

**Sisters of the Good
Shepherd**

PROGRESS REPORT

MISSION DEVELOPMENT OFFICE



2022-2024

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EXECUTIVE SUMMARY

The Congregation of Our Lady of Charity of the Good Shepherd (RGS) is an international organization of women religious working in 73 countries across the globe. In the Eastern Central Africa Province (ECAP) i.e. Kenya, Uganda, and the Democratic Republic of Congo (DRC), RGS implements empowerment programs seeking to empower women, youth, and children in marginalized communities through capacity building, skills training, livelihood strengthening, and advocacy for social justice. The programs are organized in four thematic areas namely women empowerment and livelihoods; child development; protection of women and children's rights; and organizational development and sustainability.

Between 2022 and 2024, RGS delivered impactful programs across ECAP, improving the quality of life of many project participants from marginalized communities. The programs largely focused on health, education, sustainable agricultural, Technical, Vocational Education and Training (TVET), Early Childhood Development Education (ECDE), child mentorship, menstrual hygiene, adult literacy, women socio-economic empowerment through micro-finance, entrepreneurship, life skills training, and human rights advocacy.

RGS programs reached a total of 17735 project participants in 2024, 19345 in 2023, and 16559 in 2022 across DRC, Kenya and Uganda. RGS programs in ECAP also operated Income Generating Projects (IGPs) mainly in garment making, agribusiness with the view to enhance program's sustainability and mission efficiency and effectiveness.

Between 2022 and 2024, RGS programs in Kenya, Uganda, and DRC received a total of \$7,264,256 i.e. \$3,338,088 in 2022, \$2,764,830 in 2023, and \$1,999,526 in 2024 respectively. This accounted for approximately 95% of total revenue, derived chiefly from international donors with a notable decline of approximately 44.56% over the three years. Local donations and Income Generating Projects contributed to approximately 5%, showing a potential growth over the period.

This report provides a detailed overview of RGS programs in the ECAP, outlining their key successes, challenges, and lessons learned. The report also takes a look at the contribution of the Mission Development Office in enhancing mission effectiveness in ECAP, outlining its core mandate, key achievements, challenges, and lessons learned.

Furthermore, the report provides a summary of the financial status of RGS-ECAP programs for the period ended December 31st, 2024, based on accrued revenue, and expenditure.

Finally, it ends with a conclusion, and general recommendations for future follow-ups.

Signed:

*Sr. Teresia Kathure,
Director, Mission Development Office*



INTRODUCTION

The Congregation of Our Lady of Charity of the Good Shepherd (RGS) is an international organization of women religious working zealously across 73 countries to challenge oppression and uplift the dignity and quality of life of women and children, especially those who are trafficked, forced to migrate, and oppressed by poverty.

Since 1981, Sisters of the Good Shepherd have continued to implement empowerment programs targeting marginalized communities in the Eastern Central Africa Province (ECAP), i.e. Kenya, Uganda, and the Democratic Republic of Congo, challenging unjust systems of oppression, promoting human rights, and the right conditions for economic justice.

Working in close collaboration with the Good Shepherd International Foundation (GSIF), RGS promotes the rights of people made poor, promoting their safety, access to quality education, healthcare services, and social and economic livelihoods.

In ECAP, RGS programs are organized under four thematic pillars namely Women Empowerment, Child Development, Women and Child Protection, and Institutional Development. Gender equity, care of the environment, disability inclusion, and advocacy are mainstreamed as cross-cutting areas of intervention. The programs largely target women, children and girls, contributing to the attainment of the Sustainable Development Goals (SDGs) number 1, 2, 3, 4, 5, 8, 10, 16, and 17. In ECAP, RGS has grown to a total of 15 communities of Sisters, and 12 programs spread across Uganda (Kampala), and DR Congo (Kolwezi) and Kenya (Meru, Embu, Kitui, Machakos, Kajiado, Trans Nzoia, Mombasa, and Nairobi).



PROGRAMS OVERVIEW

Our Lady of Grace Children's Home and School (OLGCHS)

The Our Lady of Grace Children's Home and School (OLGCHS) is located in South Imenti Constituency, Marimba sub-location in Meru County. The program is run in partnership with the Catholic Diocese of Meru, Action for God's Love (AfGL), and the Sisters of the Good Shepherd.

As a Program, OLGCHS runs a Primary and Junior School, providing affordable basic education for boys and girls. Besides, OLGCHS also operates a residential Home for girls in need of care and protection, majority who are victims of neglect, sexual, physical, and emotional abuse.

OLGCHS has had a positive impact in the life of many children in South Imenti Constituency, especially girls in need of education, care and protection. Between 2022 and 2024, the Program has made considerable growth, especially in education. By 2024, it had 256 children in Primary and Junior School, 79 of whom were girls residing at the Home. 122 children were in lower primary (play group to grade three), 63 in upper primary (grade four to grade six), and 71 in Junior School (grade seven to grade nine).

The Program introduced the Junior School in 2024 with a special focus on Computer and Home Science as guided by the new educational curriculum popularly referred to as Competency-Based Curriculum (CBC) following the phasing-out of the 8-4-4 educational system in Kenya.

As an equalizer, education breaks the barriers of social stratification, and retrogressive social and cultural practices that dehumanize and marginalize children. Through OLGCHS, many girls have been rescued from undergoing Female Genital Mutilation, early marriages, and pregnancy; thereby giving them a renewed hope for a better future.

OLGCHS has also achieved greater milestones in rescuing, rehabilitating, reunifying, and reintegrating at-risk children in need of care and protection. Many girls continue to suffer neglect, physical, sexual, and emotional abuse in the hands of people they know and trust, often leaving them with life-long scars. As a place of solace, OLGCHS actively advocated for the rights of children, working collaboratively with Government agencies, Civil Society Organizations (CSOs), and families to promote their safety and preserve their dignity.

In compliance with the Government's national strategy on Care Reforms, OLGCHS forged stronger partnership with the Government Directorate of Children Services (DCS), both at the National and County level, facilitating family tracing, reunification, and reintegration of girls back to family care. 11 girls were successfully reintegrated in 2024, three in foster care, one in kinship, and seven with their Families of origin, giving a total of 71 girls reintegrated since 2022.

OLGCHS stood out as an exemplary best practice organization in Care Reforms in Meru County, prompting the Department of Children Services and other partners to ear-mark it for benchmarking by other Charitable Children Institutions (CCIs) in Meru County. In preparation for a strong family-based care approach, OLGCHS worked closely with the County Department of Children Services to identify, train, and register three foster parents.

These foster families are expected to play an important role in providing alternative homes for children who cannot be safely reintegrated back to their families of origin or whose families cannot be trace.

OLGCHS's strong ability to listen to the needs of the community further prompted the program to reach out to women working as labourers in the coffee and tea estates with the view to form them into organized Self-Help Groups for socioeconomic empowerment. About 20 women are currently in their formative stages towards the establishment of a Self-Help Group.

Key Achievements

- Successful provision of basic education to children, especially girls in need of care and protection.
- Strengthened partnership with Government agencies and other Civil Society Organizations (CSOs) for rescue and protection of girls at risk of/or survivors of physical, and sexual violence, neglect, and emotional abuse, Female Genital Mutilation, and early marriages.
- Successful rehabilitation, family tracing, reunification, and reintegration of girls to families.

Major Challenges

- Inadequate resources for effective program implementation.
- Lack of cooperation by some family members making reintegration process difficult.
- Continued referral of children to the home despite efforts to comply with the National Care Reform strategy that emphasizes on de-institutionalization of care.
- Prolonged court cases leading to children overstaying at the centre.
- Vast geographical distances between the centre and the children's families, making reintegration and follow-up processes expensive and time consuming.
- Abject poverty and lack of sustainable income among beneficiary families, leading to neglect and relapse of children after reintegration.

Lessons Learned

- Need to integrate Local Resource Mobilization approaches and partnerships to diversify revenue base.
- Need to promote household economic strengthening to improve household income for sustainable family reintegration.
- Need to continued partnerships with state and non-state actors, especially on case conferencing for better management of cases.

Mikinduri Hope Community Development Organization

Mikinduri Hope Community Development Organization (MHCDO) is a Community-Based Organization (CBO) located in Mikinduri ward, Tigania Central Sub-County in Meru County, Kenya. The organization was established courtesy of the late Ted, but slowed down its activities due to administrative challenges experienced over time.

Subsequently, owing to many months of stakeholder engagement between the Province Leadership Team (PLT) of the Congregation of Our Lady of Charity of the Good Shepherd (RGS) in the Eastern Central Africa Province (ECAP), and Mikinduri Children of Hope (MCOH), an NGO registered in Canada, a new partnership was developed and the program revamped in 2024. As a result, a community needs assessment was conducted and a new Strategic Plan developed in 2024 with strategic priorities in Education, Disability inclusion and Rights, Health and Nutrition, and Socio-economic empowerment, Environmental Sustainability, and Institutional Development. Approximately 32 Self-Help Groups are in place, mostly disability groups.

