

TOOLKIT

COMMUNITY BASED APPROACHES TO CHALLENGES IN KENYAN INFORMAL SETTLEMENTS



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OVERVIEW OF PROJECT

This toolkit was produced as part of a research project, led by Dr Natascha Mueller-Hirth (Robert Gordon University, Aberdeen, Scotland), and Professor Stephen Vertigans, and examines how community-based organisations in a number of informal settlements in Nairobi, Kenya, respond to the huge, interconnecting and chronic crises and everyday risks faced by residents.

The kinds of crises and risks referred to here include economic inequalities, poor environmental conditions, high levels of morbidity and mortality and low levels of education, employment and healthcare, that intersect with the conditions commonly associated with informality, such as no or little access to water, sanitation, public services, and infrastructure.

At the same time, informal settlements (and the work of community groups in them) are characterised by huge resilience, creativity, innovation and entrepreneurship. This is contrary to a more common very negative and often stigmatising portrayal of such areas.

For this reason, our research project set out to co-create, with community-based organisations, evidence of best practice and case studies. Our toolkit shares this bank of groups' knowledge and experience which can be applied in similar environments and contexts.

VISION

We envisage this online toolkit to be a “live” updatable resource that we hope will fulfil three key purposes:

- 1. Sharing best practice in community development and community activism, providing practical information from CBOS to other CBOs working in similar contexts**
- 2. Providing insights into the workings of the community-based groups and showcasing their activities**
- 3. Signposting, where appropriate, to research that examines key issues in community development and activism in informal settlements**



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COMMUNITY BASED APPROACHES TO CHALLENGES IN KENYAN INFORMAL SETTLEMENTS

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RESILIENCE AND RESPONSES TO CRISES IN INFORMAL SETTLEMENTS

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THANK YOU

RESILIENCE AND RESPONSES TO CRISES IN INFORMAL SETTLEMENTS

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COMMUNITY-BASED ORGANISATIONS THAT PARTICIPATED IN THIS PROJECT

[Amani Kibera](#) leads peacebuilding initiatives through festivals, sport and community led dialogues to reduce youth violence in informal settlements in Nairobi. A free multi award winning library provides safe space for young readers from over 300 educational institutions. The CBO also delivers girls empowerment programmes that have trained over 100 young women in tailoring.



[Amani Kibera Video](#)

[Komb Green](#) are an environmental community-based organisation located in Korogocho, Nairobi. Their activities include the reclaiming of crime ridden, derelict riparian land, the creation of safe spaces such as a peoples' park and learning centre, development of urban farming and community bakery and weekly feeding of 300 children.



[Komb Green Video](#)

[La Vie Foundation](#) support over 200 older people in Kibera providing weekly meeting events, home based care and food programmes, medical care, shelter improvements and economic empowerment. In addition, La Vie deliver similar services in six counties across Kenya. The Foundation is heavily involved in advocacy for the rights and services for older people contributing to the Kenyan Constitution and current proposals to have rights enshrined in law.

[Making a Difference \(MAD\) Sisters](#) empower girls and women in Kibera through a range of services and programmes. Recent initiatives include business support, entrepreneurship and financial literacy, gender equality advocacy, women's rights training and collaborative working with like minded CBOs. Recently 180 girls and young women were engaged in sports based programmes to build confidence and leadership skills.

[Miss Koch Kenya \(MKK\)](#) is a well established CBO with a primary focus on addressing the vulnerability of girls and young women in Korogocho, Nairobi. Hundreds of girls and young people have benefitted from education, mentoring, mental health and sexual reproductive programmes. MKK is also well known for social entrepreneurship and creative arts activities with a number of graduates going onto become household names in the Kenyan music scene.



[Miss Koch Kenya \(MKK\) Video](#)

Mng'aro Mtaani have built an empowerment centre in Lucky Summer to provide programmes and opportunities for youth and women in neighbouring communities. Over 1,000 people have been through their training programmes and 3000 have benefitted from their charity events including sports days.



[Mng'aro Mtaani \(Video 1\)](#)

[Mng'aro Mtaani \(Video 2\)](#)

[Mng'aro Mtaani \(Video 3\)](#)

Rebirth of a Queen is renowned for its emergency, short-term, and long-term safe house, rescuing survivors from sexual and gender-based violence from across Kenya. Recently the CBO has established a economic empowerment and skills centre that includes leather tailoring, computer classes, content creation and a fitness centre. In 2023/24 169 young people and 105 young women were trained.



[Rebirth of a Queen](#)

COMMUNITY-BASED ORGANISATIONS THAT PARTICIPATED IN THIS PROJECT

Restoring Dignity Foundation support people in Korogocho through a range of services including food security, business opportunities, education, healthcare and sanitation. In Korogocho, RDF are particularly well known for their programmes for older people which include building 17 and renovating 150 homes.



[Restoring Dignity Foundation Video](#)

Polycom Girls is a women's empowerment and girl child welfare organisation, which started in response to the sexual violence and exploitation faced by young girls in the Kibera informal settlement in Nairobi. Today, Polycom aims to empower young women through access to education, sports activities and sanitation. The focus has tended to be girls-centred but not exclusively and the importance of boys and young men across community development and safe spaces is reflected in the breadth of programmes provided.



[Polycom Video](#)

Ethel Foundation for the Aged's (EFA) mission is to transform social values and systems to better respond to the care and support needs of less privileged older persons across Kenya. Together with older persons and collaborators, EFA facilitate the advancement and protection of the rights of older persons now and for future generations. And with the older persons and stakeholders, EFA develop and implement programs that respond to the critical and unique needs of older persons.



[Ethel Foundation Video](#)

Nawiri Dadas (Ladies) is a grassroots, women-led community organisation. Based in the neglected settlement of Mukuru Kwa Njenga in Nairobi, Nawiri Dadas empower girls and young women. Their activities include peer support networks, reproductive health awareness, small-scale economic empowerment initiatives and programmes for a clean and safe community for all. Throughout Kenya, Nawiri Ladies have become known through the successes of their ladies football team.



