



Community Development and Sustainability Organization (CDS)

Strategic Plan 2020-2025

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EXECUTIVE SUMMARY

Community Development and Sustainability (CDS) Kenya is a grant sourcing organisation based in rural Western Kenya in the Mt Elgon region. The mission of CDS is to empower vulnerable Kenyan women through education, health, safety and participation to uplift entire communities. These ambitions align with the U.N. Sustainable Development Goals- specifically, #5 Gender Equality. Although nation-wide programmes have been created, challenges remain in areas of peace and security, sustainable environment and inclusive growth, governance, natural resource management and climate change, among others. The most notable being inequality and poverty, the latter of which is feminized. Poverty incidences among women tends to be higher across many dimensions (UN Kenya, 2020).

After completing an extensive SWOT, PESTEL and Stakeholder analysis, it is evident that the strengths of CDS are the people (volunteers and staff) who have a vast knowledge of how to bridge gaps and unify various institutions, individuals and partners. Going forward, it would be best to capitalise on building the CDS network and creating strong(er) partners. Internally, Standard Operating Procedures (SOPs), manuals, strategies and guides have not been formally created, which can cause inefficiencies between various parties due to lack of direction. Manuals and strategies need to be formalised before more projects are taken on. By focusing on the CDS mission and vision, it will reduce the number of varied projects/ programmes. The organisation recognises that there are many worthy causes to aid, but overextending its resources results in lower quality outputs. To determine which projects/ programmes CDS should undertake, a project framework should be decided. Although the external environment poses the largest obstacles, these risks can be mitigated by maintaining and growing the partner network to create stronger institutions.

Six goals were formalised to give direction to CDS. First, standardised manuals need to be created. Once goal 1 is completed, goal 2 will enable more successful fundraising efforts. After more consistent funding is in place, goals 3-6- which address specific projects- can be obtained. These include increasing women's literacy rates and decreasing violence among women.

For the future, key points have been made:

1. CDS embodies its mission and vision, using it as the driving force when making decisions and utilising its resources
2. Manuals are created so future volunteers can hit the ground running
3. CDS will need to find new, reliable funding schemes for projects to uplift the community
4. A collaborative approach to reaching CDS goals is required where meaningful connections are made within the community
5. Empowered women share their knowledge, skills, expertise and tools with other women. Those women become empowered and, in turn, teach other women to be the same.

BACKGROUND

Location: opposite the Catholic Church, off Kapkoto Road in Cheptais-Mt. Elgon, Western, Kenya