Key Achievements

- Community dialogues were successfully held, including a needs assessments and Strategic Plan developed to articulate and structure the required interventions to mitigate the challenges experienced by the community.
- The Program's Board of Management was revamped and new staff recruited including the Program's Coordinator, Farm attendant, Agricultural Supervisor, and Social Worker to start work in January 2025.
- Besides, the program provided the much-needed humanitarian support to needy households affected by the raging floods experienced in May 2024 in which many properties were destroyed, access to health and education impaired, as well as experienced loss of life and livelihood among local communities. Courtesy of an emergency grant by Misesan Cara, 35 children with disability were supported with medical assessments, school uniforms, bedding, and food items.

Major Challenges

- Limited financial capacity and human resources necessary to implement program interventions as prioritized in the Strategic Plan 2024 - 2027.
- High levels of poverty, disability, and an ingrained culture of dependency among program participants, challenging program's sustainability.

Lessons Learned

- Strengthen efforts for Local Resource Mobilization (LRM) and partnerships to broaden revenue streams and resource sharing.
- Integrate a Community-Based-Rehabilitation (CBR) approach into programming to better manage resources and enhance transfer of knowledge, and skills to program participants and caregivers.
- Develop board and staff capacity through on-going training and meeting.
- Integrate a rights-based approach into programming across levels.

Good Shepherd Sponsorship Program - Kangeta

i) Sponsorship and Early Childhood Education Development Education (ECDE)

The Good Shepherd Program in Meru County was first established as a feeding program for children at the Sisters' residence in Kambakia in 1993. The Program later relocated to Shauri Moyo informal settlement in Kooje, where it started offering Early Childhood Development Education (ECDE) for children. As the demand for basic education grew, the Program entered into partnership with Chalice in the year 2000, broadening its sponsorship program to over 1527 children in three sites in Meru County namely Kangeta (484), Kooje (516), and Tumaini (527). This partnership officially ended in March 2024, having impacted approximately 6000 children in total.

Besides, the program also offered adult literacy where more than 200 women were impacted with the ability to read and write. In addition, 186 children were also enrolled for ECDE between 2022 and 2024 with a 98% transition rate, offering them the opportunity to learn, play and socialize.

ii) Socio-economic Empowerment

The socio-economic empowerment project was established to address poverty challenges experienced by beneficiary households, thereby improving livelihood opportunities for parents, and guardians of both sponsored and non-sponsored children. Consequently, 66 Self-Help Groups (SHGs) were initiated with approximately 1523 members, about 90% being female. The SHGs offered a platform for imparting skills and mobilizing individual and group savings and loaning, life skills training, entrepreneurship, and basic farming. Having been in the program for over two decades, majority of the groups were phased out in March 2024 and 15 new groups established, comprising approximately 300 women.

iii) St. Joseph Catholic Dispensary (Kangeta Dispensary)

The St. Joseph Catholic Dispensary is a registered level-two health facility providing primary healthcare to residents of Kangeta and its environs in Meru County. In the year 2024, the project partnered with Strathmore University, undertaking major renovations to give it a facelift. These included painting of interior and exterior walls, tiling of the floor, repair of ceiling, and purchase of new furniture, medicine, and medical equipment. The medical equipment included Full Haemogram machine, Blood Pressure machines, Glucometers, Stethoscopes, Pulse Oximeter, Thermometer, Infranal Weighing machines, Dressing sets, and Oscopes.

In addition, the dispensary was also able to organize medical camps, making healthcare accessible community members in the hard-to-reach areas of Meru County. This contributed in broadening awareness on diseases such as cancer, high blood pressure, diabetes, among other communicable diseases. The resourcing of the dispensary saw an improvement in service delivery, increasing clients' attendance of approximately 15 to 20 clients a day, up from an average of five clients a day in 2022 and 2023.

Key Achievements

- Improved access to pre-primary, primary and tertiary education for needy children, thereby broadening their opportunities for better livelihoods, and dignified lives.
- Improved ability to read and write among adults, thus lessening their vulnerability, and enhancing their inherent right, and dignity.
- Strengthened economic resilience among poor households through access to seed capital, affordable credit, improved savings, and transfer of technical knowledge and skills in agriculture and entrepreneurship. Majority of parents and guardians became financially literate, self-reliant, and able to support their families, including their food and nutritional needs.

- Improved access to quality healthcare by residents of Kangeta and its environs, including hard-to-reach communities as a result of medical outreaches, procurement of medical equipment, and renovation works at the Dispensary.

Major Challenges

- Inadequate staffing and expertise, limiting the dispensary's ability to offer specialized services.
- Limited equipment and financial resources necessary for expansion and provision of comprehensive health care.

Lessons Learned

- There is a need to strengthen and better resource ECDE programming as fundamental to the overall development of the child.
- There is a need to develop a comprehensive business plan for the program in partnership with Strathmore University's initiative on the Sisters Value Blended Project (SVBP).
- Need to explore possibilities for upgrading the St. Joseph Catholic Dispensary to a level three facility (Health Centre) to provide more integrated services for the community.
- There is a need to register the dispensary's Pharmacy with the Pharmacy and Poisons Board (PPB) in compliance with the regulatory requirements.
- There is a need to strengthen compliance on organizational policies and procedures to enhance good stewardship and accountability.

Good Shepherd Program in Embu

The Good Shepherd Program in Embu was established in the year 2000 under the invitation of the then Bishop of the Diocese of Embu, Cardinal John Njue. Located in Karurina village, the program has community outreaches in the informal settlements of Shauri Yako, Kathita, Gregon, Daalas, and Kimangaru where it works with 10 women Self-Help Groups with a total of 198 women.

Through bi-weekly group meetings, the SHGs provided women with an opportunity to receive various training including group dynamics, interpersonal relations, entrepreneurship, financial literacy, records keeping, and life skills.

Besides, 133 women also participated in the International Women's Day, and 296 children (156 girls & 140 boys) commemorated the Day of the Girl Child to promote gender equality within the Embu community.

Furthermore, 45 households (41 women, 4 men) also acquired adaptive skills in sustainable agriculture through which they were trained on corn gardening for farming production, and rearing of indigenous chicken courtesy of Sharing Fair, an Irish-based organization supporting empowerment programs to uplift the livelihood of local communities.

The Good Shepherd Program in Embu also operated the Annunciation Home (AH), a residential facility offering temporal shelter to pregnant girls and teenage mothers in crisis situations, averaging 5 to 12 girls in 2022 and 2023. In 2024, the AH hosted a total of 12 young mothers and their babies (7 boys and 4 girls), facilitating access to their basic needs of shelter, food and nutrition, clothing, emotional support, and health care. The Centre closed the year with six young mothers and six babies.

Due to high teenage pregnancies, and rampant Sexual and Gender-Based Violence (SGBV) in Embu County, the Good Shepherd Program initiated the Imarisha Dada project in partnership with Missio Austria in 2024 as a response to the limited community support to pregnant girls and teenage mother in crisis situations in Embu County. The project adopted a community-based approach to care for pregnant girls and teenage mother, offering them on-going counselling, life skills training, medical, and nutritional support while consolidating family support, reconciliation, and cohesion. 60 teenage mothers were enrolled in the project in 2024, clustered into three association groups namely Victorious (20 members), Mwitethia (19 members) and Mwivoko (21 members). 60 teenage mothers received life skills training,

and group counselling, while 11 underwent individual counselling, food and nutritional support, and 15 received medical support and 10 dignity kits.

The year 2024 served as a preparatory year, focusing on promoting self-awareness and personal development of the teenage mothers, building in them the requisite emotional stability, decision-making, parenting, and life coping skills. This sets pace for personal responsibility, especially as they prepare for apprenticeship placements for technical and vocational training of their choice.

In addition, the program implemented a mental health project targeting girls in Embu County courtesy of Misesan Cara, an Irish-based organization supporting development work globally. At least two sensitization sessions on SGBV were conducted in partnership with Kimuri Radio station, reaching approximately 3000 listeners. 80 additional girls will be identified and trained as mental health champions in 2025.

Key Achievements

- Commemoration of the International Women's Day and the Day of the Girl Child to promote equality of rights among men, women, boys and girls.
- Improved community awareness on SGBV, contributing to countering retrogressive cultural practices, breaking social barriers, and ill-treatment of women and girls.
- Strengthened socio-economic resilience of women and girls through personal development, financial literacy, access to seed capital and micro-credit, and transfer of agricultural skills.
- Enhanced safety and access to critical psycho-social support i.e. shelter, medical, emotional, psychological, and food and nutritional support to pregnant girls and teenage mothers.
- Improved decision-making, stress management and a positive world view among program participants.
- Notable improvement in self-confidence, personal acceptance, positive self-image, dignity and rights among women, and girls through life skills training, counselling, rights awareness and advocacy intervention.

Major Challenges

- Low literacy levels among project participants which hinders personal growth and development.
- Low turn up in groups activities due to economic challenges and personal commitments.
- High inflation affecting the beneficiaries' ability to effectively participate in microfinance activities.
- Inadequate resources, and family, and community support to enhance reintegration of teenage mothers.
- Inconsistency in group meeting among young mothers due to relocation in search of jobs.

