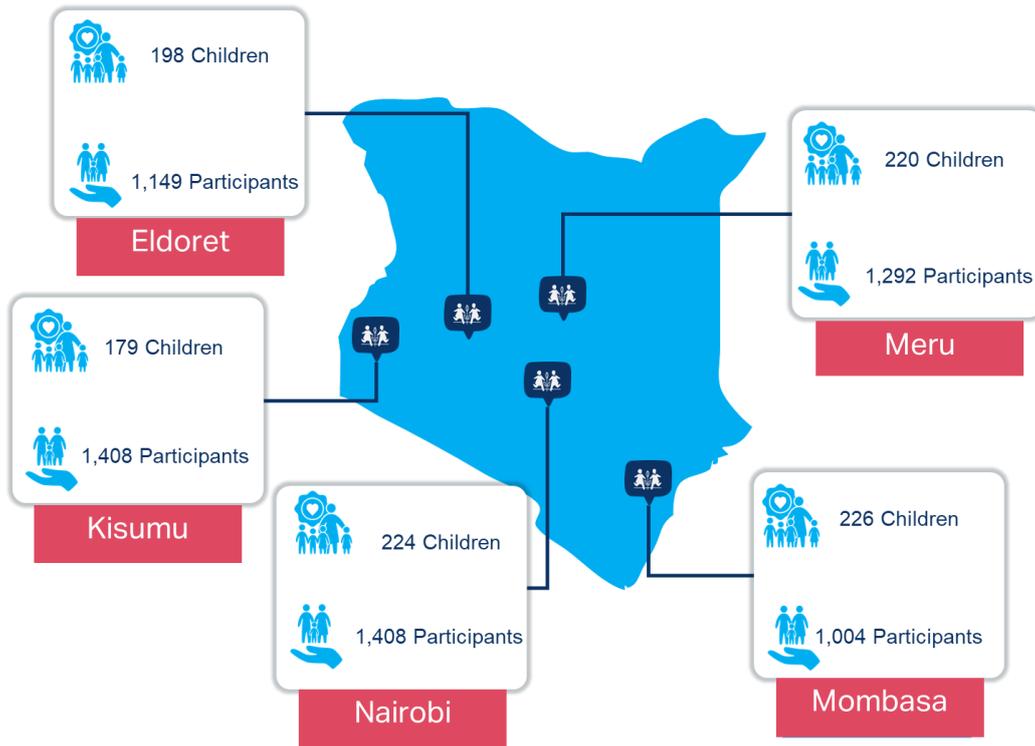
2. MEMBER ASSOCIATION ANALYSIS

2.1 Strategy implementation status

In the African society, what distinguishes the people is the belief of our interconnectedness. This has been acclaimed as *utu* (Swahili for the sense of self, personality, kindness or humanity as relates to relationships with other people). The way of living begins with the premise that “I am” only because “we are”. This inspires the community to seek the greater good because of the collective benefit that comes with it. As SOS Children Villages Kenya, our belief is that If families are empowered, communities and government systems strengthened, then children will experience the love, security, identity and culture that they need to realize their full potential. This we committed to achieve through Growing and diversifying the organisation’s funding base, streamlining our operational efficiency and effectiveness through robust policies, systems, structures, staff, governance and other organizational capabilities. Strong, institutionalized, formal strategic partnerships supportive of the MA’s programmes, operations and fundraising A movement of advocates including communities, children and youth advocating and claiming the rights of children and youth without parental care from the key duty bearers including Government and implementation of high quality, large scale, sustainable and locally relevant child care and protection services.

During the year in review, the MA implemented Alternative Care, Youth development, Family Strengthening, Advocacy, Education and Health programs across 5 counties in the country reaching 38,449 participants (figure 2-1 below shows a summary). This is a 43% reduction in reach compared

to



67,225 in 2021. The shrink in reach has been attributed to the closure of Family Strengthening programs in Busia and Homa bay Counties and the End of SOS Involvement in running the two medical Centres in Eldoret and Nairobi respectively.

Figure 2-1: SOS Children's Villages Kenya National Foot Print and reach without medical centre clients.

2.1.1 Alternative care

During the year under review, SOS Children's Villages Kenya provided quality care and protection to 1047 (649 under the SOS Family Care/Family Like Care and 398 in Youth Care/Supervised Independent Living) participants against the planned 914 as per the strategic plan. This accounted for 115% achievement of the target. The MA further integrated 2 more SOS Families into the Community bringing the total number of socially integrated families to 4 accounting for 5% of SOS families integrated in the community.

These achievements can be attributed to the MA's commitment to ensure that alternative care programs in the MA are locally relevant by aligning them to internal and external laws, policies and guidelines such as the National Care Reforms Strategy (2022), the Children's Act (2022) and internal documents such as the SOS Care promise.

During the year under review, the MA implemented the first phase of the national care reform strategy. The national care reform strategy phase one focused on creation of awareness on the strategy and establishment of care reform committees. SOS Children's Villages Kenya supported in creation of awareness to 250 staff through tailored meetings and sessions. Further, 400 stakeholders both government officials and non-state actors at National and county levels were also sensitized on the strategy. In collaboration with the Department of Children Services (DCS) five care reform committees have been established and some level of training conducted to support in the gate keeping process.

Enhanced case management for preparation of reintegration of children and young person back to families of origin, admission of children based on gate keeping guidelines, combining of houses which have few children or after mothers retire and renting of SOS family houses to community persons to increase and deepen social integration and reduce institutional features towards alignment to registering different as per provided National Child Welfare program guidelines. Through these efforts, 200 children, 172 young persons and 214 families assessed and 100 case plans prepared to support

responsible reintegration, while 30 children were admitted in SFC and foster care in the community in the course of the year.

The MA had anticipated to implement a wide range of locally relevant quality care options and scale up focus on Alternative Care (AC) innovations. Unfortunately, implementation of a wide range of AC options was implemented at small scale due to limited funding of AC options in the community. However, the MA scaled up innovative AC options on physical and social integration of SOS families in which 2 SOS family houses were relocated into the community in Mombasa and in Eldoret while social interactions in the community increased both for care givers, children and youths who have participated in various community events such tree planting exercises, charity walks, clean up exercises and medical camps; to deepen their social connectedness.

2.1.2 Family strengthening

During the period under review, 6,113 household members were served through the family strengthening program against a target of 5016 accounting for 121%. At the start of the year, two Institutional Partnership Development (IPD) projects in Busia and Suba came to an end, due to a rigorous exit control process, the participants (9,045) were still in the MA's database as at the end of the review period.