Director: Peter Chem

Email: communitydsustainable@yahoo.com, info@cdskenya.org, pchem@cdskenya.org

Website: <https://cgskenya.8b.io/#>

Facebook: <https://es-es.facebook.com/cdskenya/>

Twitter: https://twitter.com/cds_kenya

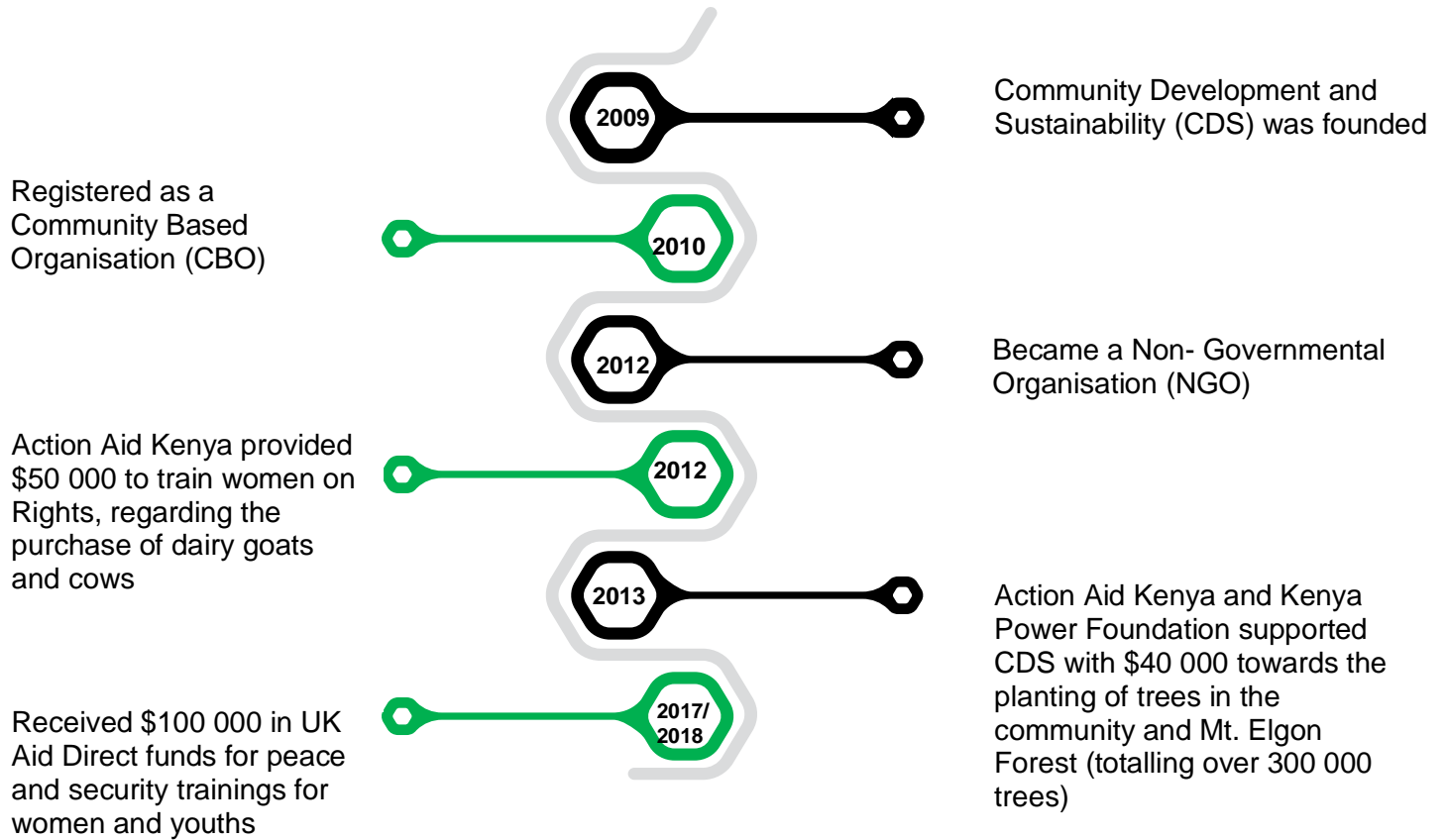
Organisation Description

Community Development and Sustainability (CDS) Kenya is a grant sourcing organisation based in rural Western Kenya in the Mt Elgon region. CDS represents the voice of communities in five counties (Bungoma, Busia, Kakamega, Trans-nzoia and West Pokot). It aims to empower these communities within its areas of operations to overcome daily challenges in health, human rights, environment and advocacy as it relates to women in particular. CDS aspires to be a think tank organisation that shares knowledge resources with others, conducting and sharing research. CDS prioritizes the sustainable livelihood approach (SLA) to poverty reduction, which embodies three fundamental attributes: the possession of human capital (such as education, skills, health, and psychological orientation), access to tangible and intangible assets, and the existence of economic activities (Tamarack Institute, 2019).

Kenyan Context

In 2008, the development programme called Kenyan Vision 2030 was launched. It aims to improve the quality of life for all Kenyan citizens by 2030. Two phases have since been implemented, with the third phase named the “Big Four”. This is to include: Food Security, Affordable Housing, Manufacturing, Affordable Healthcare for All (Kenya Vision, 2020). Working in unison with Kenyan Vision 2030 and the Sustainable Development Goals (SDGs), The United National Development Assistance Framework (UNDAF) was created. The comprehensive publication prioritises actions and states the institutions that are committed to the causes. Despite the progress the country has made on education and health social indicators, more efforts are required. Challenges remain in areas of peace and security, sustainable environment and inclusive growth, governance, natural resource management and climate change, among others. The most notable being inequality and poverty, the latter of which is feminized. Poverty incidences among women tends to be higher across many dimensions (UN Kenya, 2020).

TIMELINE



SUCCESSSES



Partnered with more than 5 international and 6 local organizations



Managed over \$100 000 in donations/grants



Planted 200 000 trees in the Mt. Elgon Forest along with 5000 in communities and schools



Built water kiosks and 3 schools and 3 water springs



Reconciled conflict zones in Mt. Elgon, Kenya



Trained 43 Human Rights Defenders (HRDs), over 22 Education ambassadors, 31 Community Health Volunteers, along with county and national government. Hosted international volunteers from all over the world

MISSION

Empower vulnerable Kenyan women through education, health, safety and participation to uplift entire communities.