Lessons Learned

- Patience is an important attribute when dealing with community groups, especially those who are wounded and traumatized by life circumstances.
- Community and stakeholders' engagements are critical in ensuring project success and *ownership*.
- Entrepreneurship, financial, and business management skills are critical for the overall success of business start-ups.
- Networking and linkages are integral to the success of any project intervention.
- Adult literacy is essential in enhancing meaningful participation, confidence, and dignity of project participants.
- Understanding of groups dynamics and leadership skills are important foundations for overall group success.
- There is a need to emphasize the importance of participating in the pre-natal and antenatal clinics by mothers to enhance the healthy growth of babies

Euphrasia Women Centre

The Euphrasia Women Centre (EWC) was first established in 1992 at South B, Nairobi, targeting orphans and adolescent girls, mainly survivors of child prostitution and abuse. The centre was later moved to Ngong, Kajiado County, in 2015, broadening its community outreaches to the informal settlements of Mathare and Gicagi in Ngong town, and Ewangan and Nalepo villages in rural Kajiado County.

EWC runs several projects including Women Empowerment, Child Development, and Technical and Vocational Training for youth. Since 2022, the Women Economic Empowerment project grew to a total of 28 registered SHGs comprising of 296 (290 females, 6 males) who are supported through Microfinance, entrepreneurship training, group welfare, rights awareness, life skills, and spiritual formation. 11 SHGs are planned for exit, having attained their desired goal of becoming self-reliant.

A total of 48 participants (47 women and 1 male) were enrolled in the adult literacy program for training on basic numeracy and literacy. The sessions were offered in four different locations including Ewangan, Mathare, Gicagi and Kahara in partnership with local churches and the County Government who offered venues, learning materials and curriculum for adult learning.

Child Mentorship reached a total of 79 children (34 boys, 45 girls) in 2024, supported through counselling, life skills, psycho-social support, health and hygiene, play, and spiritual formation. This was an important intervention to curb the growing number of child neglect, and delinquency, especially in the targeted villages of Mathare, Gicagi, and Kahara.

The Technical, Vocational Education and Training (TVET) project targeted unemployed youth in Ngong in order to enhance their employability skills necessary to combat crime, high youth unemployment, and increased poverty in the targeted communities. The project offered skills training in hairdressing and beauty (23 female), Food & beverages (24 females, 12 males), dressmaking (12 females, 2 males), Computer (5 females), giving a total of 78 students (64 females, 14 males) enrolled in 2024. In addition to the 2023 cohort of students who were in their attachment, a total of 91 students (69 females, 22 males) participated in various short-term and long-term course, out of which 60 (51 females, 9 males) successfully graduated. Upon graduation in December 2024, 16 trainees (15 female and 1 male) had successfully transitioned to employment by the time of their graduation.

Key Achievements

- Successful mobilization of women into SHGs, thereby enhancing their individual and group savings, access to micro-credit, entrepreneurial and social skills.
- Successful transfer of employability skills to unemployed youth, leading to improved economic livelihood.
- Improved positive parenting, behavioural change and safety of at-risk children.

Major Challenges

- Inadequate classrooms for practical lessons and course expansion.
- High unemployment and poverty among targeted communities, making program highly dependent on donor support.
- High drug and substance abuse among youth participating in the program.
- Limited linkages with external stakeholders for visibility, resource sharing and advocacy.

Lessons Learned

- There is a need to develop an integrate Resource Mobilization Strategy to tap into existing opportunities for resource diversification.
- There is a need to introduce other technical courses appealing to males in order to improve their enrolment at EVTI.
- There is a need to expedite registration.

There is a need to strengthen stakeholder engagements with industry players, Civil Society Organizations, and Government to facilitate better access to services, social protection, employment, and combat social ills such as drugs and substance abuse.

Mahali Pa Usalama, Mombasa

Mahali Pa Usalama (MPU) was founded in 2008 by the late archbishop Boniface Lele of the Catholic Archdiocese of Mombasa. As a rescue centre, MPU is a temporal place of safety for children aged 4 -17 years who have experienced different forms of abuse including neglect, physical, emotional, psychological, and sexual abuse, and or are at-risk of drugs and substance abuse, early and forced marriage, child trafficking, and child labour.

MPU is a Program of the Catholic Archdiocese of Mombasa, implemented in partnership with the Sisters of the Good Shepherd. It is a one of its kind referral facility for healing of abused children in the Coastal region with major funding from Caritas Germany, the Hilton Fund for Sisters, the Archdiocese of Mombasa and the local community.

All children at the centre are referred through the Children's Court in collaboration with the Department of Children Services, and the Police. Placement of children at the centre is thus strictly through committal orders issued by the court.

Working in close collaboration with the Directorate of Children Services, and other partners such as the Association of Sisterhoods of Kenya (AOSK), and Catholic Relief Services (CRS), MPU continue to implement the Government's Care Reform Strategy which lay emphasis on de-institutionalization of care. As a result, 45 children (27 girls, 18 boys) were successfully reintegrated back to their families, three of whom were referred to other Charitable Children Institutions (CCIs) such as Ananda Marga (1 girl), and Mji wa Salama (2 girls) for continued psycho-social support. One boy was taken back to his home in Tanzania. By the end of 2024, the Centre had only 13 girls left.

While at the Centre, children benefited from group and individual counselling, basic education, psycho-social support, life skills training, spiritual guidance, play therapy, and recreation. MPU staff and volunteers also participated in various training and exchange programs focusing on Care Reforms, and safeguarding of children, and adults in vulnerable situations.

Key Achievements

- Close partnership with the Directorate of Children Services, the police and the judiciary to successfully investigated and managed 29 cases of child abuse.

- Successful partnership with AOSK, CRS and the Directorate of Children Services in capacity building of staff on the implementation of National Care Reform Strategy.
- Successful family tracing, reintegration and follow-up of 45 children back to their families.

Major Challenges

- Limited resources for effective program implementation.
- Fire incident experienced at the centre in 2024, leading to destruction of the girls dormitory, recreational room, and other facilities.
- Prolonged court cases leading to children overstaying at the centre.
- Vast geographical distances between the centre and the children's families, making reintegration and follow-up processes expensive and time consuming.
- Abject poverty and lack of sustainable income among beneficiary families, leading to neglect and relapse of children after reintegration.

Lessons Learned

- Need to integrate Local Resource Mobilization approaches and partnerships to diverse resource base.
- Need to enhance interventions for household economic strengthening for sustainable family reintegration.
- Need to conduct a thorough risk assessment to mitigate against potential hazards, including fire outbreaks.
- Need to strengthen partnerships with key stakeholders, including on case conferencing to fast-track court cases.

Good Shepherd Program in Kitale

The Good Shepherd Program in Kitale was established in 2008 following an invitation by Bishop Maurice Crowley, the then Bishop of the Catholic Diocese of Kitale, to work with the internally displaced families in Kipsongo slum, with a focus on women and children.

In partnership with Missio Austria, the Program supports ten (10) women SHGs with 170 members. Between 2022 to 2024, the SHGs have benefited through Microfinance initiatives, business development and entrepreneurial skills, life skills training, and training on basic farming for food, and nutritional security. Members of the SHGs were trained in vertical farming for vegetable production, and bee keeping. By the end of 2024, the women SHGs had acquired 15 hives for apiary establishment as an alternative source of revenue.

In addition, upto 208 (115 boys, 93 girls) school-going children benefited from a feeding program, served with free lunch during school days. Furthermore, the program reached approximately 8234 children (3455 boys, 4779 girls) through school mentorship, and additional 100 (48 boys, 52 girls) children reached during the November - December holiday. 5252 adolescent girls in eight day-secondary schools were issued with dignity kits.

A study conducted in 2019 dubbed "How are the Girls" following the COVID-19 pandemic revealed that majority of girls in Kenya experienced mental health challenges, and violation of their rights. The study established that during the pandemic, many girls in Kenya were excluded from the digital space due to lack of digital skills and access to devices. Courtesy of Misesan Cara, and the Hilton Fund for Sisters, the Program introduced computer classes targeting 44 girls in Matisi Ward, Trans Nzoia County. This helped in bridging the digital divide by equipping girls with basic computer skills and internet use. 21 youth were additionally enrolled for a three-months training course in computer packages.

The program worked successfully with other stakeholders such as AMPATH, KALRO, Savannah Honey, the Ministry of Trade and Industrialization, Department of Gender, Department of Social Services, Directorate of Children Services, local primary and secondary schools, and Kitale Technical Training Institute, among others, to deliver on the services.

Key Achievements

- Provision of meals for school-going children leading to high school attendance, retention, and performance.
- Improved partnership with state and non-state actors, leading to quality service delivery.
- Provision of dignity kits to adolescent girls in day-primary and secondary schools leading to improved school retention, better academic performance, improved personal confidence, self-esteem and dignity.
- Improved self-awareness, and respect for human rights among project participants.
- Improved savings, and access to financial knowledge, and affordable credit, leading to investments and growth of Small and Medium-Size Enterprises (SMEs) among program participants.
- Increased household income, food security, and opportunities for economic livelihood, leading to better standards of living among program participants.
- Introduction of Information Communication and Technology (ICT) courses to bridge the digital divide.