[Nawari Ladies Video](#)

Global Vision Achievers (GVA) is a community-based organisation working in Kenya's informal settlements, particularly in Nairobi. Founded in Kibera, GVA aims to tackle poverty through education, arts, youth empowerment and support. The organisation delivers programmes such as school support, skills training and emergency food aid, often co-designed with local communities. By focusing on children, young people, and vulnerable families, GVA seeks to build self-reliance and long-term social change in underserved areas.



[GVA Video \(1\)](#)

[GVA Video \(2\)](#)

Interventions Africa was established in 2014, working for the promotion of sustainable, equitable and participatory social development and social empowerment. Social intervention programmes include training, field action, and the creation of economically viable activities. Social and welfare development is progressed within several areas, ranging from sustainable rural and urban development to education, health and agriculture. In all cases, the focus has been on the marginalized and vulnerable members of the community who are women, children and youth.



[Interventions Africa Video](#)

WHY THIS IS IMPORTANT: SOME CONTEXT



INITIATIVES AND PROGRAMMES PROVIDED BY THE PARTICIPATING COMMUNITY-BASED ORGANISATIONS (CBOS)

CBOS DELIVER A DIVERSE AND IMPRESSIVE RANGE OF TRAINING AND SUPPORT PROGRAMMES IN THE INFORMAL SETTINGS WHERE THEY OPERATE. THEY DEMONSTRATE HUGE LEVELS OF COMMITMENT TO BENEFICIARIES, SUCH AS IN THE FOLLOWING AREAS THAT CUT CROSS GLOBAL SUSTAINABLE DEVELOPMENT GOALS ([SDGS](#)) AND AFRICAN UNION GOALS AGENDA 2063 ([AUGS](#)):

- **Advocacy and Human Rights**

- Human rights education
- Advocacy
- Radio talk shows

- **Climate change resilience**

- Local environment cleanups
- Climate change awareness raising and advocacy
- Waste management
- Tree planting
- Recycling

- **Creation of safe spaces**

- Women refuges 
- Shelters for elderly people
- Childcare facilities allowing mothers to attend training

- **Creative activities**

- Storytelling
- Art
- Music
- Sport for development 

- **Education and mentorship**

- Youth leadership
- Pupil sponsorship
- Mentoring of young mothers
- Career mentoring in schools and community programmes
- Reintegration of former prisoners

INITIATIVES AND PROGRAMMES PROVIDED BY THE PARTICIPATING COMMUNITY-BASED ORGANISATIONS (CBOS)

• **Entrepreneurship and skills training**

- *Professional skills courses, such as DJing,  tailoring, beauty therapy, pastry-making, IT, hairdressing, barber, modelling.
- Business development
- Management and leadership
- Marketing and content development
- Financial literacy 
- Community pageants
- Table banking

• **Food security**

- Feeding programmes
- Urban farming, 
- Education programmes
- Supply chain development

• **Leadership and governance**

- Leadership training
- Networking leaders
- Exchange programmes, where youth from other areas come and learn from experiences of this group

• **Peacebuilding and conflict resolution**

- Community dialogues
- Sporting initiatives across community divides
- Pageants
- Concerts
- Alternative dispute resolution
- Radio talk shows

• **Sexual and reproductive health**

- Curriculum development
- Behavioural change communication
- Family planning
- Sanitary pad distribution

• **Wellbeing and empowerment initiatives**

- Clothes donations
- Mental health programmes
- Therapeutic photography to address trauma
- Self-defense classes
- Sports for change
- Older people care and activities 
- Resilience hub



INTERCONNECTING CRISES

THAT ORGANISATIONS ARE WORKING TO ADDRESS IN INFORMAL SETTLEMENTS

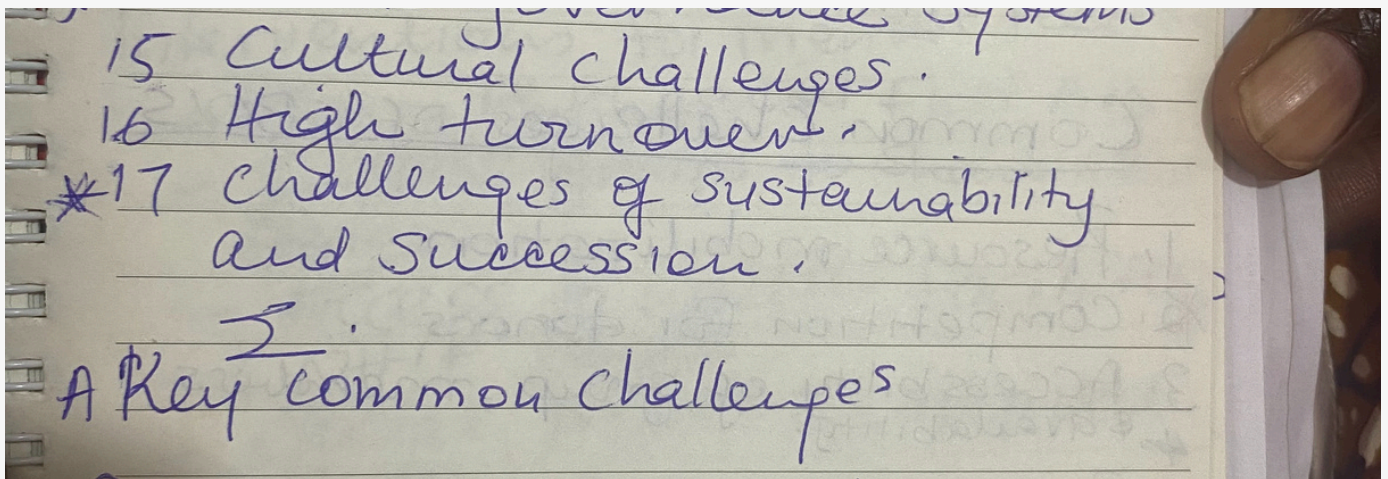


**Challenges are intersecting and compounding.
More information on intersectionality can be found [here](#)**

- Climate change and environmental degradation
 - Impacts on livelihoods and further enhances poverty
 - Displacement, for example due to floods, has led to higher rates of vulnerability and hostility
- Food insecurity
- Gun and gang violence
- Health and hygiene
- Pandemics and epidemics
- Human rights abuses, such as *abductions
- Mental health issues
- Older people abuse
- Poverty
- Political instability
- Poor legal systems; limited access to justice
- Political underrepresentation
- Sexual and gender-based violence
 - Child abuse, child marriages
 - Intergenerational legacies of violence, including GBV
 - Normalisation' of rape
 - Femicide
- Teen pregnancies
- Unemployment