VISION

Rural Kenyan women have the same rights, opportunities, choices and responsibilities as others, creating sustainable livelihoods within communities.

VALUES

- Integrity
- Transparency
- Honesty
- Diversity
- Proactivity
- Inclusivity
- Creativity
- Teamwork

CDS AND SUSTAINABLE DEVELOPMENT GOALS

The 17 Sustainable Development Goals (SDGs) developed by the United Nations (UN) and adopted by member countries in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future (United Nations, 2020). The main focus of CDS is the UN Sustainable Development Goal #5 Gender Equality. Equality is essential to expand economic growth and promote social development (United Nations, 2019). Some SDG targets include:

- Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, following national laws
- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels (United Nations, 2020)



(United Nations, 2020)

The majority of the UN SDG's are interconnected, including Gender Equality (see graphic below).



Strategic Focus for CDS

Due to the interconnectedness of the SDGs, CDS will focus on Gender Equality, but its objectives will be realised potentially through other targets (listed below).

1. No Poverty
3. Good Health and Wellbeing
4. Quality Education
- 5. Gender Equality**
6. Clean Water and Sanitation
7. Affordable and Clean Energy
11. Sustainable Cities and Communities
12. Responsible Consumption and Production
15. Life on Land
16. Peace, Justice and Strong Institutions
17. Partnerships for the goals

SWOT ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Network of 120 Civil Society Organizations (CSO's) from the North Rift and western region • Partnerships with state and non-state actors in the region • Capability of individuals to make connections and collaborate (human capital) • Able to mobilise resources • Leadership • Holistic approach: able to see long-term, sustainable view • Gender-inclusive activities such as training on Human Rights, peace and safety 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Involved in multiple, highly varied projects/ programmes • No formal communication or marketing strategies in place • No set implementation, management, monitoring and reporting plan (roles and responsibilities) • No identification and prioritization of transnational cooperation initiatives developed • No funding strategies • No strong communication within the organisation members and volunteers • No contingency plan/ risk mitigation
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Partnerships with state and non-state actors across the region • Technology: online learning platforms, radio, social media, crowdfunding platforms. Accessibility. • Further funding activities such as Google funding • Sell cultural goods internationally • International manpower (UN) 	<p>THREATS</p> <ul style="list-style-type: none"> • Inconsistent funding throughout the year • Turnover of volunteers • Donors and partners gravitate to larger cities/towns • Corruption with police • Political interferences especially during election time in Kenya • Competition of funding and other actors • Environment (bad weather) • Cartels • COVID • New competitors with a more robust organisation digitalization • International social discrimination

The core competencies (strengths) of CDS are the people (volunteers and staff) who have vast knowledge of how to bridge gaps and unify various institutions, individuals and partners. Going forward, it would be best to capitalise on building the CDS network and creating strong(er) partners.

Internally, Standard Operating Procedures (SOPs), manuals, strategies and guides have not been formally created, which can cause inefficiencies between various parties due to lack of direction. Manuals and strategies need to be formalised before more projects are taken on.

By focusing on the CDS mission and vision, it will reduce the number of varied projects/ programmes. CDS recognises that there are many worthy causes to aid, but overextending its resources results in lower quality outputs. To determine which projects/ programmes CDS should undertake, a project framework should be decided.

Although the external environment poses the largest obstacles, these risks can be mitigated by maintaining and growing the partner network to create stronger institutions.

PESTEL ANALYSIS

1. Political

Political or politically motivated factors that could affect the business.

Politics in Kenya is electorally competitive and patronage-based. The impact of this is that the concerns of the poor are never voiced. Information being available and accessible along with the debate about corruption in public life are major issues. Civil Society Organizations at the moment do not have the capabilities and capacities to hold governments accountable (SIDA, 2018).

The Mount Elgon region of Western Kenya has been the scene of violent clashes since mid-2006. Although the root of the conflict lies in land reallocation issues, it is politically charged with struggles for local power and criminality between the Sabao Land Defense Force (SLDF) and Kenyan security forces. Since the conflict began, tens of thousands have been displaced, often incurring acts of violence, leading to serious human rights abuses (MSF, 2008) (Human Rights Watch, 2008).

2. Economic and Social

Overall economic forces that could affect what CDS is trying to achieve.

One of the challenges is the **widening inequalities that have tended to isolate the poor and the marginalized**. These widening inequalities overlap with dysfunctional political structures further **increasing the vulnerability of Mt. Elgon District to conflict**.