Major Challenges

- Limited financial resources for effective program intervention and wider community outreach.
- High cost of living due to inflation, thus limiting group savings and effective participation in group activities.
- Limited ICT equipment necessary for effective training of youth.
- Changes in program leadership and transitional gaps disrupted smooth delivery of program interventions.

Lessons Learned

- Need to strengthen partnership with external stakeholders especially Government agencies in order to broaden opportunities for resource mobilization, capacity building and synergy.
- Need to develop a clear succession for easy filling of administrative gaps and human resource planning.

St. John Eudes Rehabilitation Centre

The St. John Eudes Rehabilitation Centre was established in 2001 by the Catholic Diocese of Kitui as a temporal residential home for rescue, rehabilitation, and reintegration of children in need of care and protection, especially street children and youth (both boys and girls) in Kitui County. The program has had an average of 70 children since 2022. In 2024, the program had a total of 78 children and youth. 52 children were in primary school, 24 in secondary school; and 2 in tertiary vocational training and college, all sponsored by the Diocese. 13 Children were in their first year of rehabilitation awaiting to join school in 2025. There was a total of 7 care leavers, youth who have successfully gone through the program and now existed from the home.

Key Achievements

- At-risk children successfully rescued, rehabilitated and reintegrated back to school, tertiary institutions, and to their respective families.
- Positive collaboration with Government agencies and other non-state actors to facilitate staff capacity development in care reforms, protection, and access to justice for children in need of care and protection.

Major Challenges

- High household poverty leading to neglect and potential relapse of children.
- Limited financial resources to facilitate proper family reintegration, especially family follow-ups, and household economic strengthening.
- Limited resources to support Care-leavers to undertake tertiary, technical and vocational education and training, thereby limiting their transition to self-independence.

Lessons Learned

- Strengthened partnership with Government agencies and other CCIs, and CSOs is critical for pooling resources together, improving institutional capacity, and for the overall success of the program.

- There is a need to initiate projects targeting care leavers towards personal growth, independence and economic self-reliance.
- There is a need for enhanced resource mobilization and partnerships to address the resource gaps experienced in the program.

Good Shepherd Program in Komarock, Machakos

The Good Shepherd Program in Komarock was established in 2023 following a felt need to address the growing problem of alcoholism among majority of men, thereby threatening the stability of families as the primary unit of the society. As a result, the Chemi Chemi ya Wanaume was established as a SHG for men in Komarock in 2023. By the end of 2024, the SHG had grown to 53 men with activities focusing on savings, poultry keeping, and provision of catering services. Later on, other SHGs were initiated with different thematic focus as summarized below.

Chemi Chemi ya Mazingira was established in 2024 with a focus on environmental sustainability. The SHG has 138 members (14 males, 124 females), with activities focusing on tree planting, water harvesting, environmental clean-ups, and sunflower farming. The group is also an active community voice advocating for sustainable environmental practices, access to quality healthcare, clean energy, and improved community infrastructure. In partnership with the Kenya Forest Services, Equity Bank, and Maendeleo ya Wanawake, the group planted over 12000 tree seedlings at Komarock Shrine in 2024.

Chemi Chemi ya Mwangaza, which has 14 women, was also established in 2024 as a support group for parents whose children were supported through education sponsorship courtesy of the program. The aim of this group is to provide parents with opportunity for learning on better parenting skills, financial literacy, savings and access to credit, entrepreneurship, and life skills.

Chemichemi Stars, also established in 2024 consists of 16 children (10 girls, 6 boys) under the sponsored. This group plays an important role in child mentorship and facilitating access to basic education for children from less privileged households. Through this initiative, the program has partnered closely with the national Government through the office of the County Women Representative, office of the Governor, and the National Government Constituency Development Fund (NG-CDF) to secure bursaries for continued education of children from needy families.

Key Achievements

- Strong partnership with Government agencies led to improvement of community services.
- Reduction in high alcohol consumption and subsequent assumption of family responsibilities among men in Koma area.
- Improved environmental consciousness and sustainable practices among local communities.
- Improved economic livelihood of program participants through poultry, and sunflower farming.
- Improved access to education by children from low-income families.

Major Challenges

- High household poverty and lack of employment opportunities.
- Alcohol consumption leading to abdication of family responsibilities, and neglect.
- Rampant Sexual and Gender Based Violence in the area.

Lessons Learned

- Community organizing is critical in advocating for community rights.
- Broadened partnership with Government agencies and non-state actors leads to better access to resources and securing of community rights.

Good Shepherd Program in Kampala, Uganda

The Good Shepherd Program in Uganda is located in outskirts of Kampala town. The program works in partnership with Volunteer Christian International Services (VICS), Rich in Mercy, Caritas, Spiritan Fathers, and Human Mobility. In 2022, the program had a total of 150 women participants and grew to approximately 300 women by 2024, supported to implement microfinance activities. These included weekly savings and loaning through organized SHGs in Katanga, Mulago, Kavule, Kamwokya, Kisenyi Upper, Lower Nsooba and Kalerwe.

A total of 150 women were trained on entrepreneurship and business management. 20 women from food-stressed, and economically vulnerable families were also supported to acquire adaptive skills in goat and pig farming. Besides receiving goats and pigs as start-up capital, the women were also trained on breeding and breed selection, feeding techniques and disease and parasites control. Other session on spiritual formation and personal development were also undertaken targeting the holistic development of the women.

113 women and 67 youth were trained on human rights and human trafficking with the view to enlighten them of their human rights, and cushion them from violation, especially through human trafficking that was increasingly becoming a challenge in Kampala. Consequently, many women and girls were saved from becoming victims of human trafficking in the guise of promised opportunities in the Gulf countries. Five survivors of human trafficking were supported through referrals for legal, and other psychosocial support as was required.

In order to secure the rights and dignity of children in Kampala, the program offered training on child rights and safeguarding to at least 350 children. 72 other children from low-income families were also supported with sponsorship for their continued basic education in 2024.

Key Achievements

- Improved household income through provision of seed capital for business startups, and animal husbandry.
- Improved rights awareness among women and the community, thereby reducing incidents of human trafficking and violation of rights.
- Improved access to basic education for children from low-income families.

Major Challenges

- Widespread poverty in the program's catchment area thus increasing the vulnerability of project participants to economic exploitation, disease, poor sanitation.
- Child neglect as a result of low family income.
- Limited awareness of rights, and city by-laws, leading to harassment, and frequent arrest of project participants by city law enforcers.
- Limited resource for project sustainability and expansion.

Lessons Learned

- Rights awareness and partnership with Government agencies is critical to securing the rights and dignity of project participants.
- Need to strengthen Local Resource Mobilization to expand revenue base for the program.

Bon Pasteur Kolwezi, DRC

The Bon Pasteur program was founded in 2013 in Kolwezi, Lualaba Province in DR Congo, under the invitation of Mrg. Nestor Katahwa, the then Bishop of Kolwezi. Currently, the program is implemented in Kanina, Katapula, Musonoei, Kabamba, Mukoma, Kisote, and Tshala.

The Program was established as a response to combat the widespread human rights violation and the deplorable living conditions affecting women and children in the artisanal mines. As a result, began rescuing children from exploitation through child labour at the mines, and provided women with alternative sources of income, away from the hazardous work environment in the artisanal mines.

As a result, began rescuing children from exploitation through child labour at the mines, and provided women with alternative sources of income, away from the hazardous work environment in the artisanal mines. Currently, the Bon Pasteur programme runs various community interventions ranging from basic education, health and sanitation, agriculture, and advocacy for human rights and environmental protection. These are organized into six thematic pillars namely CHAKUISHI, USUMADA, AFYA BORA, MAHUWA, HABIMA, and USIMAMIZI BORA as further discussed below.

CHAKUISHI. This is a farming project established in 40 hectares of land and serves as a centre for practical learning of agricultural skills. The farm has various agricultural establishments comprising of fish, poultry, goat, and vegetable farms. Through this initiative, project participants, especially women, are formed into Association Groups and trained on basic agriculture techniques. As a result, they are able to replicate these techniques in their family and or leased farms as an alternative source of livelihood. Furthermore, the project has established 54 Association Groups whose members are equipped with agribusiness skills and supported to practice horticultural farming and implement micro-finance activities such as savings and loaning.

USUMADA, which is a Swahili acronym for “Usumamizi Wa Uchumi Wa Mama Na Dada” provides skills training for women and girls in dressmaking, and hairdressing and beauty. It also operates Income Generating Projects (IGP) including bakery; hiring of hall for community functions; subsidized supply of water to the local community; and catering services.

AFYA BORA, a medical project which was inaugurated in 2022 and provides primary healthcare to children, mothers, guardians, and siblings of children enrolled in Bon Pasteur projects in Kolwezi. Based at Kanina, AFYA BORA also operates mobile clinics to the hard-to-reach, and remote communities within the Lualaba Province, which are often deprived of quality health services.

MAHUWA is a project coined from a Swahili acronym for “Maendeleo Na Hukingo Ya Watoto,” which means “Child Development and Protection.” The project rescues and provide primary education to children from artisanal mining communities including Kanina, Katapula, Musonoei, Kabamba, Mukoma, Kisote, and Tshala.