ORGANISATIONAL CHALLENGES FACED BY CBOS AND THEIR STAFF

Community-based organisations (CBOs) in Nairobi's informal settlements (and elsewhere) play a crucial role in providing essential services, advocacy, and development initiatives. However, they – and their staff – face numerous challenges that crosscut their activities. For instance, lack of leadership training informs organisational practices such as governance, evaluation, staff development, financial planning and access to funding. In this section we outline the challenges that participants raised within four interrelated categories. The issues commence with funding which dominated a lot of the discussions and as a consequence features heavily in sections on resources and sustainability. Throughout the toolkit, we explore potential solutions across these issues identified by the participants and from external sources.

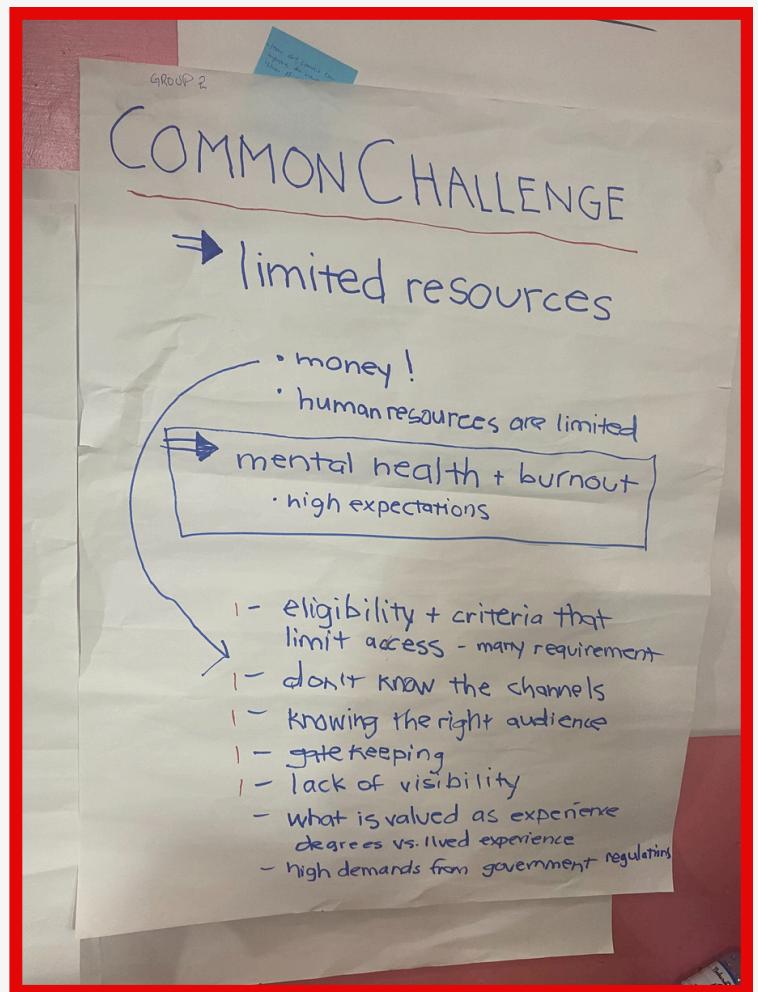


FUNDING

- Limited resources (financial and human)
- Lack of knowledge of funding sources and diverse opportunities
- Lack of visibility
- What funders value as experience: “degrees versus lived experience”
- Some CBOs’ inexperience of funders’ requirements and senses of exclusion from funding streams
- **Unpredictability** of the funding landscape
- Lack of collaborative funding
- Lack of access to government resources
- Lack of **M&E** and **grant writing capacity** leads to funding being directed to professionalised/ intermediary NGOs
- Limited core funding available for organisational strengthening of staff development or day-to-day activities

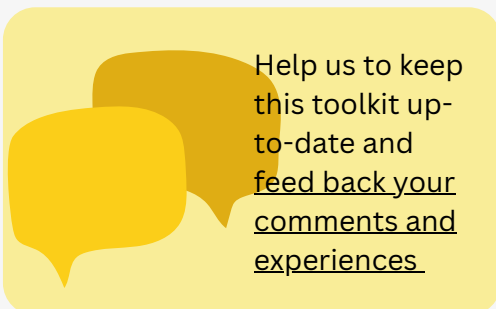
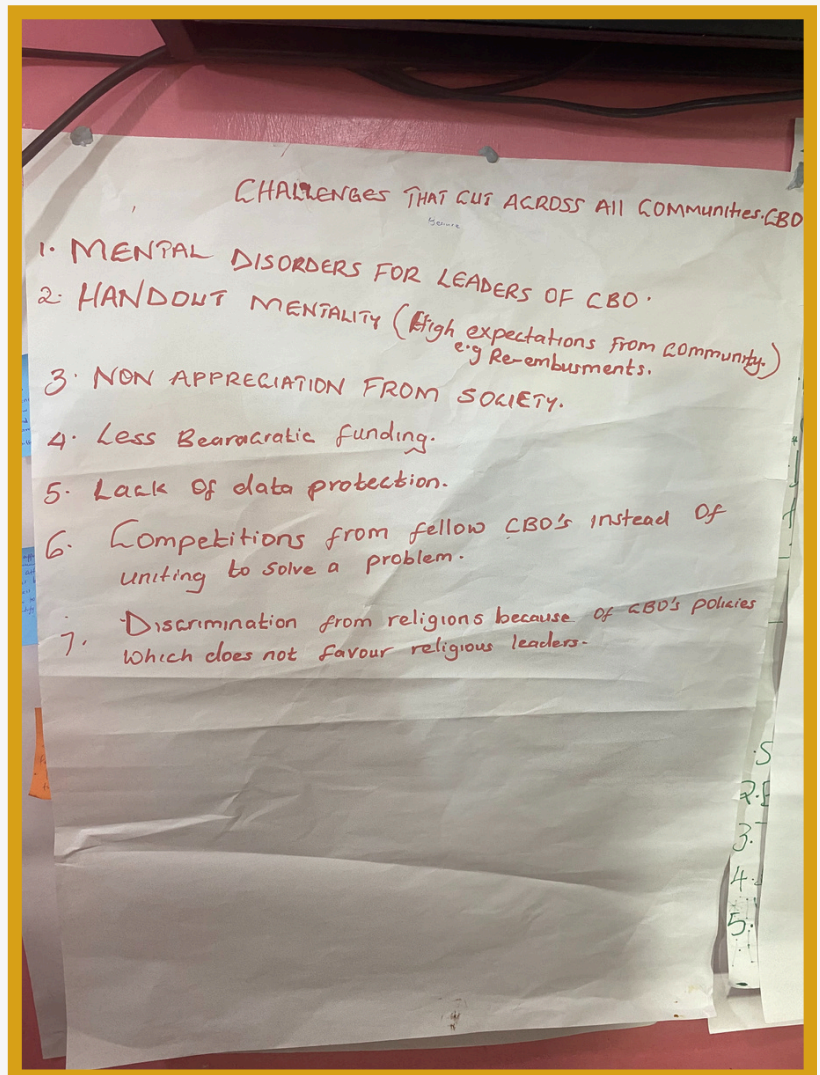
ORGANISATIONAL ISSUES