- Moreover, the region is replete with cultural and legal institutions that provide the ideological infrastructure for justifying the disregard for human rights at all levels of the society.
- interventions aimed at addressing some of these challenges have failed to adequately respond as they have been largely concentrated in the urban areas at the expense of the wider and equally important rural constituency.
- the absence of relevant research that links knowledge on human rights, empowerment and social justice to the advocacy agenda of the various actors (MERA, 2007) (CDS Strategy, 2015).
- Additionally, poor leadership poses challenges in Kenyan society. Lack of capabilities to fill roles, unmet community needs among other issues hinder progress (Otieno Agutu, 2008).

3. Environmental

Environmental factors impacting CDS and/or customers geographical location and surrounding environment and natural resources used by CDS.

The agriculture sector is a key component in reducing poverty in Kenya. However, environmental variances such as draughts and deforestation can significantly impact the progress (World Bank, 2018) (Liveihoods, 2020). Poor land management and disputes have occurred due to inadequate laws, poor governance and weak institutional capacity around the use of natural resources all are impactful. High population growth has exacerbated the problems surrounding the pressures on

the environment (SIDA, 2018). Regional disparities still are evident between rural and urbanised areas (World Bank, 2018).

4. Technological

Technology that can impact the way communication can occur within the organisation and the efficiency in achieving or maintaining the organisation's vision and mission.

As Kenya's digital economy propels the country's economic growth, a new World Bank economic update says more needs to be done to prepare citizens and businesses for the economy, society and jobs of the future. However, the 20th edition of the Kenya Economic Update: "Securing Future Growth," notes that for Kenya to keep pace with technology innovation and the growth of the global digital economy will require stronger digital foundations, such as new regulations and policy guidelines designed to support the digital transformation.

Kenya is regarded as the second-best innovation hub in Sub-Saharan Africa. Tech start-ups thrive in Kenya, due in part to the ready availability of credit lines and other forms of financing. 2019 was the ninth consecutive year Kenya exceeded the innovation relative to GDP figures expected from middle-income nations.

Mobile financial transaction apps are especially popular in Kenya. Nearly 70 per cent of the population uses these apps regularly. This is partially because the Kenyan government privatized the state-managed telecommunication services.

Kenya's once outdated telecommunications networks are now some of the most cutting edge in Africa. Kenyans residing in urban areas have easy access to fast and affordable internet. The internet infrastructure in rural areas is catching up.

We can recommend several critical reforms and investments aimed at accelerating a dynamic and inclusive digital economy for Kenya including:

- **Enhance regulation and policy in line with rapid market evolution:** Speed up the adoption of modernized telecommunications regulations and empower an independent Communications Authority that can streamline regulatory procedures and enforcement to facilitate private sector investment, competition and consumer protection.
- **Transition from startups to growth:** Enhance the entrepreneurship ecosystem to capitalize on increasing technology adoption and to build the companies of the future. Kenya's impressive performance in churning out innovative new startup stage digital ventures needs to be matched with higher rates of success in enabling these startups to rapidly grow - creating enterprises that will have a big impact on overall economic growth and job creation. This includes improving access to capital for startups and reviewing existing taxation and procurement policies which are not tailored for the unique start-up business models.
- **Invest in and develop human digital capital:** Build a digitally savvy workforce for Kenya to capitalize on emerging opportunities in high growth sectors and create more jobs for the youth in both the public and private sectors. The curriculum at basic and tertiary education level will need to be reviewed and reworked to ensure all students are equipped with basic digital skills to engage in the digital economy and access digital services and to encourage more students to pursue STEM related courses and advanced digital skills. Innovative, rapid digital skills trainings programs offered by private sector should be

encouraged as complements to the formal education system and to enable lifelong learning and re-skilling.

- **Close the digital divide:** Every individual, business and government institution needs access to affordable, high-quality broadband connectivity to participate in the digital economy. Women, the poor, rural populations and other marginalized groups need to be better served if they are to reap the benefits of a digital economy. This will take public investment and progressive policy measures to encourage private sector investment and services innovation to serve these hard to reach consumers.
- **Think regional and global:** Kenya's digital firms face a challenge of small market scale relative to many competitors. Creating a larger, more deeply integrated, 'Single Digital Market' across East Africa and increased integration globally would provide a larger customer base for Kenya's digitally enabled firms and enable wider access to e-commerce and digital services for Kenyan consumers. It would also encourage more investment in digital infrastructure and result in increased competition and falling prices for internet access.