During the year (2022), the project made 308 exits of which 166 were due to self-reliance accounting for only 54% against a 75% target for the year. Family relocating either to the rural areas or to locations outside of the program's reach as well as exit due to staying in the project for a long period are reasons that contributed to the low performance.

The Family strengthening program in the Member Association continued to link families to existing essential services; with the ongoing drought experienced in the horn of Africa as well as the effects of COVID 19, the program supported 400 families from adverse effects of Covid 19 and severe drought through the voucher assistance program to ensure their sustained ability to provide care and protection for their members. This included 300 families in Rwanyange and Munithu in Meru location as well as 100 new families in Langas, Kapsoya & Koitoror from Eldoret location.

FS Refocusing and Strategy Development Workshop was successfully conducted in during the year in review with a participation of 35 SOS Children's Villages Kenya staff drawn from National Management Team (NMT) and locations. A draft strategy document is being put together to pave way for adoption and roll out in 1st quarter of 2023. Separately, IOR ESAF FS Advisors with the support of different MA's across ESAF organized a number of trainings and workshops in Nairobi that have gone a long way in enhancing capacity and knowledge of FS staff in Economic & Community Empowerment programming as well as supporting the regional office to develop key strategic policies and tools for FSP development that is, ESAF Family Strengthening Draft Strategy Plan & Results Framework.

2.1.3 Youth care, employability and Education

86% (AC) and 82% (FS) of children and youth in the Association attained satisfactory education performance against the internal target of 80% as per the strategic plan. This was closely affirmed by the national performance in the Kenya Certificate of Primary Education where 80% of the candidates from AC had above average performance. During these examinations, the MA had a median score of 284 with the highest score 377 marks while the lowest score 179 marks out of 500 marks. While 75% of FS children scored above average performance with a median score of 274 and a high score of 389 and a lowest score of 129

This performance can be attributed to first, capacity building of on the skills and knowledge to support the development of children and young people. During the reporting period, the department build the capacity of more than 400 parents and care givers in five program locations in trainings on early childhood development, positive parenting, positive discipline, early identification and support of children with special needs and supporting children with school work while at home. Through this skills building, parents were able to execute their role in supporting, building confidence and encouraging them to focus on the importance of education. Further, 200 care givers were trained and sensitized on the Competency Based Curriculum (CBC), equity and inclusivity in education, early identification and support for children with special needs. Secondly, teacher professional development. The MA conducted gender responsive and school safety training for 82 teachers during

the reporting period. The training covered: Gender responsive school and classrooms, teaching and learning materials, language used on children, lesson planning for GRP while the Ministry of Education's Safety and Security Manual was used for the school safety training. Finally, Mentorship, young people require psychosocial abilities to enable them to handle the demands and challenges they face. They also need personal development skills to help them achieve their full potential; during the reporting period, children and youth in FS and AC in the five locations were taken through continuous age appropriate mentorship and career guidance; acquiring skills on knowing and living with oneself; Self-awareness, Self-esteem, coping with Emotional and Coping with Stress, Skills of knowing and living with others; effective Communication, Assertiveness, peer pressure resistance.

The year under review was very intense where the academic calendar is concerned, like the previous accelerated academic calendar, 2022 had four academic terms. The implication of the four term academic calendar was a mentally over-stretched and physically exhausted child as well as increased costs associated with education as an extra fee payment period was eminent while scholastic materials also needed to be procured for the children.

During the year under review, the Association under the End of SOS Involvement Initiative, leased education facilities in Eldoret and Nairobi location respectively to Daughters of Mary Immaculate Sisters. Identification of potential partners to lease facilities in Meru and Mombasa was also conducted during the year. In view of this, SOS Children's Villages Kenya sensitized 20 education and youth care professionals on the ESAF Education framework which was developed to guide the region in Education programming beyond End of SOS Involvement (EOI). Education programming in the MA therefore, seeks to ensure children in our target group & from vulnerable communities have access to quality and inclusive education at ECD, primary, secondary and TVET levels.

The year under review, 253 young people across the five MA locations received care and support through the supervised independent living care option. Majority of these young people pursuing various courses in colleges and universities. Over 2,000 youth were engaged in various employability and entrepreneurship activities during the year. Through the leave no youth behind project, 879 youth were engaged in peace caravan to sensitize their fellow youth on peaceful engagement during the August 2022 general elections. 170 youth received training through the MA's digital hubs; among the training provided at the hubs; online job training and computer packages topped the list of most utilised training services. 50 young people were matched to Total Energies employees through Youth links where they received career mentorship and exposure to work environment. Finally, 5 young people continued to receive internship at various DHL business units. During the year in review, the MA launched the Youth can! Project. During the launch, 73 youth participated including the current youth council for the MA. The launch also featured youth innovations with the outstanding being the recyclable diapers whose development journey was shared through a presentation. 50 youth participated in a needs assessment for the project.

Capacity building and peer learning engagements for Youth care professionals was a highlight during the year. 84 care givers and youth care professionals were trained on the Practise Guidance Manual to streamline the care leaving process. Further 15 youth care professionals took part in the on boarding sensitization of the leaving care project. 12 youth Care co-workers participated in a youth care professionals peer exchange held in Kigali Rwanda where various emerging issues and how to address them were discussed. 18 staff from across the MA congregated in Kisumu for a peer exchange learning on the promising practices at the Kisumu digital Hub, one the most vibrant hubs; this visit gave rise to innovations across the hubs all in a bid to popularise and optimize the functioning of the hubs. The year ended with a youth care professionals and youth council retreat where participants reflected on their progress as well as operationalized the annual plan in readiness for the year 2023.

2.1.4 Advocacy

SOS Children's Villages Kenya undertook high impact policy influencing advocacy programs at National and Location levels for the benefit of children in our target group. The MA, in collaboration with the National Steering Committee on the Children Act, participated in a number of policy dialogues, lobbying with Members of Parliament for the enactment of the Children Act. These efforts culminated in the eventual passing of the Children Bill 2021 by the National Assembly and Senate paving way for the presidential assented of the Bill into the Children Act 2022 repealing the Children Act 2001.

The MA fostered child participation in the undertaking of advocacy activities. 1 child represented the MA in the policy dialogue meetings with Members of parliament that took place in Mombasa. Children

during the lobbying for the enactment of the Children Bill, 1 child further represented the MA in the African Union Economic and Social Council (ECOSOC) Summit during the 1st African Children's Parliament that took place on the side lines of the AU Mid- year coordination meeting in Lusaka Zambia.