- Limited integration of CBO efforts with national and international policy agendas
- Organisational fatigue
- High turnover of staff
- Staff mental health, trauma and burnout
- Co-option by politicians
- Lack of skills and knowledge:
- Technology and social media to enhance marketability
- **Monitoring and evaluation**
- Data protection
- Organisational Capacity Assessments (OCAs)
- Focus on narrow issues
- Day-to-day, "survivalist" thinking & lack of a long-term vision
- Conflict and peacebuilding spaces are perceived not be inclusive of intersectionality.
- Difficulties forming strategic alliances/ partnerships that can enhance work



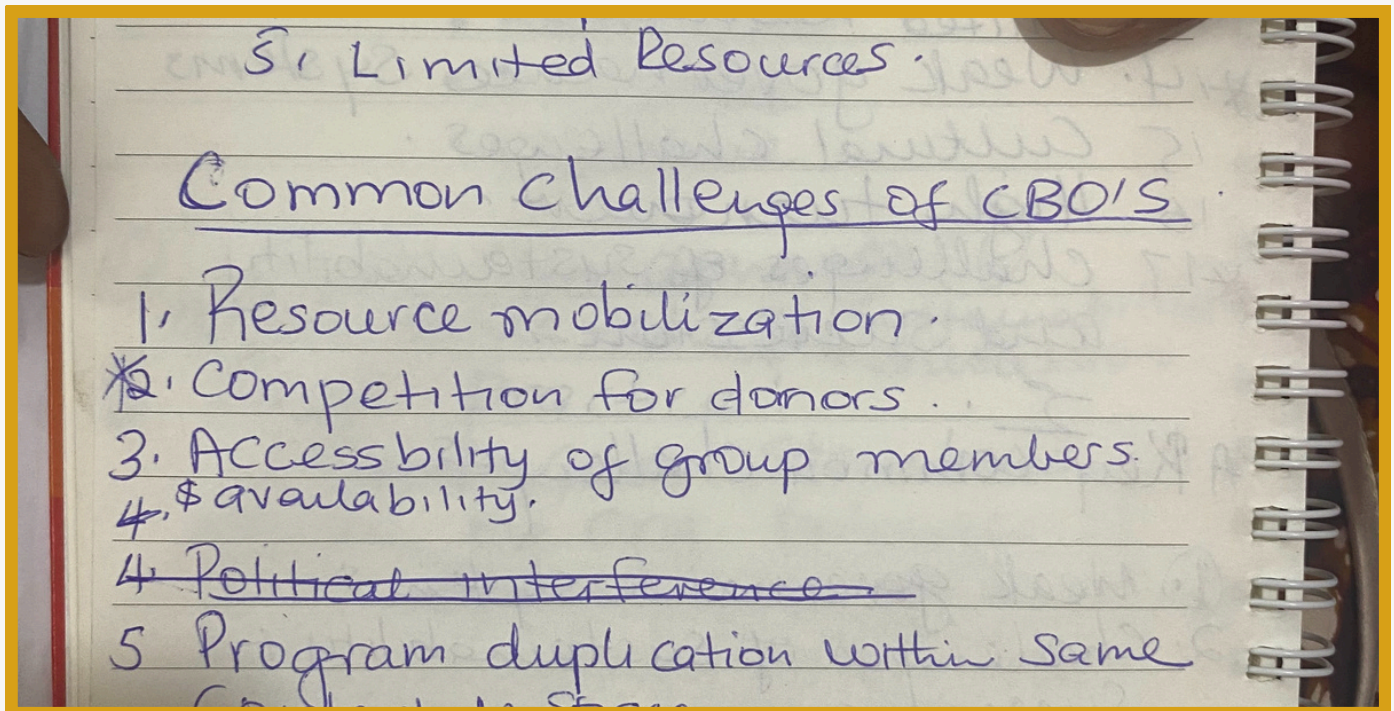
LEADERSHIP ISSUES

- Limited leadership training
- Lack of mentorship on issues surrounding organisational policies, procedures and structures
- Leadership struggles and power grabs
- “Founder syndrome” threatens sustainability of an organisation



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COMMUNITY ISSUES



- Dependency: "Are we truly empowering others or are they effectively depending on us?"
- Ethno-political divisions; necessitates work closely with the community to make sure there is no gatekeeping
- Negative impact of a certain kind of visibility, for example "white people visiting" creating a perception of having resources
- Security issues, such as gangs that must be paid for security
- Religious and cultural bias, e.g. in relation to gender
- Stereotyping of "youth" in communities, such as groups of youth seen as dangerous
- **Specific challenges to micro - and small entrepreneurs**
- Competition from other CBOs
- Political tensions



SEE MORE ABOUT THESE ISSUES, AND POTENTIAL SOLUTIONS TO THEM, BELOW.