HABIMA, a Swahili acronym for “Haki Ya Binadamu Na Mazingira,” translated as “Human and Environmental rights” is also anchored across all project areas. It has four major programmatic components, which include civic education, community organizing and advocacy, environmental protection, and safeguarding of children and adults in vulnerable situation. The project works closely with community members to sensitize them of their inherent rights, and facilitate engagement with mining companies, and Government agencies to enhance adherence to the mining code and claim quality services. The department also facilitates community dialogues to mitigate conflict and promote peace.

USIMAMIZI BORA, a Swahili word for good governance is the pillar responsible for institutional development and administration of Bon Pasteur, Kolwezi. This has enabled Bon Pasteur to be better coordinated and deliver quality services to the target communities.

Key Achievements

- Effective rescue of children from the artisanal mines, offering them opportunity to learn and develop as children.
- Increased safety of children and adults in vulnerable situations through a comprehensive approach to safeguarding.
- Improved opportunities for dignified source of livelihood for women and men through agricultural training and practice.
- Strengthened community voice in articulating their needs and holding duty bearers to account.
- Improved relations, and positive coexistence among artisanal community.

Major Challenges

- Over reliance on donor funding for community projects.
- Widespread household poverty and strong dependency culture among project participants.
- Poor infrastructure, and low public sector investment, leading to overwhelming demand for basic services.
- Political instability and overt conflict in some parts of the country.
- Under-utilization of staff capacity to maximize production, especially at ChaKuishi farm.
- High cost of farm inputs especially fish feeds and fingerlings.
- Poor soil health leading to low productivity.

Lessons Learned

- Need to strengthen partnership with the Government and private sector, exploring local opportunities for resource mobilization, capacity building, and collaboration in service delivery.
- Need for continued investment in peace building initiatives through conflict resolution at grassroots level.
- Investment in training to enhance staff capacity and program efficiency and effectiveness is key.
- Re-evaluate program's investments in agriculture to determine viable options for horticultural, poultry, fish, and goat farming.
- Need for reassessment and rationalization of staffing requirements to optimize productivity.



THE MISSION DEVELOPMENT OFFICE

The Mission Development Office (MDO) in ECAP was established in the year 2021 to coordinate the implementation of all Sisters of the Good Shepherd programs in Kenya, Uganda, and the Democratic republic of Congo.

MDO'S CONTRIBUTION IN MISSION EFFECTIVENESS

- Support programs in resource mobilization, fundraising and accountability and compliance through development of proposal, letters of interest, concept notes and donor reports.
- Training and technical support to sisters and staff in project and financial management through site visits, workshops, and online sessions.
- Development and implementation of Safeguarding, Human Resource, Finance and Procurement policies and procedure manuals to ensure good practices in service delivery.
- Improved visibility through development of website and social media platforms i.e x-space, YouTube, and Facebook to attract new donors and raise the profile of the Congregation within the Province, on the focus areas of girls, women, and children's rights and empowerment, poverty eradication, protection, human trafficking, economic justice, ecology and support of migrants.
- Programs Support Supervision to strengthen project planning, management, monitoring, and evaluation for mission effectiveness.
- Networking with local and international organizations (NGOs, government agencies, local church) and engaging in platforms to promote and share Good Shepherd's core values and objectives.

Capacity Development and Technical Backstopping

- Held monthly consultation meetings with Program Coordinators
- Contribute in the transitioning of BP Kolwezi programme from direct oversight by GSIF to MDO
- Successful closeout of donor funded projects i.e. Sharing Fair, BEGECA, Missio Austria, and Strathmore.
- Equipping and face-lifting of St. Joseph's Catholic Kangeta Dispensary
- Successful implementation of disaster response project funded by Misesan Cara
- Oversaw the Needs Assessments for Mikinduri Program
- Support Programs on work planning, budgeting and report writing
- Conducted Support Supervision for quality management of all RGS programs in ECAP
- Offered online training on leadership for program teams on financial stewardship, organizational development, communication, and spirituality of mission
- Organized capacity building workshop for Novices on Project Cycle Management (PCM), financial management, organizational behaviour, and leadership
- Organized Justice and Peace Workshop in partnership with SGD Kenya forum
- Organized quarterly online training on mission spirituality and charism of the Congregation
- Trained RGS staff on Safeguarding in OLGCHS, EWC, and Meru Sponsorship
- Trained program teams at Mahali pa Usalama, Kitale, Kajiado, Uganda, and Embu on M&E
- Organized day of recollection at the Contemplatives Community in Ngong for MDO staff for spiritual development and debriefing - Introduction to French lessons for MDO
- Organized training for RGS staff on Photography, financial management, spirituality, M&E, business plans, and local resource mobilization
- Supported programs on resource mobilization through development of Proposal, Letters of Interest (LOIs) and Concept Notes.

Grant Seeking and Partnership Development

- Development partners during the period included GSS Toronto, White River, Misesan Cara, OAK Foundation, Missio Austria, Conrad N. Hilton Funds for Sisters, Central Bank of Kenya, CEI, eRko, MIVA Austria, MIVA Swiss, Association of Sisterhoods of Kenya (AOSK), Kenya Commercial Bank (KCB) Foundation, St Gall Monastery, Absa Bank, Sharing Fair, Centre for Right Education and Awareness (CREAW), Be Kids, Chalice, Strathmore Business School, Action for God's Love, Friends of the Good Shepherd, other individual donors - John (Africa Direct), Volunteer International Christian Services (VICS), Rich In Mercy, RASKOB, Human Mobility, Spiritan Fathers, Caritas Hungary, Caritas Germany, ERG, Porticus, GIZ, Daimler, Manos Unidas, GS Taiwan., Google, Sacchi, Cuore Amico, Vismara, Josef Rauenhorst Family Foundation, Mercedes, Carrie George Fund, Linnet Family Foundation, Axum Earth, European Union, and Opus Prize.
- Consortium building with Salesians of Don Bosco (Sisters & Brothers) for joint programming in Kenya
- Explored potential partnership with World Resource Institute (WRI), AMPATH, AVSI, APDK, KEWASNET, KCDF, and Strathmore University

Communication and Visibility

- Engaged a web developer to update and improve visibility of RGS-ECAP website; developed and activated social media handles including Facebook, Instagram, X-Space, and YouTube.
- Organizational logo, and IEC material for branding and visibility developed.

Monitoring and Evaluation

- Developed the M&E framework, and data collection and reporting tools
- Conducted Monitoring and Evaluation visits to programs to track progress, advice on project interventions, gather and document evidence of impact
- Activated the M&E system for data collation, analysis, and reporting
- Provided training to M&E contact persons at programs level on data collection, and reporting

Financial Stewardship, and Administration

- Automated RGS Financial systems through introduction of QuickBooks for RGS-ECAP programs in Kenya and Uganda
- Conducted annual financial Audit for the period 2022 - 2023 for RGS-ECAP programs
- Supported RGS-ECAP programs to comply with financial and procurement policy, audit recommendations, and donor requirements, including monthly monitoring and reporting through the Strategic Financial Plan (SFP)

Institutional Strengthening and Sustainability

- Program support on Job Evaluation and Development of staff Job Descriptions.
- ICoordinate staff recruitment and on-boarding, including recruitment of four MDO staff (MEAL Officer, Senior Finance Manager, and two Grants and Fundraising Officers); recruitment of staff program staff for BP Kolwezi Program (Human Resource Manager, Monitoring and Evaluation Officer, Procurement Officer, and Safe Guarding Officer); recruitment of Farm Supervisor, Social Worker, and Farm Attendant for MHCDO, and Program Accountant for OLGHS.
- Provision of staff medical cover with CIC.

- Review, and dissemination of BP Kolwezi Strategic Plan 2024-2028.
- Development of the MHCDO Strategic Plan 2024-2027.
- Coordination of the end-line project evaluation for Missio Funded project in Trans Nzoia County, as well as the extension of Strategic Plans for EWC and GSP Kitale programs.
- Successful renovated of the TVET at GSP Kitale program.
- Provision of ICT equipment for ECAP programs including desktop and laptop computers, digital cameras, printers, and power backups.
- Staff training on basic photography.
- Documentary production capturing the impact ECAP's work in four programs including OLGCHS, Meru Sponsorship Program and, GSP Kitale & EWC.

Major Challenges

- Limited resources available for successful project interventions.
- Forex losses due to depreciating Kenya Shilling against major world currencies.
- Inadequate communication among program teams hindering efficient execution of tasks.
- Poor succession planning and challenges of handing over in some programs.
- Program disruption due to staff turnover.
- High inflation rates affecting cost of living.
- Declining international funding for humanitarian and development programs in key ECAP regions.
- Limited staff capacity in emerging trends in program and financial management.
- Non-adherence to program work-plans and budgets in some programs, leading to over and under-spending.
- Non-compliance to existing policies and guidelines by some program implementer.
- Lack of baseline survey before commencement of programs.

- Lack of implementation manuals for women empowerment and child mentorship programs.
- Lack of clarity on the registration of the Charitable Children Institutions offering rescue services for at risk children by the Government Directorate of Children Services.
- Limited visibility and branding of ECAP programs including development and update of website, social media handles, and documentation.

2022 - 2024

WHERE ARE WE NOW?