The MA is a member of various government led technical working groups (TWGs) and contributed financial and technical expertise to the development, review and implementation of various laws and policies. During the review period, the MA provided technical support to the TWG on **Children of Incarcerated Parents** on the development of the **draft Guidelines for the Protection and Care of Children of Incarcerated Parents in Kenya**. The Guidelines will among other things facilitate the reintegration of children from prisons back to the community and their families. The MA also played a significant role in the TWG on **Child Protection in Emergencies** as the TWG facilitated planning on elections preparedness and response mechanisms for children in Kenya. The MA Participated in the strategizing meetings with the Directorate of Children's Services on child focused elections preparedness and response mechanisms in collaboration with the IEBC, KNCHR, and Joining Forces Alliance. Further contributed to the development of child protection elections booklet and key child protection and advocacy messages targeting different stakeholders. These messages were disseminated using different platforms such as Television (TV), Radio and social media. Finally, through the **Missing and Found Children in Kenya TWG**, the MA contributed to the development of the **draft Guidelines for the Management of Missing Children in Kenya**. These guidelines provide the procedures for handling cases of missing and found children.

During the year, the MA participated in a Stakeholders' Consultative forum organized by the National Council for Children's Services. The purpose was to present on the progress and status on the following: Care reforms, Charitable Children's Institutions and Child Welfare Programmes, protection of children during the electioneering period and the review of children related policy documents. 50 participants participated. In collaboration with the National Council for Children's Services and the Directorate of Children's Services, we further provided technical and financial support towards the development of the following policies documents: Child Welfare Programmes Guidelines, the Charitable Children's Institutions Regulations and the Child Welfare Programmes Regulations. These will further contribute to the alignment and implementation of the Children Act, 2022.

To achieve all these, the MA utilized print and electronic media for purposes of raising awareness on various policies and issues on child rights. Contributed to the development and submission of one newspaper Article on the Day of the African Child with a focus on the theme " Eliminating Harmful Cultural Practices affecting children: Progress on Policy and Practice since 2013" the article was published in one of the national dailies. The MA also participated in 1 media breakfast meeting on the Day of the African Child in collaboration with the Joining Forces Alliance for Children Eastern and Southern Africa Region, NCCS, UNICEF and the ACERWC representatives. Following the passing of the Children Act, the MA had an opportunity to highlight the key components of the Children Act 2022 during a show in one of the National Television (Kenya Television Network). In commemoration of the International Day of the Girl, the MA participated in a National TV breakfast show where the MA shared insights on the key highlights in promoting the rights of girls, discussed some of the successes and challenges that Kenya has faced in implementing girls' rights programmes and policies and identified opportunities for improvement all in line with the theme " "Our time is now- our rights, our future".

Finally, The MA jointly with the Ministry of Public Service, Gender, Senior Citizens Affairs and Special Programmes signed a Memorandum of Understanding. This followed a series of joint learning visit between the MA, the Directorate of Children's Services and the National Council for Children's Services between 2018- 2021. The MOU solidifies and formalizes the partnership between the two entities and provides a clear guidance on areas of joint collaboration and partnership while implementing activities, resource mobilization and assessing the effectiveness of our programmes, among others.

2.1.5 Human resources

During the year under review, the Human resources department in the MA focused on organizational alignment, implementation of strategies and philosophies that ensures each member of the organization shares a common goal and vision for the success of an organization. To realise this, the Human resources department implemented several retention strategies focusing on the employees; on-boarding and orientation of new staff, promotions of internal candidates through competitive

process, mentorship, organizing wellness programmes, providing communication and feedback, conducting job satisfaction surveys, training and development, work life balance and providing for flexible working arrangements. Staff also received training on various topics among them being the Care reforms in the child care and protection sector as well as the new Children's Act (2022), the implication of these reforms and the Act on the MA's work as well as how the MA is aligning to these changes; 36 staff were also participated in the face to face kick off as well as follow up Results Based Management Training.

During the year, the department developed and put in place policies to strategically guide the organization. Among the policies set up were the Succession Planning strategy that was necessitated by environmental dynamics. SOS Children's Villages Kenya growth in staff numbers and diversity over time necessitated a need for structured succession planning to help it to develop 'bench strength' for internal candidates who have benefited from deliberate mentorship, coaching and related preparation to replace staff leaving as a result of planned and unplanned departures. The other being the Whistle Blowing Policy. SOS Children's Villages Kenya has an unwavering commitment to highest standards of openness, honesty, transparency and accountability. It acknowledges that all organizations face the risk of their activities going wrong from time to time, or of unknowingly harbouring malpractice. In keeping with this ideal, SOS Children's Village Kenya is committed to providing a work environment that promotes these standards through its personnel selections, management oversight, business policies, processes and controls, and reporting and compliance procedures. The MA also reviewed of Occupational Safety and Health Act (OSHA) Policies; Environmental, Health and Safety Policy, Fire Safety Policy and Occupational Safety and Health Policy.

The Human resource department in collaboration with the Eastern and Southern Regional Office conducted a HR Assessment for the MA. The assessment sought to ensure that the MA has a work force fit for purpose considering the dynamic development of the MA; its internal classification in the new sustainability cluster and the need to keep pace with its external environment such the changes experienced within the child care sector in the care reforms. The assessment reviewed the current organizational structure, existing roles, working processes, position profiles and determined the most suitable alignment of structures, departments, programmes and staffing. As at the time of reporting the report had been presented to and approved by the board HR Committee; it is awaiting final approval by the Board of Trustees before findings can be disseminated to staff and actioned

The MA has an annual budget that it allocates for general maintenance of the offices, houses and schools where minor repairs are conducted on need basis and quarterly report shared, the MA received funding from the IO to undertake major repairs for SOS Children's Village in Nairobi which are still in progress.

The Occupation, Health and Safety regulations are in place and audits are conducted annually, the MA ensured that all the recommendations from the audit were acted during the year.

2.1.6 Internal processes and digitalisation

During the reporting year, approved finance and procurement manuals were rolled out. The finance department conducted a series of face to face sensitization meetings as well as virtual meetings to popularise and orient staff on the changes with regard to Finance & financial management and procurement procedures in the Association. During the year, the Association was identified by the Kenya revenue Authority (KRA) as a Withholding Value Added Tax (VAT) Agent, necessitating a training for withholding VAT compliance; other training conducted during the year include, VAT compliance training and general tax compliance training that was conducted in collaboration with the KRA.