5. Legal [\(main source\)](#)

Current and future legal and regulatory requirements impacting the growth of the organisation.

CDS is registered under section 10 of the Non-Governmental Organizations Co-ordination Act in 30th January 2013 under the Republic of Kenya. The organization is NGOs in Kenya contribute approximately 80B Kenya Shillings annually to the GDP.⁵⁰ This is a tremendous contribution towards complementing government's efforts in the delivery of services.

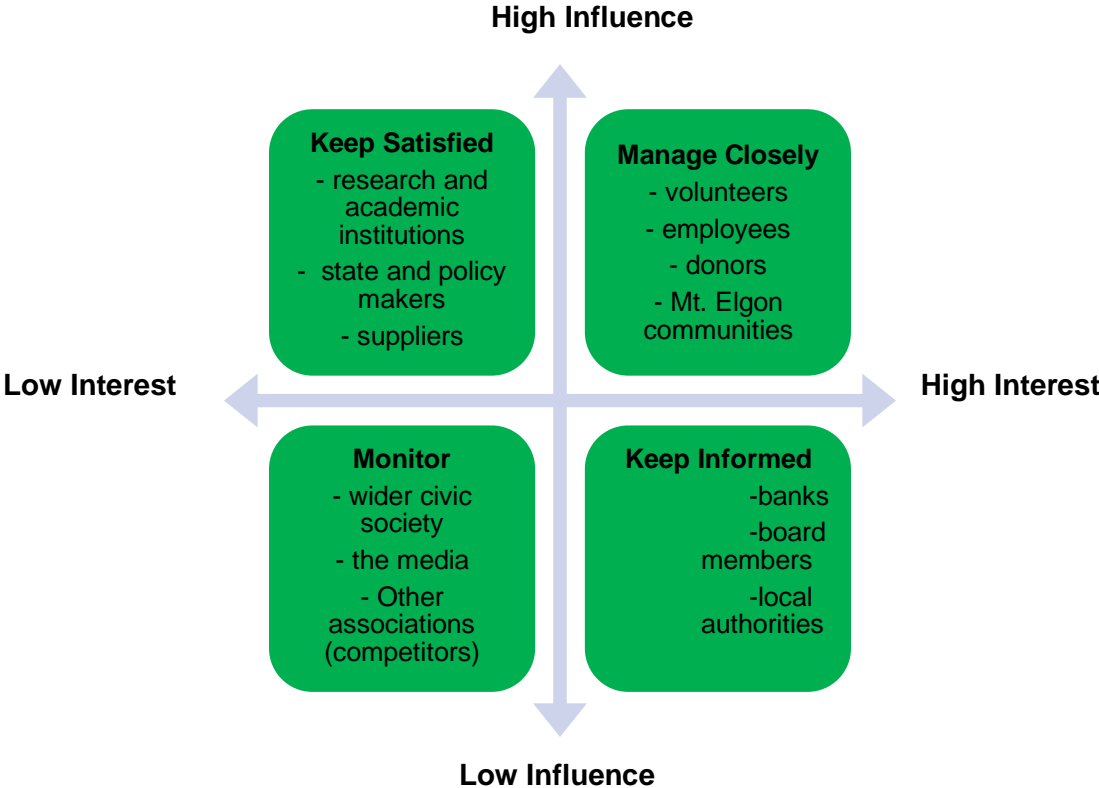
- Unfortunately, these organizations are not in practice exempt from taxation. The process of exemption from taxation in Kenya for NGOs is tedious and confusing.
- To encourage philanthropy and charity, donors and NGOs should be entitled to a reasonably generous income or profit tax preference concerning donations made, and PBOs should be exempt from payment of income or profits tax on their earnings.
- The Act currently gives wide discretionary powers to the Board and the Minister. There are no guidelines provided under the Act on the terms and conditions attached to the certificate of registration. This subjects the freedom of association enshrined in the constitution to unreasonable prior restraint for registration and deregistration of NGOs.
- The functions of the Board are set out under section 7 of the Act. Among them is facilitating and coordinating the work of all NGOs operating in Kenya. In carrying out this function the Board is expected to coordinate with other government agencies.
- Not much regulation takes place at the Board. The physical capacity of the Board in terms of human resources and financial resources is limited. It has a staff of 50 and a clientele of approximately 6,000. Its annual budget covers only operational costs.
- The Board also lacks technical capacity. The role of the Board in the registration of NGOs is perfunctory. There is no clear understanding of the sector by either the government or other stakeholders.