SUSTAINABILTY



SUSTAINABILITY PLANS

FROM LITERATURE



Organisational sustainability: the ability to consistently adapt governance practices, structures, and systems to remain mission driven and market adjusted, allowing the organisation to respond to the shifting priorities of its supporters and to new responsibilities towards its constituents, while creating a positive work climate for its staff.

Financial sustainability: the ability to consistently secure, manage, and report on the use of revenue from diversified sources (e.g., user fees, grants, contracts) to support ongoing programs and undertake new initiatives that contribute to mission.

As we have seen, CBOs face many **challenges**, including threats to their funding, and have to respond to the needs of their communities. Consequently, it is important that they plan for their long-term stability and resilience. Sustainability – how it can be ensured, what threatens it, what training was needed to establish it – was widely discussed by participants, as shared below. Overall there might be limited activity within CBOs to establish the costs and prices for products and services that are being launched as part of their plans for diversification.



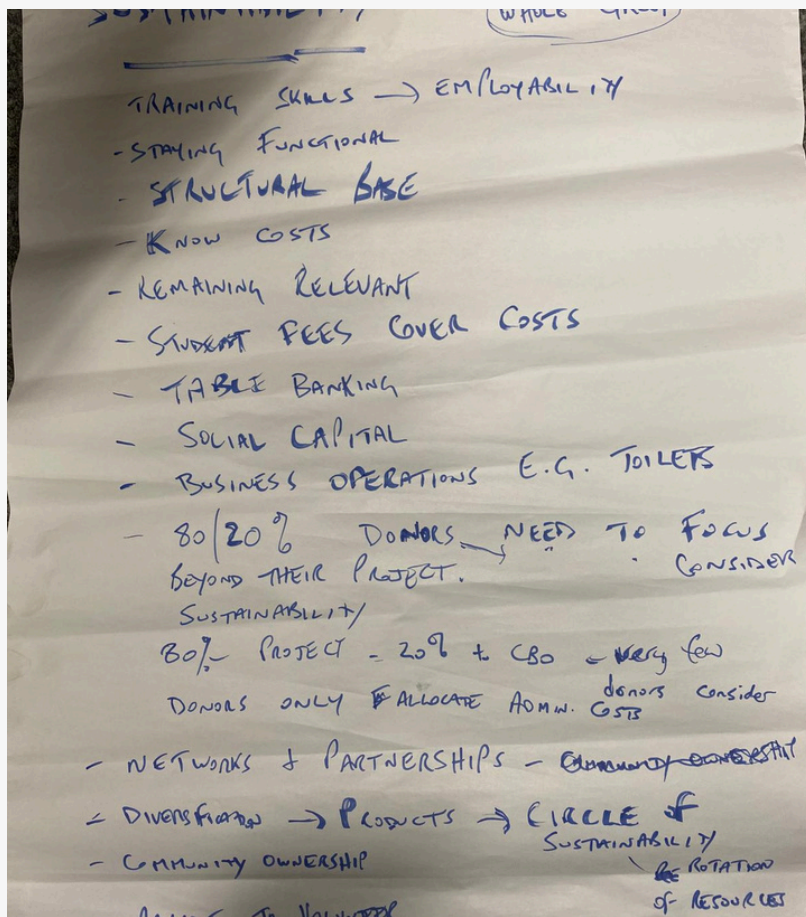
Elsewhere, a distinction is made between organisational sustainability, financial sustainability and programmatic sustainability



WHAT PARTICIPANTS TOLD US

FINANCIAL SUSTAINABILITY

- Diversify **funding streams** and activities
- Establishing income-generating activities that align with vision and mission (such as beadwork, merchandise)
- Starting a **social enterprise**
- Affirmative funding, such as from [WEF Kenya](#)
- Using training fees to cover costs
- Using table banking
- Allocating 20% of funds to cover core costs
- Initiating and improving income-generating activities
- Reporting to donors in a timely manner
- Applying to funds as a consortium
- Knowing costs of operations



Programmatic sustainability: the ability to continuously deliver quality products and services that respond to changing constituent needs. Programmatic sustainability should be looked at across activities that the organisation implements in relation to its mission. It may be achieved through a specific activity or as part of a system involving other CSOs, communities, and government counterparts to address local development priorities.

Pact. 2021. Business Sustainability Planning and Resource Mobilization Toolkit and Training Curriculum. Washington, DC: Pact.

ORGANISATIONAL SUSTAINABILITY

- Having a strategic plan to guide your vision
- Clearly defining niche and identity to attract the right volunteers and staff
- Reviewing organisational structures and policies
- Fostering sharing between organisations
- Avoiding duplication of activities
- Developing professional skills of staff and volunteers
- Learning to say “no”

COMMUNITY AND SOCIAL CAPITAL

- Social capital for networking and resourcing
- Engaging programme alumni to support the organisation
- Encouraging community participation in monetary and non-monetary ways
- Partnerships and networking
- Sharing vision and developing impact awareness within the community
- Paying volunteers to sustain CBO activities

FUNDING



CHANGES TO FUNDING LANDSCAPE

Throughout the global south, CBOs increasingly face greater financial uncertainties as international aid budgets are cut, global NGOs continue to receive the majority of funding, donor priorities shift, competition for resources grows and, in many countries including Kenya, high rates of inflation impact disproportionately on operating expenses and levels of poverty experienced by the communities. These changes have meant that it is increasingly difficult for CBOs to plan longer term, to seek investment for sustainable social enterprise projects and rather than increase their levels of support, groups are having to make extremely difficult decisions about reducing support to some of the most underserved peoples in Kenya.

WHAT PARTICIPANTS TOLD US

- 1.Reduced funding, partly due to the global economy
- 2.Political instability
- 3.Funder agendas, for example participants spoke about a preference of funders for climate change mitigation work over other areas, such as peace building, conflict resolution or gender based violence.
- 4.Competition for funding
- 5.Impact of USAID/ UK /European Aid Budget cuts
- 6.Increasing rigidity of international bureaucratic funding requirements that often exclude CBOs

SOURCES OF (MICRO) ENTREPRENEURSHIP FUNDING

Most participants discussed the need for CBOs to have diverse funders and donors to ensure **sustainability**, as outlined above. There is also a move towards turning CBOs in social enterprises, see guidance in the appendix.