To assure compliance to the new policies and regulations, 5 internal audits were conducted by the Internal Audit team at National Office, Mombasa, Eldoret, Kisumu and Meru locations. The audit provided a reasonable assurance rating for these locations and the national office. Sensitization on Anti-fraud, Risk Management, Data Protection and corruption was conducted in all the locations where audits were conducted targeting the members of the Senior Management Team (SMT) at the national Office and members of the Program Management Team (PMT) at the locations. An institutional audit was conducted by an external audit firm as part of complying with the Non-Governmental sector regulatory requirements

All board committees were duly constituted, new members oriented and inducted and meetings held accordingly. Board guidelines were disseminated to members and each board member signed a

conflict of interest form for the year 2022. The notable challenge was the missed board sensitization and training on safeguarding that was eventually moved to 2023.

The MA conducted a number of digitalization of processes and enhancing the MA's digital infrastructure during the year in review. Equally, the MA, through the Information, Communication and Technology department, facilitated the roll out of ICT4D by establishing 5 digital hubs that have seen young people from both alternative care and Family strengthening; SOS Parents and care givers benefit from the digital literacy programs. The MA is on course to set up and e-procurement system to enhance procurement processes.

2.1.7 Fund development & Communication

The MA grew the number of its sponsors from 11, 796 to 12,084 during the year in review. The notable sponsorship sub categories that accounted for the increase include an increase in village sponsors, Increase of sponsors for children who had less than 4 sponsors and matching of sponsors to newly admitted and some few children who did not have any sponsors. Further 70% of the 32 new admissions made during the year, already have sponsors. This fete of success has been attributed to deliberate effort made to build relationships that were robust, through the different communication strategies laid down; the sponsors received the key sponsorship reports throughout the year that were structured, to win their hearts. In addition, the MA confidently retained the sponsors by addressing the key questions they raised promptly. The sponsorship team were well equipped with the tools needed for their work as well as receive trainings to bridge gaps. The areas covered in training included; how to write winning sponsorship reports, taking of quality of photos, data protection and digital content for sponsorship campaigns.

The MA, during the period under review raised 23,782,032.79 (€181,175.36) against a target of 22,000,000.00 (€167,599.51) accounting for 108% achievement of the year's Target. This performance has been attributed to collaborative efforts from the locations through various Income generating activities while the roll out of national media campaigns such as jingle the basket and many children need many friends. Brand visibility also contributed to this achievement. SOS Children's Villages social media accounts focused on a call to action to fundraise. This was done to the 10,630 social media followers (8,151 Facebook 2,151 Twitter, followers, 137 LinkedIn, and 191 Instagram) ongoing efforts to convert these to financial supporters through the payment gateway on the revamped website is at an advanced stage.

During the year under review, the MA sought to put in place partnership strategy for the MA. This was necessitated by the need to make official partnership developments and management as well as to guide the organisation in new frontiers such as sub granting for increased impact. The MA is in the process of developing the strategy with the help of a consultant, Brink Innovation. Part of the assignment is to contextualise the strategy to existing SOS Children's Villages IPD Partnership documents such as the IPD strategy 2.0.

2.2 Lessons learned

Table 2.2 Lessons learned

Type	Lesson learned	Action(s) to be taken	Status of action
Challenge	The Annual Plans and Budgets for the period under review were approved way into the year (at the close of quarter1) affecting implementation of actions scheduled for the first quarter of the year	Align Planning to have fewer resource intense actions in the first quarter	This was approach was effected during the annual planning workshop for 2023.
Challenge	The MA witnessed a notable staff turnover during the reporting period. Finance	Prioritize staff engagement and welfare in the organization	The HR department undertook a number of staff

Type	Lesson learned	Action(s) to be taken	Status of action
	department, Fund development and communications as well as Internal Audit contributed immensely to the turn over	Provide competitive remuneration in line with peer organizations	engagement strategies such as promoting internal candidates through competitive processes, mentorship, organizing wellness programmes among others
Observation	<i>Collaboration and partnership with like-minded state and non-state actors in implementation enables the Member Association achieve much more, with minimal resources and in a short time.</i>	Share the networks and partnerships with locations to forge locational partnerships.	<i>Locations have been introduced to networks such as the Joining Forces Alliance for collaboration at location level.</i>
Challenge	<i>Staff and Children are experience a lot of mental health challenges that need to be regularly addressed for their wellbeing.</i>	Conduct regular sessions with counsellors for staff and children to have issues addressed early.	<i>This has been factored in the 2023 CS plans.</i>
Observation	<i>Digital case management in CS will ensure improvement in documentation, management and referral.</i>	Pursuing digital solutions on the same to adopt and pilot.	<i>This will be considered in 2023.</i>
Promising practice	<i>The setting up of a youth council for the MA has increased ownership of youth development initiatives as well as participation among youth in the program</i>	Build the capacity of the youth council to articulate their issues and provide leadership to youth programming Set up a youth advisory committee to advocate for youth issues	<i>Capacity building of the 12-member council began during the reporting period and will continue in 2023 Plans to set up a youth advisory committee are set for 2023.</i>
Promising Practice	<i>Managing the burgeoning wage bill through job enlargement for existing staff where realistic</i>	Regular catch ups to support staff with enlarged portfolios	<i>This has been ongoing between supervisors and their colleagues to support in managing new roles.</i>

2.3 Cross-cutting topics

The MA's Child safeguarding was strengthened during the year through a number of initiatives. First, the MA conducted a Risk Assessment for the National Office and all the programs in the respective program locations. The Assessment was aimed at mapping out areas of risk to the children and guiding on mitigation measures to address these risks. This exercise involved input from the children themselves. Secondly, a Safeguarding Audit was conducted to all locations and an action plans developed and implemented. Capacity building of Children and youth on Drugs and Substance abuse as well as online safety was conducted during the reporting period. During the year, SOS Staff (including SOS Parents) and children benefitted from Mental health and Psycho Social Support (MHPSS) assessment and training to improve on their mental well-being and promote child welfare. Lastly, the MA contextualised and implemented an action plan based on the ICSR recommendation during the year. With regard to Holistic Support, Justice and Incident Management, the MA conducted incidence management training to 5 locational Child Safeguarding Teams. The training focused on the incidence management process for efficient and effective handling of cases. The MA further organised trainings in collaboration with the Department of Children Services, AHT-CPU and CLEAR Kenya for 5 locational Child Safeguarding Teams as well as community child protection structures. With regard to strengthening Child and Youth Care Practitioner for safeguarding; the MA conducted capacity building of staff mothers and children on their role in responding and reporting child abuse concerns. While Child were trained on the role to be safe and report any incident of child abuse to the established channels both internally and externally in line with Children and Youth for Safeguarding action. Finally, 2 Children who have suffered past historical abuse were supported through Counselling and entrepreneurship.