- Due to the multiplicity of forms of registration available in Kenya, it is safe to state that there is unnecessary duplication across the multiple regulators. There is no collaboration between the different registration state agencies
- There have been declining standards and professionalism, largely due to the lack of an enabling regulatory and institutional framework for effective self-regulation. This has had a negative impact on the relationship between NGOs and other stakeholders and played a role in extending the historical mistrust between the Government and NGOs.
- Many NGOs lack the know-how on legal and policy reform processes and few have the capacity to engage in them or willingness to engage.

STAKEHOLDERS AND PARTNERSHIPS

Partnerships with organizations and notable stakeholders allow CDS to fulfil its objectives and ultimately, its mission and vision.

1. Stakeholder Management



2. Value Proposition

We aid young women to have social equality and build a better future.

3. Customer Journey Map

This analysis offers the opportunity to establish the different types of relations with customers, as well as the different channels used to reach them:

Customer: young women (Community)			
	PRE	DURING	POST
What emotion does your customer feel in each stage of the journey?	<ul style="list-style-type: none"> - Loneliness. - Desperate. - Crushed. - Unhappy. - Confused. 	<ul style="list-style-type: none"> - Hopeful - Excited - Stimulated - Amused - Focused 	<ul style="list-style-type: none"> - Enthusiastic - Inspired - Powerful - Renewed - Motivated
Which are the needs in each stage? Which thoughts arise in the process?	Need: they need help as society does not accept them and they feel underrepresented in decision-making processes at all levels.	They receive the help they need and they feel valued and respected with the skills that they receive	They feel empowered to be able to share opinions and to fight for acceptance
When do you interact with your customers? What channels do you use?	<ul style="list-style-type: none"> - in-person contact 	<ul style="list-style-type: none"> - in-person contact - Online: web, social media 	<ul style="list-style-type: none"> - in-person contact - Online: web, social media
What resources, knowledge and systems do you need to provide this experience?	<ul style="list-style-type: none"> - Marketing campaign to attract users and to communicate organization existence and purpose 	<ul style="list-style-type: none"> - Funds - Organisation digitalization - Communication strategy - Professionals to provide the help the users need and create the associated activities - Training 	<ul style="list-style-type: none"> - Training - Resources to monitor progress - Online contact - Communication campaigns

Key Partners

1. Action Aid Kenya- Cheptais DI
 - a. <https://kenya.actionaid.org/>
 - b. Contact: Alice Kimani
 - c. Email: alice.kimani@gmail.com

Action Aid Kenya is a non-profit that offers grants to support youth/women empowerments in Cheptais. Additionally, they support tree planting in Mt. Elgon Forest and environmental causes.

2. Kenya Red Cross Society- Mt. Elgon Branch
 - a. <https://www.redcross.or.ke/>
 - b. Contact: Geoffrey Taboi, Branch Coordinator
 - c. Email: Geofreytaboi@yahoo.com

Volunteer training on Emergency Response, Emergency Assessment of the Household and Relief Distribution.

3. Konrad Adenauer Stiftung (KAS)
 - a. Website:
 - b. Contact: Jane Murutu, Co-Manager for EU/KAS
 - c. Email: jmurutu@gmail.com

Peace funded projects for grants that support peace and advocacy programs in Western Kenya.

4. DFiD-Uk
 - a. Website:
 - b. Contact: Mzee Otieno
 - c. Email. musa.otieno@gmail.com

Funded a project on peace and women empowerment for the year 2017/2018 for Bungoma County targeting: police, chiefs, health and women. The cost was \$100,000

OBJECTIVES

The goals of CDS stem from the analysis and align with the mission/ vision of the organisation. Each goal is stated in bold and a brief description follows as to *why the goal is important*. Concrete Key Performance Indicators (KPI's) give structure to the objective and define success. They describe *what needs to be done*, so it is apparent when the goal is achieved. Lastly, strategies define actionable items on *how* CDS will meet the stated goal.

GOAL 1

Create manuals/ strategies/ Standard Operating Procedures for CDS

The apparent internal obstacle, as seen in the SWOT Analysis, is the **lack of manuals** that can easily be shared amongst staff and volunteers. Especially with the high turnover of people, it is important to provide easily accessible handovers. This will ensure transparent communication between all parties when working remotely. A set online platform should also be used to host all said documents such as Google Drive. This goal needs to be realised before the subsequent goals can be accomplished.