Here are some general types of funders, as well as links to specific Kenyan organisations.

Many thanks to Dr Tom (La Vie Foundation) for producing some of this material and for presenting it at our first workshop.

MICROFINANCE INSTITUTIONS (MFIS)

- Faulu Kenya: Offers microloans and business development services <https://www.faulukenya.com/>
- Kenya Women Microfinance Bank (KWFT): Provides loans specifically targeting women entrepreneurs <https://kwftbank.com/>
- Jamii Bora/Kingdom Bank: Supports low-income earners with accessible loans <https://www.kingdombankltd.co.ke/about-kingdombank/history-of-jamii-bora-bank/>

GOVERNMENT PROGRAMMES AND FUNDERS

- Uraia Trust: Works directly with community-based organisations on governance, civic education, and devolution <https://uraia.or.ke/>
- Youth Enterprise Development Fund (YEDF): Provides loans and training to young entrepreneurs. <http://www.youthfund.go.ke/>
- Women Enterprise Fund (WEF): Offers funding and business support to women. <https://wef.go.ke/>
- Uwezo Fund: Aimed at financing youth, women, and persons with disabilities. <https://www.uwezo.go.ke/>

SOURCES OF (MICRO) ENTREPRENEURSHIP FUNDING

INTERNATIONAL DEVELOPMENT FUNDERS

- Open Society Foundations (OSF): supports local, underrepresented, and emerging civil society actors, including informal groups and CBOs
<https://www.opensocietyfoundations.org>
- Global Fund for Women: specifically supports small, grassroots women-led organisations with flexible funding
<https://www.globalfundforwomen.org/>
- Urgent Action Fund–Africa: provides rapid response grants to local women’s and LGBTQI+ groups <https://www.uaf-africa.org/>
- Hivos: focuses on climate justice, gender equality, civic rights and diversity and inclusion <https://hivos.org/>
- Disability Rights Fund (DRF): Offers small grants to organisations of persons with disabilities, focusing on advocacy, inclusion and disability rights <https://disabilityrightsfund.org/>
- The African Climate Foundation (ACF): funds small organisations working on climate justice, community resilience, and youth-led climate action <https://africanclimatefoundation.org/>
- The Fund for Global Human Rights: prioritises grassroots human rights defenders and community justice movements
<https://globalhumanrights.org>
- The Commonwealth Foundation: specifically targets small CBOs in the Commonwealth in areas such as governance, gender, health, and inclusion <https://commonwealthfoundation.com/>
- Bill and Melissa Gates Foundation: Often works through partners but sometimes funds local initiatives
<https://www.gatesfoundation.org/>
- GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit): focuses on climate, governance, employment, and vocational training <https://www.giz.de/en/html/index.html>

SOURCES OF (MICRO) ENTREPRENEURSHIP FUNDING

NGOS AND FOUNDATIONS

- Kiva: Facilitates crowd-funded microloans to entrepreneurs in developing countries <https://www.kiva.org/>
- Ashoka: Provides support to social entrepreneurs <https://www.ashoka.org/en-gb/focus/social-entrepreneurship-0>
- Acumen Fund: Invests in social enterprises and offers grant funding <https://acumen.org/entrepreneurs/>
- ASA: Provides low-income female business owners small loans to start or grow businesses <https://kenya.asa-international.com/>

COMMUNITY-BASED ORGANISATIONS (CBOS)

- Shining Hope for Communities (SHOFECO): Offers various programs including economic empowerment and micro-loans <https://www.shofco.org/>
- Carolina for Kibera (CFK): Supports youth and community development projects with small grants and training <https://cfkafrica.org/>

SAVINGS AND CREDIT COOPERATIVE ORGANISATIONS (SACCOS)

- Mhasibu SACCO: Offers loans to members, promoting savings and credit <https://www.mhasibusacco.com/>
- Stima SACCO: Provides loans and financial services to its members <https://www.stima-sacco.com/>
- Unaitas SACCO: Focuses on savings and credit facilities for entrepreneurs <https://unaitas.com/>

IMPACT AND ANGEL INVESTORS

- GroFin: Provides financing and business support to small enterprises <https://www.grofin.com/>
- DOB Equity: Invests in scalable and impactful businesses in Eastern Africa <https://www.dobequity.nl/>
- Kenya Angel Investors Network (KAIN): Connects entrepreneurs with angel investors <https://www.angelinvestmentnetwork.co.ke/>

SOURCES OF (MICRO) ENTREPRENEURSHIP FUNDING



CROWDFUNDING PLATFORMS

- M-Changa: A Kenyan-based crowdfunding platform allowing fundraising for various causes including businesses <https://www.mchanga.africa/online-fundraiser>
- GoFundMe: Allows individuals to raise money for personal and business ventures <https://www.gofundme.com/f/loveforkenya>
- Kickstarter: Focuses on creative projects, suitable for innovative business ideas <https://www.kickstarter.com/discover/places/nairobi-ke>

CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAMMES

- Safaricom Foundation: Offers grants and support to community development projects, including entrepreneurship <https://www.safaricomfoundation.org/>
- East African Breweries Limited (EABL) Foundation: Supports various community initiatives, including small business development <https://www.eabl.com/>

PERSONAL SAVINGS AND COMMUNITY GROUP SAVINGS

- Merry-Go-Round Savings Groups: Community members pool savings and rotate the funds among themselves
- Table Banking: Group members contribute to a common fund that they access loans from

BUSINESS COMPETITIONS AND GRANTS

- Chandaria Business Innovation and Incubation Centre: Offers grants and incubation services for innovative startups [Merry-Go-Round Savings Groups: Community members pool savings and rotate the funds among themselves](#)
- Hult Prize: A global competition providing funding to social enterprises that align with Sustainable Development Goals [Merry-Go-Round Savings Groups: Community members pool savings and rotate the funds among themselves](#)
- Anzisha Prize: Awards young African entrepreneurs with funding and support [Merry-Go-Round Savings Groups: Community members pool savings and rotate the funds among themselves](#)

Activity: Funding

When your organisation considers which funders to approach, you might wish to ask yourself these questions within your team[s]:



Vision:

- Which programme are you seeking funding for?
- Why are you seeking funding for this programme?
- What makes the programme innovative? Why?
- Why do you need funding now?