The MA implemented the Results Based Management (RBM) approach for the first year in 2022. The MA conducted Needs Assessments for all the five locations with the assessments forming the basis for the development of results frameworks and concept notes for the implementation of projects in the locations moving forward. The MA also conducted a follow up training during the year, the MA's RBM regional Training advisor and International Office RBM Trainer conducted the training, and during the workshop 36 staff were reoriented on RBM. During the period under review, the MA conducted 3 formulation workshops for the leave no youth behind and the reintegration project as well as the refocusing of Family strengthening programs in the MA. A joint concept note with SOS Children's Villages United Kingdom (UK) also formed part of the formulations during the year. 4 program review sessions were conducted in Meru, Eldoret, Kisumu and Nairobi Locations during the year. The reviews assessed the progress made by the locations with regard to their annual operational plans and budget utilization as well as capacity building on monitoring and evaluation as well as the Program Database 2. The MA also participated in the annual Monitoring and Evaluation peer exchange workshop organised by the regional office during the year. The MA presented on the needs assessment as a good practise during the workshop. The MA also supported the Department of Children services with technical and financial support in the review, validation and piloting of the alternative family care indicators embedded in Child Protection Information Management System (CPIMS). Plans are underway to develop an excel upload gateway for exporting of PDB2 data directly into the CPIMS.

SOS Children's Villages Kenya undertook the duty of care with enthusiasm. The MA ensured that a contingency plan was in place for the electioneering period and that all the family houses procured food for three months. Training of national office staff was done to create awareness of the safety measures to be taken during our fieldwork and the safety of the working place and the team. Crisis management meetings were held to deliberate on facility incidents and give way forward.

During the year in review, the MA secured funding to develop a gender equity and social inclusion policy as well as a climate change policy to guide the MA to ensure that programs respond adequately to marginalization and environmental conservations.

2.4 Sustainability actions

During the year under review, the MA consolidated learnings from the first quarter of implementation of the strategic plan 2021 – 2025. The MA was advised by changes in the Federation to adopt a new format of the National Strategic plan that is heavily informed by the RBM approach to strategic planning. A draft of the revised strategic plan has been shared with key stakeholders for their input and comments before being presented to the board for approval and implementation. The MA also developed a proposal to the Impact Fund For Children and submitted it to the RO; the proposal seeks

to strengthen fundraising to enable the MA succeed in its new Self Sustainability path/cluster. This will be complemented by other actions like staff rationalization based on the earlier completed HR assessment recommendations; sweating of the MA's assets through the establishment of a Special Purpose Vehicle for commercialization of existing assets and implementation of more cost effective but quality programs.

3. OVERVIEW OF PROGRAMME(S)

3.1 Programme location: Eldoret

1. Location context and stakeholders

Eldoret town is situated in Uasin Gishu County, one of the 47 counties of Kenya, located in the former Rift Valley Province. Eldoret is the county's largest population center and the county's administrative and commercial center. Uasin Gishu along with neighboring Trans-Nzoia County, are considered Kenya's breadbasket due to their large-scale maize and wheat farms, which produce the bulk of the country's total harvest, playing a significant role in Kenya's food security. SOS Children's Village Eldoret is located in Ainabkoi sub-county, one of the 6 sub-counties in Uasin Gishu, Kapsoya location. It began its operations in 1990, it is currently implementing the following programs;

According to the Family Strengthening program statistics, 53.1% of the children come from families with only one adult caregiver. Most of the families are headed by single parents with a majority (87.7%) being women. Considering that women are at a great disadvantage when it comes to land access, as they usually lose all land rights in cases of divorce, separation, or widowhood, many children are left behind with uncertain futures.

According to the County Child Protection Information Management System (CPIMS) data, almost half (50.5%) of the children's department handled cases were neglected children, followed by cases of custody. Child offenders and abandoned cases follow respectively. All these cases illustrate the vulnerabilities befalling children in Uasin Gishu.

Caregiver's household income was largely affected by the COVID-19 pandemic where many households faced, and continue to face reduced income and loss of employment opportunities. This affected the capacity to provide the basic needs for the household, specifically meals, and education support for the children.

The political environment remains conducive to issues of childcare despite the election activities that happened during the reporting period. Stakeholders especially the Department of Children Services (DCS) are receptive and collaborative in the care reform agenda right from the Sub-County level to the national level. The program location has strategically continued to engage stakeholders at the County during the reporting period to spearhead the care reform agenda as well as enhance child protection and provision of quality care to the target group and sustainability of programs.

Uasin Gishu as a county has a good political will on matters concerning children's protection and employs various policies governing children's welfare. However, the following gaps still exist

- ✓ There are still challenges in the acquisition of legal documents e.g. ID, birth certificate, and death certificate.
- ✓ There are some situations of customary proceedings (*kipkaa*); handling criminal cases, especially cases of defilement within the family that are considered incest. *Kipkaa* basically are cultural practices that allows community/family elders to handle cases without involving the authorities which in most cases lead to the perpetrator walking free and no justice is served.
- ✓ There is no continuation of policies from the current government to the incoming or outgoing government, especially at the county level.
- ✓ The heated political campaigns usually cause disruptions such as children misplacement as the campaigns are highly contested heightening anxiety, especially among those who were affected by Post Election Violence (PEV) in the previous election seasons.
- ✓ There are corruption and misallocation of public resources e.g. allocation of school bursary funds.

2. Member association analysis

Strategy implementation status [see 2.1]
Achievements
<ul style="list-style-type: none"> Alternative Care program in the location served 198 children during the year in review, 130 Children in SOS Family Care and 68 Youth in supported independent living. During the year, 71% of the children in AC had attained satisfactory educational performance against a target of 85%. Physical Integration of one family into the community. Empower 289 families and communities to provide quality care to 1260 beneficiaries
Challenges
<ul style="list-style-type: none"> During the year, the location attained 45% self-reliance for families that were exited from the program against a target of 75%. 84% of the children in Family strengthening projects attained satisfactory educational performance against a target of 85%. Supported 72 children and Youth to attain self-reliance. During the reporting period, the project had not exited any young person making those who are self-reliant at the time of exit to be 0%. 204 Youth trained on social entrepreneurship through the weekly tech talks held at the digital hub.
Lessons learned [see 2.2]
<ul style="list-style-type: none"> Case management of our target group especially in family strengthening is a challenge as they are highly mobile during this hard economic times hence some are exited as they have relocated outside project communities making attaining 100% self-reliance difficult. Education committee taking up mentorship and monitoring roles for students for purposes of improving performance and attitude. The mentors were able to identify areas of improvements in real time and advise the students on the same to improve their progress performance. Having strong partnership with the DCS made tremendous impact in the project especially in capacity building on care reform
Cross-cutting topics [see 2.3]
<ul style="list-style-type: none"> Economic challenges caused by high inflation rates deterring families from supporting reintegration 8 members of the internal care reform committee have been trained on mental health PSS for Continuous capacity building and support for victims of trauma.