Definition of Success

- The following are created by (June 2021):
 - Fundraising Strategy (*currently in progress*). One per project can be created but an overall direction of fundraising should be decided, inclusive of key partners etc.
 - Communication/ Marketing plans
 - Implementation, management, monitoring and reporting plan (roles and responsibilities)
 - Identification and prioritization of transnational cooperation initiatives
- An online platform is chosen and a shared link is created (to be included in the communication plan once it is completed)

Strategies

- The next group of volunteers will be able to tackle the communication/marketing plans and implementation plans etc.
- If more volunteers are required, then openings should be posted online (UN Volunteering etc).

[Volunteer Handbook](#)

[List of SOPs \(FOR VOLUNTEERS ONLY\)](#)

- ❖ Delegation of Tasks SOP Flowchart
Peter hands over task requests through WhatsApp > task details are discussed within the team> Leader would delegate a task to each individual respectively through WhatsApp> Deadline is set > individuals discuss issues within the week on WhatsApp > tasks completed within the deadline

❖ Internal Communication Flowchart

Meetings are decided by the team leader> team members would update their availability through Doodle> meeting time and date finalized & set through Google Meets> meeting on scheduled date> meeting minutes taken down and uploaded in Google docs and WhatsApp >

❖ Proposal Communication Flowchart

❖ Problem Solving Flowchart

Organization SOPs and manuals to be developed for CDS:

- Organization chart: A document that will define how the organization will be organized and the different departments that will have.
- Procedures of the organization: this document will list all the procedures that exist in the organisation.
- Organization communication procedure: A document that will define how communications will have to be performed within the organisation and with all stakeholders.
- Organization activities program definition procedures: A document that will define the different activities that can be performed in the organization aligned with the organisation value proposition.
- Human Resources procedure: a document that will define the different hiring processes that could be followed.
- Marketing procedure and strategy: it will define the means of communication to be used, the periodicity, the content to be used and strategy to create publicity campaigns.

- Volunteers initiation Procedure: A procedure to define all steps that will need to be followed when a new volunteer enters the organisation and the startup information package that the volunteer will receive.
- Project Management Procedure: this document will define how projects will be performed.
- Purchasing procedure: this procedure will define how purchases should be performed.
- Use of technical manuals.

GOAL 2

Consistent funding throughout the year for CDS

With regular funding, averaging \$5 000 per month 5,000\$, CDS will be able to efficiently manage and implement projects/ programmes without having to halt progress due to insufficient funds. It will ensure projects/ programmes are relevant, timely and effective. All projects/ programmes that are undertaken should align with the mission and vision of CDS.

Definition of Success

- Ability to employ 5 full-time staff throughout the year by December 2022
- CDS takes on and completes \$150,000 in projects/programmes of varying sizes per year starting in January 2021

Strategies

- As part of the fundraising strategy as stated in Goal 1
 - Identify new partners /individuals/donors/volunteers who can routinely commit funds
- Appeal to companies that align with CDS values for grants etc.
- Reach out to partners (Non)- Governmental bodies that could help: Action Aid, Kenya Red Cross, Konrad Adenauer Stiftung (KAS)
- Strengthen relationships with regional, national and international organisations
- Online sourcing of money when a specific project arises: crowdfunding

GOAL 3

Increase adult literacy rates for women in the Mount Elgon region

Poverty decreases when more women and girls are educated. By giving women and girls access to education and the means to prioritise it in their daily lives, it will uplift the entire community (Syomwene & Nyaga Kindiki, 2015). There are several barriers impacting women's rights to education including, but not limited to: risks of sexual abuse and harassment, insufficient learning resources, discrimination, and physical access (transportation) (Opini, 2012). In 2018, the adult literacy rate in Kenya, for women was 78.2% whereas for males it was 84.9% (The World Bank, 2018). Although, the literacy rate in rural areas tends to be lower due to the correlations between education and poverty (Child Fund, 2020).

Definition of Success

- An increased female literacy rate of 5% is achieved by December 2021

Strategies

- Support through research, fee reductions, textbooks
- Accessibility of education
- Internal learning mechanism developed and implemented

GOAL 4

Increase women’s effective participation and equal opportunities for leadership for all levels in all aspects of community: land ownership, public resources usage etc.