Relationships:

- Do we have a relationship to the funder?
- Do any of our networks have a relationship to the funder?
- How can we go about establishing a relationship with the funder?
How can we communicate our work to them?
- Do we have existing relationships with other organisations to jointly seek funding?

Type and level of funding:

- To what extent has the funder contributed to similar projects in the past?
- How much have they contributed?
- What are their plans for future funding/ investment?

Priorities:

- Are there any shared values or a shared vision? What are they?
- Do you work towards any of the same goals or policy agendas [such as SDGs, AUGs, national or county development plans]
- How does our organisation/ our project align with the priorities of the funder?
- Is there potential for our work to shape the funder's priorities?

Requirements:

- What is the application process for this funder and are we able to meet the requirements?
- What does the funder want from the organisation in terms of governance? Are we able to meet these requirements? If not, what do we need to do to meet them?
- What does the funder require in terms of outcomes and impacts? Are we able to measure and evaluation our work to demonstrate these impacts?

INCOME GENERATION

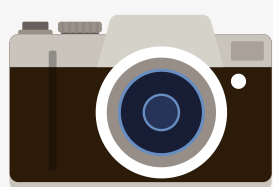


(MICRO-) ENTREPRENEURSHIP IN INFORMAL SETTLEMENTS

There is a huge range of small businesses that provide products, services, income and employment across informal settings, that are highlighted by the list below. Most residents are employed in the informal economy. The United Nations Development Programme (2022) calculates that more than 60% of employed people worldwide work in the informal economy. In Kenya, the figure has been estimated by statista to be 83%. The informal sector includes a wide range of unregulated businesses and jobs such as street vending or hawking selling items such as vegetables and cooked foods, small-scale workshops making or repairing household utensils, clothes etc, salons and beauty products, domestic labour, transport such as motorcycle taxis, waste collection and small-scale farming, usually in rural areas.



DIVERSITY OF MICRO AND SMALL ENTERPRISES IN INFORMAL SETTLEMENTS OF NAIROBI

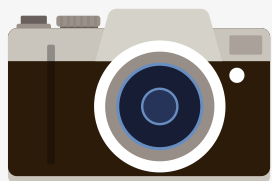


1. Tailoring and Dressmaking
2. Baking and Pastry Making
3. Hairdressing and Barber Services
4. Second-Hand Clothing Sales (Mitumba)
5. Fresh Produce Vendor
6. Mobile Phone Repair Services
7. Food Cart or Street Food Vendor
8. Beverage Sales (Tea, Coffee, Juice)
9. Motorbike (Boda Boda) Transport Services
10. Grocery Shop
11. Retail of Household Goods
12. Carpentry and Furniture Making
13. Shoe Repair and Shoemaking
14. Recycling and Waste Management
15. Small-scale Farming
16. Handicrafts and Jewelry Making
17. Photography Services
18. Laundry Services
19. Cyber Café and Printing Services
20. Tutoring and Educational Services
21. Event Planning and Decoration Services
22. Cosmetics and Beauty Products Sales
23. Music and Dance Instruction
24. Video Production and Editing
25. Mobile Money Agent (M-Pesa)
26. Home Cleaning Services
27. Catering Services
28. Car Wash Services
29. Repair and Maintenance Services (e.g., electrical, plumbing)
30. Herbal Medicine and Natural Health Products
31. Fish-mongering
32. Arts and Painting Sales
33. Petty Trade in Electronics and Accessories
34. Daycare and Babysitting Services
35. Freelance Writing and Content Creation
36. Fitness and Personal Training Services
37. Street Vending (e.g., snacks, sweets)
38. Sewing and Knitting
39. Soap and Detergent Making
40. Courier and Delivery Services
41. Agribusiness (e.g., poultry farming)
42. Bookshop and Stationery Sales
43. Water Vending Services
44. Juakali (Metalwork and Welding)
45. Brick Making
46. Tailor-made Gift Items
47. Event Equipment Rental (e.g., chairs, tents)
48. Printing and Photocopying Services
49. Bike Repair Services

DIVERSITY OF MICRO AND SMALL ENTERPRISES IN INFORMAL SETTLEMENTS OF NAIROBI

CONTINUED

- 50. Social Media Marketing and Management Services
- 51. Leatherwork (e.g., bags, belts)
- 52. Childcare Center
- 53. Public Address System Rental
- 54. Tailoring Training Classes
- 55. Handbag Making
- 56. Plant Nursery and Gardening Services
- 57. Local Tour Guide Services
- 58. Candle Making
- 59. Organic Fertilizer Production
- 60. Yoga and Wellness Classes
- 61. Community Health Worker
- 62. Cooking Gas Retail
- 63. Small-scale Poultry Feed Production
- 64. Local Bakery
- 65. Traditional Dance Troupe
- 66. Beadwork and Craft Jewelry
- 67. Mobile Car Wash Service
- 68. Event Photography and Videography
- 69. Catering Equipment Rental
- 70. Youth Sports Coaching
- 71. Street Performances & Entertainment
- 72. Food Delivery Service
- 73. Herbal Beauty Products
- 74. Local Newspaper or Magazine
- 75. Graphic Design Services
- 76. Computer Training Classes
- 77. Health and Wellness Coaching
- 78. Second-Hand Bookshop
- 79. Bicycle Repair Services
- 80. Home-Based Daycare
- 81. Ice Cream and Snack Stand
- 82. Freelance Translation Services
- 83. Mini Movie Theater
- 84. Traditional Medicine Sales
- 85. Firewood and Charcoal Sales
- 86. Local Radio Station
- 87. Game Arcade
- 88. Subscription Box Service (e.g., local snacks)
- 89. Homemade Crafts and Art Sales
- 90. Street Art and Mural Painting
- 91. Florist Services
- 92. Pet Care and Grooming
- 93. Local Music Band or DJ Services
- 94. Home Renovation Services
- 95. Pet Sitting and Dog Walking
- 96. Homemade Jam and Pickle Production
- 97. Mobile Health Clinic
- 98. Plastic Recycling and Upcycling
- 99. Laundry Detergent Sales
- 100. Local Honey Production



CHALLENGES TO ENTREPRENEURSHIP AND ENTREPRENEURS IN INFORMAL SETTINGS

Although the above examples indicate the possibilities for businesses, there are also myriad challenges that entrepreneurs have raised. These challenges particularly apply to informal settings and constrain the extent to which businesses can help alleviate levels of poverty.