DR CONGO

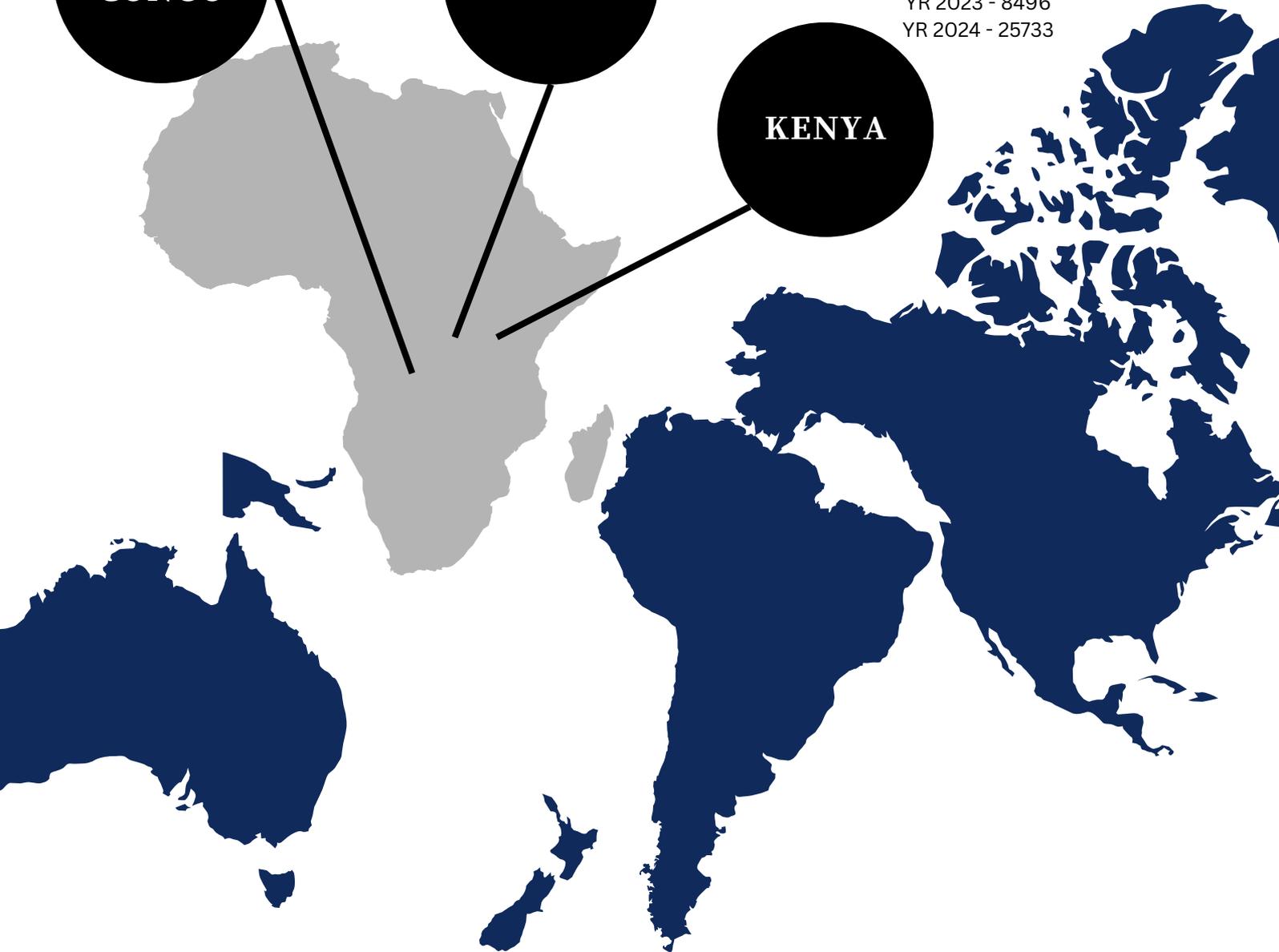
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 Yr 2024 - 18264

UGANDA

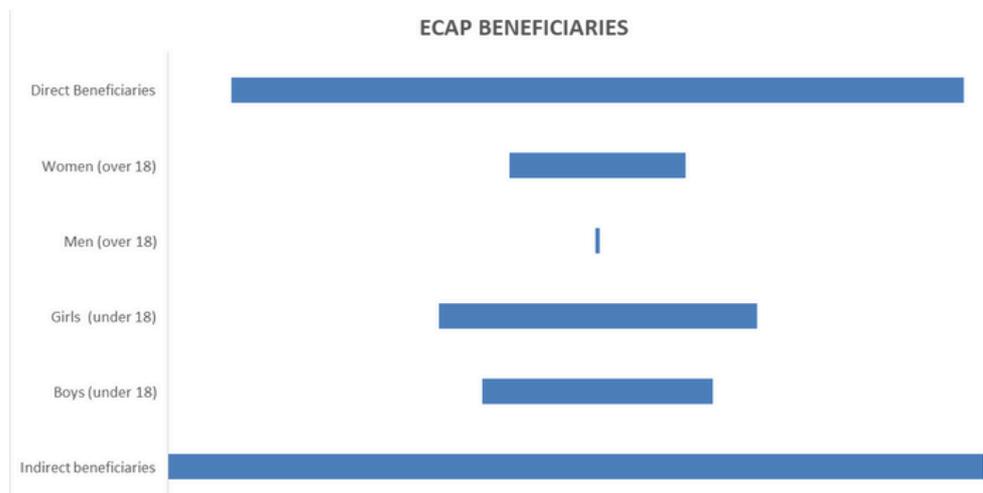
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KENYA

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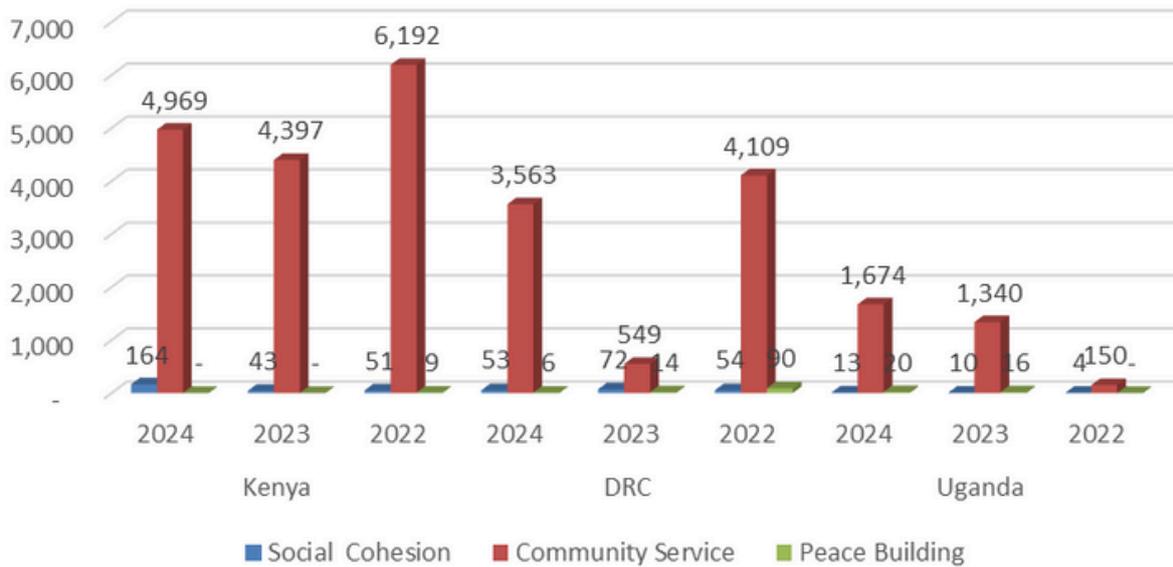
OUR IMPACT