Women’s beneficial contributions from productive economic activities are often hindered by the unpaid childcare and domestic work that they often are required to do. It constrains their mobility and limits their access to market resources along with information (US AID, 2020). Until their

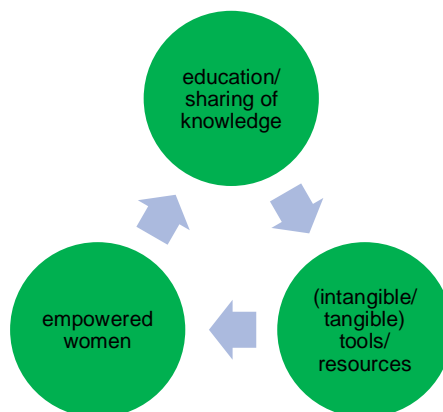
Allowing women to have a seat at the table and participate in open discussions results in fairer governance for all. Creating leaders of today who can empower the leaders of tomorrow.

Definition of Success

- In 2023, awareness of women’s rights has been increased by 30%
- 10% increase of women own more land by December 2025
- 10% increase of women own a small business by December 2025
- By December 2025, 102 female teachers will be teaching at: Cheptais boys, Cheptais primary, Chemuses primary, Kimaswa, Kaamaata, Chesiro primary, Chesiro secondary, Kipsis primary, Kipsis girls secondary, Peresten primary, Cherendio primary, Cheptais SDA primary, Wasio primary, Kapsesoi primary, Chesiywo primary, Kamosong primary school.
- The women’s night-class has 30 participants

Strategies

- *Harambee*: translated as *pull together* (Merriam-Webster, 2020). It is the collaboration within a Kenyan community to unite for a cause. Although the tool has been negatively exploited, the strong tradition of pooling resources together at both the family and community levels could be utilised
- Seek women in the community that are already empowered (educated, own land, own their own business etc.).



- Promote a women’s rights group via radio: most Kenyans listen and get their news from the radio (SIDA, 2018). Three times a week, one empowered woman (or two) can

discuss ways a “how-to” empower other women. Topics can include: practical tips, events that are coming up, where to start, how to manage money, etc.

- invest in the incubation and training of new leadership for women

GOAL 5

Decrease the violence, discrimination and harmful practices against all women and girls

Rising concerns of gender-based violence in Kenya resulted in specific laws and policies being enacted. Despite these measures, statistics from the State Department of Gender Affairs show that five in every 10 women in Kenya (aged 15 to 49) have suffered one form or another of violence (Godia, 2017).

Definition of Success

- One hospital with a Gender-Based Violence Recovery Centre is built by 2025
- A toll-free line is set up by 2022
- In 2025, awareness of the dangers of harmful traditions has been raised by 30%
- Very ok 30% of respected community elders have been engaged in the fight against violence by 2025
- Recruit 7 males and 3 females in the community that can be agents of change by December 2021

Strategies

- Create safe spaces for women to go: for advice or to acknowledge and report these crimes
- Coordinate how to best handle the cases of abuse

GOAL 6

Strengthen women’s participation in peacebuilding, conflict resolution and mitigation along with safety in the community

Conflict disproportionately impacts women and girls in Kenya. Despite the gender dimensions of conflict, women in Kenya are not involved in the peace-building process. Specifically, concerning land and natural resource-based hostilities, they have unique perspectives and needs. Their full peacebuilding potential has not been realised since they are not offered a place at the table (US AID, 2017).

Definition of Success

- Operationalise the early warning and early response mechanisms by March 20, 2022
- Raise awareness of safety plans in the community by 20% by: (March 20, 2022)
- A peace and development committee is organised and fully operational by 2023, which includes an equal number of men and women (*currently ongoing*)
- Resource centre in Cheptais Market will be completed by 2023 (*still to be initiated*)

Strategies

- locate women in the community who are willing to have open dialogue/ roundtable discussions and brainstorming sessions on these topics
- document community safety plans
- ensure women's needs are considered in the peacebuilding process
- equip women leaders with the skills to design, implement and influence processes

ROADMAP FOR THE FUTURE

1. CDS embodies its mission and vision, using it as the driving force when making decisions and utilising its resources
2. Manuals are created so future volunteers can hit the ground running
3. CDS will need to find new, reliable funding schemes for projects to uplift the community
4. A collaborative approach to reaching CDS goals is required where meaningful connections are made within the community
5. Empowered women share their knowledge, skills, expertise and tools with other women. Those women become empowered and, in turn, teach other women to be the same.

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