3.2 Programme location: Nairobi

1. National context and stakeholders

SOS Children's Village Nairobi was established in 1973 and is situated within Kamukunji Sub-County in a middle-class Buruburu Phase 1 estate on the eastern section of Nairobi, about 12 kilometres from the City Centre. It is the oldest of the five SOS Children's Villages spread across Kenya. The facility comprises of 16 family houses. Additionally, one of the family houses is currently relocated into the community as part of the physical and social integration of SOS families under the strategic initiative of childcare innovation. The family house that was left vacant after the transfer of the SOS family has

been rented out. Moreover, the youth are being supported under the Supervised-Independent Living (SIL) arrangement. The location also runs a Family Strengthening Program, which was launched in 2003 offers programs primarily aiming at enabling children who are at risk of losing the care of the family to stay with their family and grow up in a caring family environment.

Following the 2022 general elections in Kenya, a new government has been installed after the incumbent's term had expired as provided for in the constitution. All successive elections have been highly competitive and polarised, principally because political parties and coalitions are organized along ethnic or regional affiliations. The elections were not only seen as peaceful but were also more inclusive of women candidates than in years' past. Following high-stakes primaries, the campaign environment was relatively peaceful, save for isolated incidences of violence.

The economy is saddled with debt, inflation, joblessness, and national pessimism. Currently, food insecurity is a national emergency. The 26th edition of the Kenya Economic Update (KEU) notes that the ongoing drought and the cost-of-living increases have affected households throughout the country. Many families including the SOS participant families are caught up in the grip of higher food prices brought about by a combination of adverse weather, rising input costs – which have been worsened by Russia's war against Ukraine – as well as policy adjustments the government agreed to in order to access funding from the International Monetary Fund. Regardless, public sentiment about the rise is divided, and there is a general consensus that the masses (common people) are struggling to meet their basic needs.

Climate change has become the buzzword with the emphasis being placed on activities that will safeguard the environment. Kenya's socio-economic systems are vulnerable to climate change. There has been a trend of less reliable rainfall and increasing temperatures increasing episodes of floods and drought in Kenya. The ever-changing and contrasting drought cycle is a source of worry to pastoralist and farmers whose farming practices are reliant on rainfall. The government has embarked on an ambitious plan to plant trees across the country as well as transition to clean energy by 2030.

2. Member association analysis

Strategy implementation status <i>[see 2.1]</i>
Achievements <ul style="list-style-type: none"> ▪ The location through SOS Family Care provided services to 224 beneficiaries, 121 Children in SOS Family Care and 103 Youth in independent living ▪ 90% of the children in AC had attained satisfactory educational performance against a target of 85%. ▪ Empowered 240 families and communities to provide quality care to 1045 beneficiaries. ▪ 89% of the children in Family strengthening projects attained satisfactory educational performance against a target of 85%. ▪ 100% of the young people who exited during the year were self-reliant.
Challenges <ul style="list-style-type: none"> ▪ Truancy among some of the college going students has impeded their ability to complete their trainings within the prescribed timelines Individual sessions have been conducted with each of the concerned youth to address the underlying issues contributing to the current scenario ▪ The new school academic calendar that was adopted at the advent of the COVID-19 pandemic affected the delivery of some of the planned programs for children and young people.
Lessons learned <i>[see 2.2]</i> <ul style="list-style-type: none"> ▪ Equipping the youth digital hub with accessories to be accessed and utilized by the young people both from SOS and from the larger community will increase opportunities for digital literacy as well as social integration of SOS children and young people. ▪ It is crucial to involve program participants in the identification and selection of a new SOS parent during the retirement of an SOS parent retirement as it provides an avenue for stability during the transition

- Completion of the IDPs and Core Assessments was not fully realized due to the high beneficiary ratios assigned to each co-worker

The capacity building trainings for staff had a positive outcome improving the understanding of the content delivered to caregivers in-depth and therefore dissemination of the same improves the quality of caregivers' family response to challenges.

Cross-cutting topics [see 2.3]

- Paralegal training was conducted for the location staff and the location sub-country child committees to strengthen reporting and response to child protection concerns within the community
- An awareness session was conducted by the National Child Safeguarding Coordinator for staff and children on reporting and responding to child safeguarding.

3.3 Programme location: Mombasa

Mombasa program location in the year 2022 ran four programs; Alternative Care (AC), Family strengthening (FS), Education and Kindergarten. During the year in review the Alternative care program in the location supported 226 (109 from SOS Family Care and 117 youth Care program) Children and Youth. The FS Program reached 193 Families and 663 children and youth. The education facilities reached 533 (113 from ECD and 420 from primary school) pupils

2. Member association analysis

Strategy implementation status [see 2.1]

Achievements

- The Alternative Care program in the location provided SOS Family Care services to 226 beneficiaries, 109 Children in SOS Family Care and 117 Youth in independent living
- During the year, 88% of the children in AC had attained satisfactory educational performance against a target of 85%.
- Integrated one family house to the community in line with the
- Empower 193 families and communities to provide quality care to 954 beneficiaries.
- During the year, the location attained 31% self-reliance for families that were exited from the program
- 95% of the children in Family strengthening projects attained satisfactory educational performance
- Supported 82 children and Youth to attain self-reliance

Challenges

- Many unplanned activities cropped up that hindered the implementation of the individual work plans.

Lessons learned [see 2.2]

- Early planning was an added advantage in that forecast of the development of activities was put in place what mitigated stalling of work.

Cross-cutting topics [see 2.3]

- Needs Assessment for the location was conducted during the year. The internal needs assessment findings were used to develop location results framework and concept notes
- In Partnership with Tiny Totos Kenya, The MA supported 3-day care centres on their operations through systems strengthening.
- Through the Ajira Digital Program and the SOS Children's Village in Mombasa Digital Hub, 126 young people benefited from various training including online – work, digital development skills (computer packages).