COMMUNITY PARTICIPATION

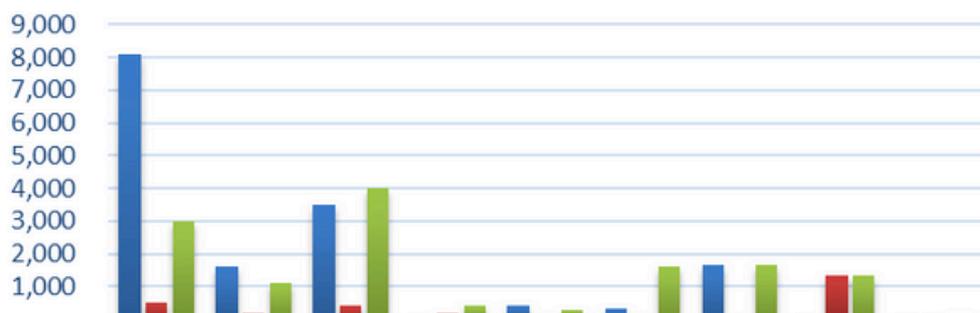
Participation





SELF EMPOWERMENT

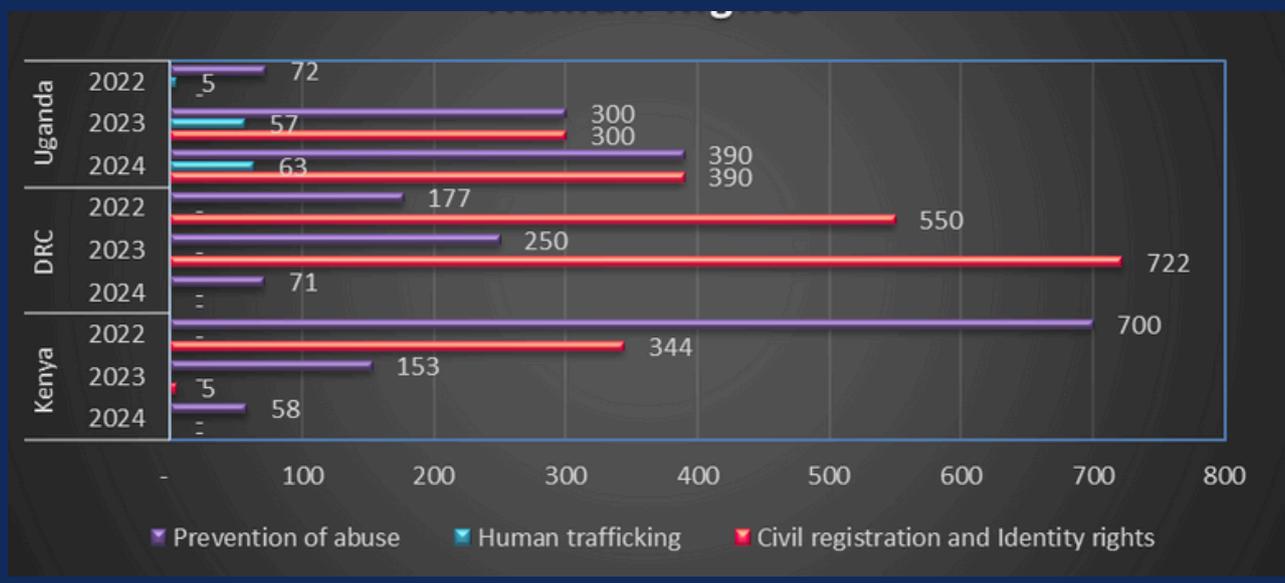
Self Empowerment



	2024	2023	2022	2024	2023	2022	2024	2023	2022
	Kenya			DRC			Uganda		
■ Improved self-esteem	8,121	1,613	3,489	41	410	319	1,674	10	37
■ Women Leadership	492	166	427	162	109	111	69	1,340	20
■ Informed Decision Making	2,993	1,089	4,011	433	297	1,629	1,674	1,340	150

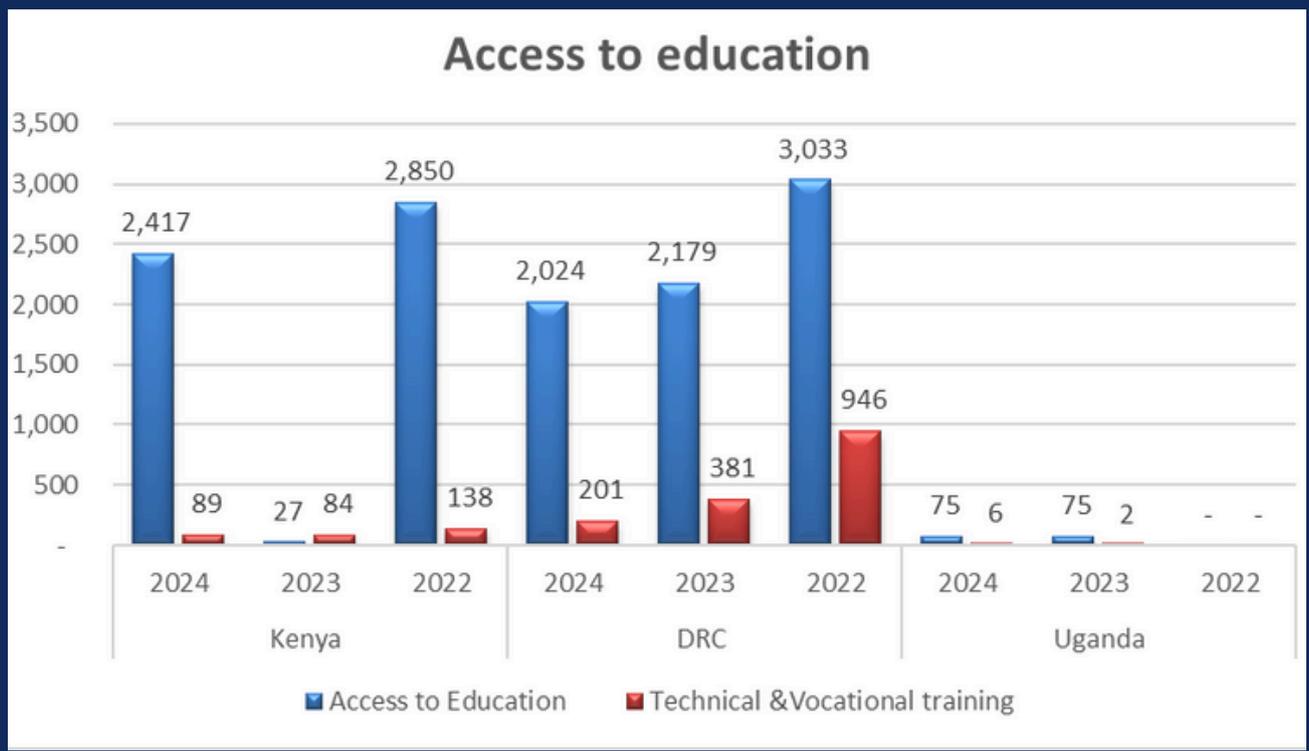


HUMAN RIGHTS





EDUCATION AND TECHNICAL TRAINING





INSTITUTIONAL DEVELOPMENT



STAFF DEVELOPMENT

2022 (160 staff), 2023 (120 staff), and 2024 (162 staff) trained through workshops, webinars, and on-the-job training across Kenya, DRC, and Uganda

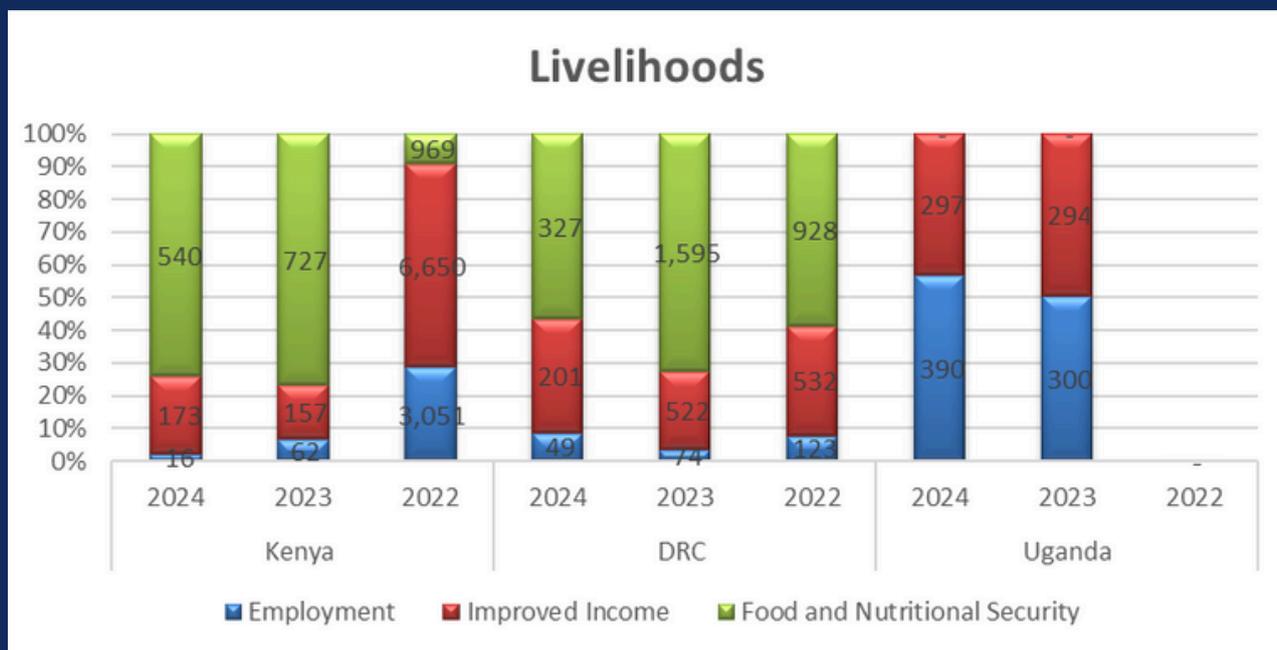


GOVERNANCE AND ADMINISTRATION

ECAP Board, Strategic Plans, Humann Resource, and Finance and Administration Policy Manuals, Project Workplans,