3.4 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. Kisumu implemented 2 programs namely; Alternative Care (SFC) and Family Strengthening in 2022.

The location implemented a family strengthening programme dubbed Tunaweza project; the project serves 300 families with 1022 children spread across 3 locations Kisumu West; Kisumu Central and Nyando now Kadibo sub-county

SOS Children’s Village, Kisumu is registered, as a Charitable Children’s Institution-CCI under regulation 3 (1) of the Charitable Children’s Institution regulation of 2005. The village comprises of It 15 family houses and is home to 179 children/youth.

1. Location context and stakeholders

SOS Children’s Village in Kisumu is located in Kisumu County which borders Lake Victoria in western Kenya. The major economic activities within the county are trade, farming, and fishing. It has a moderate population density at 554 persons/km² (KNBS 2019) and is a child-rich county, with 44 percent of residents being 14 years old or younger. Forty percent of Kisumu residents live below the poverty line (compared with 45 percent in Kenya).

The location continued to enjoy a political and civic goodwill through the Child protection System, the system includes procedures, processes, policies, regulations and mechanisms the state or department puts in place to coordinate child protection interventions. The Constitution of Kenya 2010 provides for child protection under Article 53(1) and specifies the range of rights a child is entitled to thus creating a legal justification for the child protection system.

In the county, violence against children cases represented 63.4% of all cases reported child abuse cases as per the 2019 Violence against Children Survey (VACS) with neglect representing the highest proportion of the cases reported. Apart from neglect, other common cases include defilement, physical abuse/violence, and emotional abuse, which contributed to 5.6% of the cases, reported. Further, sexual violence cases represented 3.4% of all cases reported for the last 3 years with the majority 90.7% of the cases affecting girls. The top three cases namely neglect, custody, and abandonment, are family related, hence the need for interventions that support family strengthening and positive parenting. On children in adverse situations, the 2019 VAC report states that a total of 22,640 cases reported (6.2% of all cases) involved children living in/with vulnerable environments. Among these were orphaned children, Missing Children (Lost & Found) children and children living in the streets constituted a majority of 83.3% of these cases. Further, children of imprisoned mothers and child-headed households constituted 5.6% of the cases of children reported to live in vulnerable environments.

2. Member association analysis

Strategy implementation status <i>[see 2.1]</i>
Achievements
<ul style="list-style-type: none"> ▪ Alternative care programs in Kisumu Location serviced 179 beneficiaries, 145 Children in SOS Family Care and 34 Youth in independent living ▪ During the year, 90% of the children in AC had attained satisfactory educational performance against a target of 85%. This can be attributed to remedial teaching for children, close academic monitoring for Youth and mentorship sessions for all children. ▪ Improved resilience and economic capacity for 300 families to provide quality care and protection for 1022 children ▪ 95% of the children in Family strengthening projects attained satisfactory educational performance against a target of 85%.
Challenges
<ul style="list-style-type: none"> ▪ The greatest challenge that the location navigated during the year under review was coping and addressing youth interventions without a dedicated youth budget and program unit for the

SFC youth. Some of the critical youth actions had to be co-shared with community youth under the Family strengthening program.

- The school calendar was quite congested leaving no time for extra activities. This posed a challenge for some of the activities that involved working with schools. However, the schools allocated very little time for these activities and therefore, not much was accomplished.

Lessons learned [see 2.2]

- Partnership & collaborations; Good partnership and collaboration with government departments provided clear direction for the implementation of the project. Having valued the relationship, the government departments invited the organization's participation in several platforms through which capacities of staff were built and strengthened enabling the organization to re-align its operation to government policies, strategies and plans. The government also provided technical support in empowering communities and availing the essential services for families, youth and children. All these contributed to greater outcome of the project for instance, implementation of care reforms strategy.
- Community Engagement; Effective community engagement created an enabling environment for project implementation. The community leaders and community resource persons were very effective in mobilization, monitoring the progress of beneficiaries and managing the expectations of the community members. The community structures were quite receptive to the training and committed to assigned tasks and all these contributed to greater outcomes of the project, for instance, the successful implementation of the digital hub.
- Inflation; most families are struggling financially as a result rising cost of living. It has become very difficult for most families to attain self-reliance because at some point they have to sell their assets to manage medical expenses, school fees and other basic needs. The amount provided for a business start-up can only help start small-scale businesses, which take time to grow as the cost of items continues to rise.

Cross-cutting topics [see 2.3]

- Meaningful child participation during the reintegration project child/youth assessment, first by sensitizing them, then allowing them to share their views and opinions. This led to seamless assessment and clear documentation of their fears, in case plans to allow these to be addressed.
- The programme has made deliberate efforts to train community structures on child safeguarding issues. The training is meant to instil professional ethics, discipline while working with children within the communities, and know how to manage child-safeguarding issues when they arise.
- During community dialogue and meetings, programme staff continuously sensitize the community on ensuring participation of persons living with disabilities in the community activities. They have also been sensitized on the available government services which should be accessed by PLWD in their areas.

3.5 Programme location: Meru

SOS Children's Village in Meru is located in Meru County. The county lies to the east of Mt. Kenya whose peak cuts through the southern boundary of the county, it shares borders with Laikipia County to the west, Nyeri to the south west, Tharaka Nithi to the east and Isiolo to the North.

SOS Children's Village in Meru has been working with families without parental care and families at risk of breakdown across the country since 2005. The location runs programs in Alternative Care, Education and Family Strengthening.

The Alternative care program currently has 13 family houses and serves 220 children and young people. The location in line with creating the SOS of tomorrow, integrated one family with 7 children into the community. The location has piloted Foster care with 3 active foster families with 7 (5 girls and 2 boys) children being fostered.

The Family strengthening programme serves two locations; Munithu and Rwanyange reaching 300 families and 856 children.

The location runs a Kindergarten, which concluded its 2022 academic year with 118 learners (56M, 61F); only one is from the Alternative care programme.

2. Member association analysis

Strategy implementation status *[see 2.1]*

Achievements

- Alternative Care program served 220 children and young people through SOS Family Care
- During the year, 120 (86 %) of the children in AC had attained satisfactory educational performance against a target of 85%
- Empower 300 families and communities to provide quality care to 1291 beneficiaries.
- According to the PDB2 care promise indicators 93% of the children have satisfactory educational performance
- The location is yet to make any exits, as the project is new. However, during the year, 86% of the caregivers were linked to credit services and have used the financial services to meet basic needs of their families. This was through facilitation of their participation in VSLA groups. 43% of the caregivers' initiate IGAs in the reporting period. The capacity of six child-protecting structures has been enhanced .Access to education and health services increased for 856 children.

Challenges

- The greatest challenge that the location navigated during the year under review was coping and addressing youth interventions without a dedicated youth budget and program unit for the SFC youth. Some of the critical youth actions had to be co-shared with community youth under the Family strengthening program.
- Disruption of activities due to political interruptions as a result of 2022 campaigns and general elections
- Reduced capacity of caregivers to meet the basic needs of children due to the imminent crop failure due to failed rained.

Lessons learned *[see 2.2]*

- Involvement of the local administration in the planning, implementation and reporting of program activities. The office of the Assistant County Commissioners, Chiefs and assistant chiefs have been critical in mobilizing the support of community members and government institutions for program activities
- There is urgent need to update the PDB2 as well as the CPMIS in order to enhance the monitoring and implementation of program interventions.
- Leveraging on existing resources enabled the location serve more children.

Cross-cutting topics *[see 2.3]*

- Updating of the Meru emergency preparedness plans- In the view of likely disruption to the care and protection of children due to post election violence, the location updated its emergency preparedness plans with a focus on children living within the village and those supported by FSP in the Tunaweza project locations. Budgets in response to the emergency plans were also developed. However, no major childcare or protection concern emerged over the period with elections proceeding peacefully.
- Limited access to social services by children and caregivers living with disabilities – over the reporting period through the FSP Community Management Committee it was noted that there are no NGOs, FBOs or CBOs supporting children or caregivers in the project areas of operation. There was also limited knowledge among PLWD on the government programmes offering support. Through the medical camp held in the current reporting period the program-facilitated orthopaedics to carry out assessments of disability and link PLWD to the National Council of People Living with Disabilities in order to be able to benefit from programmes offered by the government for their social and economic empowerment
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ANNEX

ANNEX 1: HYPERLINKS TO RELATED MATERIALS

Topic	Person responsible	Source of information	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	Federation planning & steering: MA statistics	<i>Insert hyperlink of the MA statistics</i>
List of board members	National director	MA fills in template list of board members	Federation planning & steering: MA annual reports	https://soscvm.my.sharepoint.com/:x:/r/personal/hadrack_kombe_soskenya_org/Documents/SOS%20CV%20Kenya/Monitoring%20and%20Evaluation/Reports/Annual%20Reports/2022%20Annual%20report/Copy%20of%20List%20of%20board%20members.xls?d=we86f670ae7dd4e41b185df638a451346&csf=1&web=1&e=DijVBk
MA mid-term plan	National director	MA fills in template for mid-term planning	Federation planning & steering: Mid-term & annual plans	<i>Insert hyperlink of the mid-term plan</i>
MA annual plan	National director	MA fills in template for annual planning	Federation planning & steering: Mid-term & annual plans	<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	SOS Online Directory	Not applicable: provide link only	<i>Insert hyperlink of specific page for the MA</i>
Progress reports	National programme director	Programmes fill in template for progress reports	Federation planning & steering:	<i>Insert hyperlink to the progress reports</i>

			<u>National & programme reports</u>	
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ANNEX 2: SUMMARY OF MAJOR ACTIVITIES OF THE MEMBER ASSOCIATION

[Provide an overview of major activities that occurred at the national level for the reporting period (e.g. audits, trainings/workshops, visits, etc.). Please mention which mid-term objective these activities support and what the results of the activity were.]

Major activities of the MA	Date	Corresponding national mid-term objective	Results
The MA recruited new members to the board during the year in review		Outcome 3: organizational Development - Strengthen Governance for impact	The results of these new recruitments is that the MA now has fully functioning board committees to guide strategic decision making for effective MA operations.
Forensic Audit that was conducted by Deloitte & Touché.	January	Outcome 3: organizational Development, specifically enhancing Risk Management and Compliance.	The recommendations were discussed and agreed upon by the Board, Auditors and IOR; implementation of the same is ongoing.
An Independent Child Safeguarding investigation was conducted in the year in review	September	Outcome 1 of the national Strategic plan - Children and young people receiving high quality, large scale, sustainable and locally relevant child care and protection services	The report is yet to be shared as at the time of annual review.
Location Visit by the International Director, ESAF Region	April	Outcome 1 of the national Strategic plan - Children and young people receiving high quality, large scale, sustainable and locally	The visit was successful and the IDR provided insights and recommendations on improvement of the MA's operations and programs.

		relevant child care and protection services	
Signing of a Joint memorandum of association with the Department of Children's Services and SOS Children's Villages Kenya	May	Outcome 1 of the national Strategic plan - Children and young people receiving high quality, large scale, sustainable and locally relevant child care and protection services	Support for the alignment of SOS Children's Villages Kenya Programs to the ongoing care reform agenda.
SOS Children's Villages Denmark Board Visit To The Member Association	November	Strong, institutionalized, formal strategic partnerships supportive of the MA's programmes, operations and fundraising.	Better Understand of programs by the board and sharing of priority areas for SOS Children's Villages Denmark
Visit by the Chief Executive Officer, SOS Children's Villages to the Member Association	November	Strong, institutionalized, formal strategic partnerships supportive of the MA's programmes, operations and fundraising.	Gathered feedback and new frontiers for programming more so youth programing
Localisation workshop hosted by SOS Children's Villages Denmark for MA Kenya, Somaliland and Ethiopia.	November	Outcome 1 of the national Strategic plan - Children and young people receiving high quality, large scale, sustainable and locally relevant child care and protection services	The head of programs incorporated in a global technical team to roll out the Localization agenda for the region

Technical Review and planning of the joint Memorandum of Association with the Department of Children's Services	October	Outcome 1 of the national Strategic plan - Children and young people receiving high quality, large scale, sustainable and locally relevant child care and protection services	A Joint Action Plan for 2023 is now in place for implementation
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ANNEX 3: LIST OF MAJOR PARTNERS IN THE MEMBER ASSOCIATION

Name of partner
DHL Kenya
CITIBANK
Equity Bank
Park Inn by Raddison
AAR
BRITAM
Madison Insurance
NCBA Bank
Radisson Blu
Sasini PLC
Bata Company

Deloitte and Touche Kenya
Nairobi Stock Exchange
Total Kenya
AA Insurance Kenya
PineconeHotels
Reef Hotel
(Kenya Society of Care Leavers (KESCA)
Association of Charitable Children's Institutions in Kenya (ACCIK)
Joining Forces Alliance (JFA)