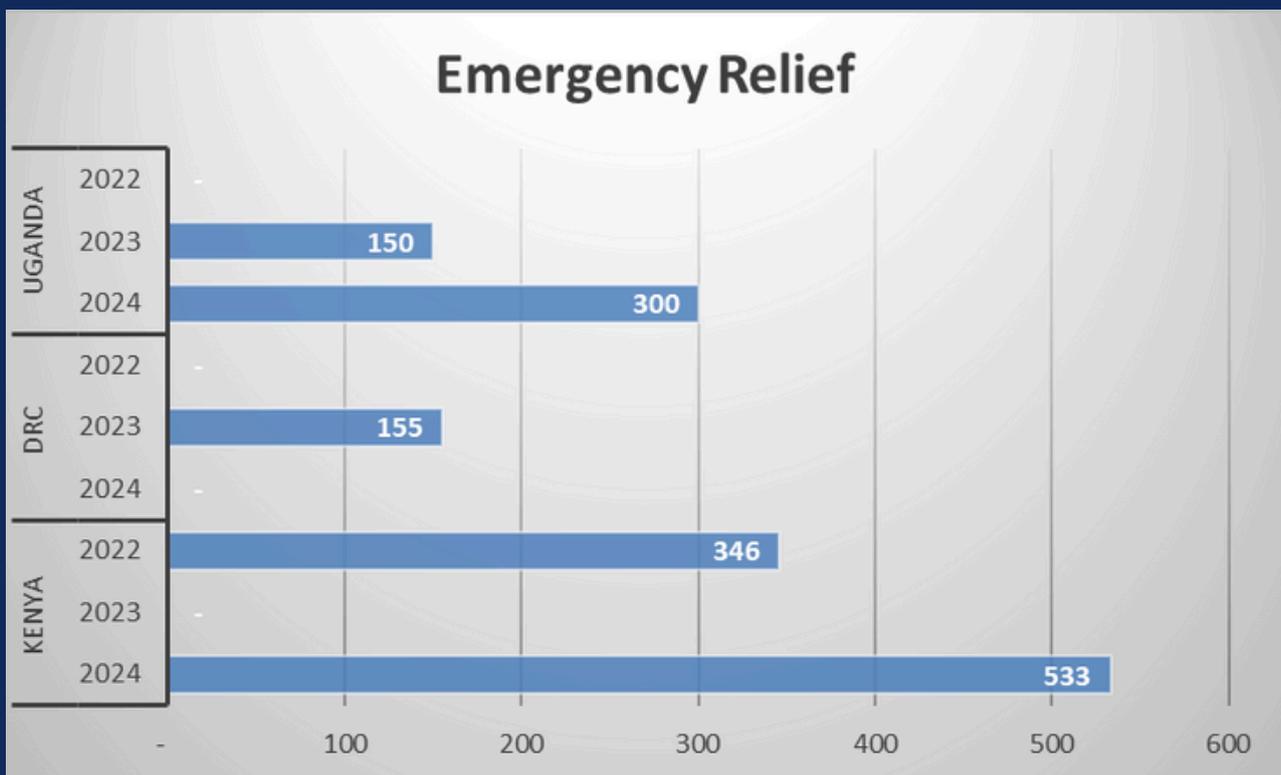


IMPROVED LIVELIHOODS





EMERGENCY RELIEF





FINANCIAL OVERVIEW

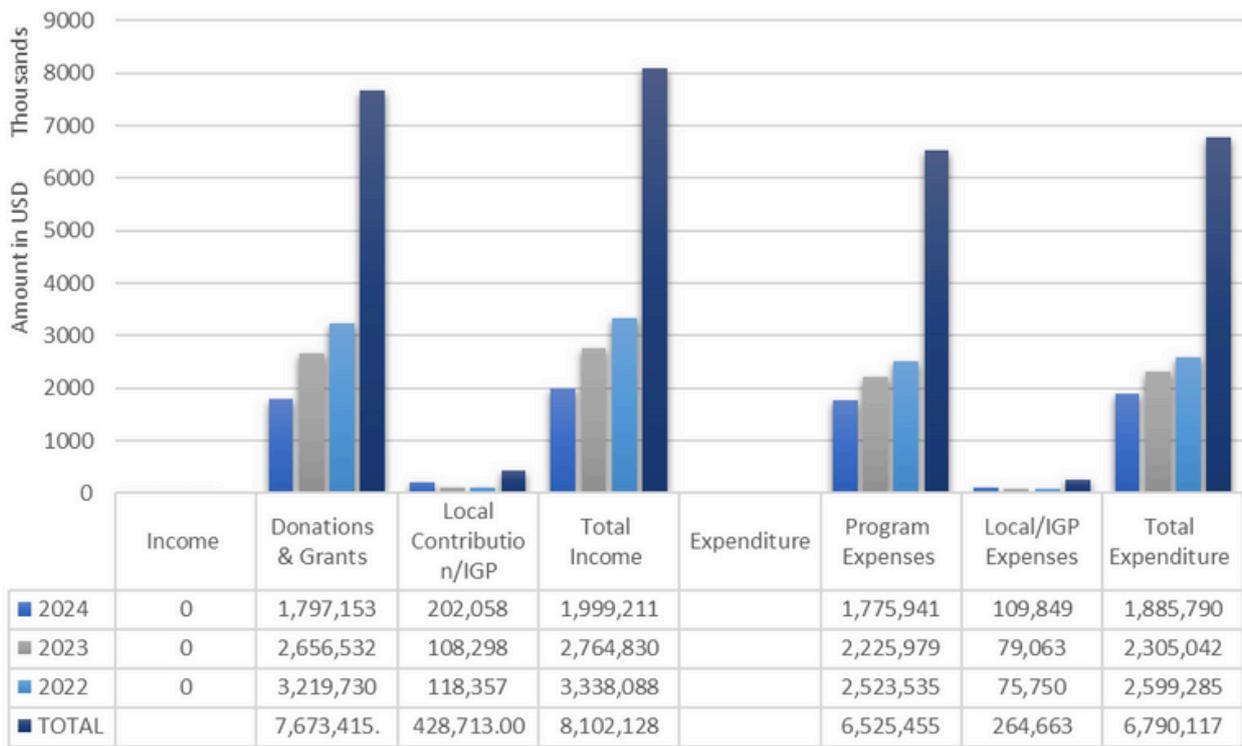
Between 2022 and 2024, ECAP’s total income amounted to \$7,264,256, with an annual breakdown of \$3,097,001 in 2022, \$2,450,049 in 2023, and \$1,717,206 in 2024.

This decline reflects an overall reduction of 44.56% in income over the period, driven primarily by significant decreases in Donations and Grants.

While local contributions and income-generating projects (IGPs) made up a smaller portion of the total income, they showcased growth potential, particularly in 2024.

Over the three years, Donations and Grants consistently formed the majority of ECAP’s income, accounting for 93% on average. However, their share of total income decreased slightly each year, reflecting an opportunity for diversification.

Local Contributions began as a minor source of income but showed significant growth, particularly in 2024, increasing both in absolute terms and as a percentage of total income.





CONCLUSION AND RECOMMENDATIONS

Conclusion

Between 2022 and 2024, RGS programs had a significant impact in improving the quality of life of many women, men, boys and girls in Kenya, Uganda and the DR Congo. Through its wide range of programs, program participants gained access to quality education; healthcare services; financial knowledge and linkages; entrepreneurial, technical and vocational skills; sustainable agricultural skills; personal development skills; human rights knowledge and protection; and access to affordable financing and seed capital. The relevance of RGS programs not only contributed to an enlightened, educated, and skilled community, but also to a safer, healthier, economically empowered, and resilient community, capable of dealing with life's shocks and stresses in line with the SDGs 1, 2, 3, 4, 5, 8, 10, 16, and 17.

Recommendations

- Analyse risks, strengthen internal controls, and conduct regular monitoring visits for early detection and mitigation of risks.
- Mapping and strengthening of Programs capacity needs and having clear plans and budgets for capacity building of staff.
- Develop fundraising guidelines I.e. Resource Mobilization Strategy and Business Plans for social enterprises to enhance programs' sustainability through diversification of funding streams.
- Strengthen engagements with program-specific management teams for better efficiency and program effectiveness.
- Map, establish and strengthen partnerships with like-minded organizations and Government.
- Identify and develop a database of pre-qualified suppliers for procurement of goods and services.
- Conduct baseline, mid-term, and end-line surveys to determine the impact of RGS projects.
- Develop and/or customize women empowerment, and child mentorship manuals for programs to standardize interventions across RGS programming.
- Support local programs in the development of constitutions and registration as Community-Based Organizations.
- Improve RGS-ECAP's branding and visibility through website, activate social media handles and Information, Education and Communication (IEC) materials such as roll-up banners, T-shirts, business cards, notebooks, diaries, pens, calendars, among others.
- Strengthen taxation compliance (Tax health).
- Follow-up on the Province KRA pin and align with the Registration certificate.
- Stay abreast on emerging trends in international development relating to program management, M&E, finance, fundraising, and policy and legislative changes such as the Public Benefits Organizations (PBO) Act and build capacity on the same.
- Conduct training on communication skills, including social media management.
- Offer training on videography and editing skills.
- Define new interventions in the M&E System, especially for short-term projects.
- Assess the M&E system's capacity for data storage and safety and address data duplication issues in the system.
- Review the M&E result framework and redefine indicators for accuracy, and reliability.