Thank You

Thank you to Dr Tom Oketch (La Vie Foundation) for producing the initial material which was then discussed and expanded on by the participants.

LIMITED ACCESS TO CAPITAL

- Many entrepreneurs in informal settlements lack **access to sufficient funding** to start or expand their businesses
- High interest rates and stringent loan requirements from formal financial institutions can exclude micro-entrepreneurs
- Poor financial records can affect eligibility for funding
- Lack of knowledge about **grant writing**, crowd funding
- Unfair distribution of resources within funding programmes
- Local fundraisers and donor fatigue
- CBO ethos v fundraising requirements



INADEQUATE BUSINESS SKILLS AND TRAINING

- A lack of formal education and [business training](#) hampers the ability to manage and grow businesses effectively
- Limited access to mentorship and professional guidance
- Bureaucracy and audit requirements
- Group membership may not have sufficient breadth of skills for challenges

POOR INFRASTRUCTURE

- Inadequate roads, unreliable electricity, poor sanitation facilities negatively impact business operations
- Challenges in accessing reliable internet and telecommunications services



HIGH COMPETITION

- Saturation of similar types of small businesses leading to intense competition
- Limited market size and purchasing power within the community
- Limited diversification

INSECURITY

- High levels of crime and violence deter investment and disrupt business activities
- Theft and vandalism result in financial losses for entrepreneurs

POLITICAL AND REGULATORY CHALLENGES

- Influence of local government, such as chiefs
- Interference from politicians and use of CBOs for political agendas
- Ideas taken by politicians for their own ends
- Complex and costly procedures to register and formalize businesses.
- Demands for personal gain from local authorities and law enforcement

LIMITED MARKET ACCESS

- Difficulty in reaching broader markets outside of the neighbourhood due to transportation, logistical issues and product range
- Lack of marketing and branding knowledge to attract customers
- e-commerce can develop businesses beyond the informal setting. However, such opportunities are limited by the associated technological and communication costs combined with lower levels of digital expertise

HEALTH ISSUES

- Poor living conditions contribute to frequent health problems, reducing productivity and increasing absenteeism
- Lack of access to affordable health care





SOCIAL AND CULTURAL ISSUES

- Gender biases and cultural norms that limit women's participation in entrepreneurship
- Community dynamics that may discourage risk-taking and innovation

ENVIRONMENTAL CHALLENGES

- Frequent flooding and poor waste management disrupt business activities.
- Environmental degradation affecting the availability of raw materials and resources

LACK OF SUPPORT NETWORKS

- Support networks are often localised, with restricted connections to other forms of expertise and markets

SUPPLY CHAIN ISSUES

- Difficulties in sourcing reliable and affordable supplies and raw materials
- Supply chain disruptions leading to inconsistent availability of products

TECHNOLOGICAL BARRIERS

- Limited access to technology and digital tools that can enhance business operations
- Lack of digital literacy among entrepreneurs, hindering the adoption of e-commerce and digital marketing

PSYCHOSOCIAL FACTORS

- High levels of stress and uncertainty affecting decision-making and business planning
- Lack of confidence and fear of failure deterring entrepreneurial initiatives

IMPROVING ENTREPRENEURSHIP ACTIVITIES

The challenges entrepreneurs face, outlined above, are underpinned by the wider structural issues that informal settings face. To develop sustainable businesses, economic and social entrepreneurs have to find ways to try overcome or circumnavigate these barriers. CBOs/NGOs have important roles in helping to expand local opportunities through the types of training programmes delivered, ongoing support or mentoring, networks created beyond the informal setting and facilitating access to reputable microfinance and savings groups.



CLICK ON THE VIDEO ICON TO HEAR ADVICE FROM KIBERA-BORN AND RAISED ENTREPRENEUR JOHN RIZI, ABOUT DEVELOPING BUSINESS OUTSIDE THE SETTLEMENT

BEST PRACTICE AS IDENTIFIED BY PARTICIPANTS

- Diversify funding sources
- Start small and work with available resources
- Establish a network for information on available business, trainings or workshops
- Choose affordable and easily available business opportunities, such as internet café and sanitation facilities
- Be intentional in marketing to your community
- Use table banking in a more focused way
- Train community members
- Create tailor-made products for specific types of customers

Activity: Developing products

Think about what service or product you would wish to develop.

Priorities:

1. What is it?
2. Is there a market? If so how do you know there is a market?
3. Who else provides this service or product? If so are there enough customers for your business and what can you do better/ differently?
4. What resources such as an office, shop or equipment are needed?
5. What staff/ volunteers are needed, and how long for?
6. What activities does the business involve? [next month, next three months, next year]?
7. What will the costs be for:
 - Starting up the business
 - Staffing
 - Rent
 - Licences
 - Your salary
8. How much money does the business need to make each day/week/month to meet these costs?
9. How will you measure success?
10. How will you measure impact?

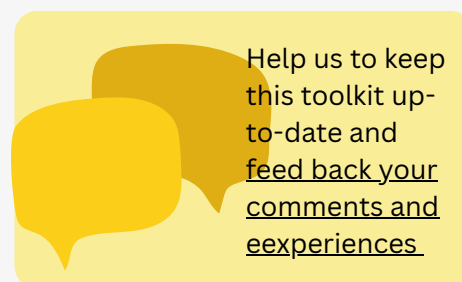


Please click here to access a **business plan template** that you can customise for your organisation.

ADDITIONAL ONLINE RESOURCES



1. How to write winning funding proposals: [a guide for non-profits and consultancies](#)
2. How to Write a [Winning Fundraising Proposal](#)
3. 10 Things Funders Look for When Evaluating a Grant Proposal
Pact's **[Business sustainability planning and resource mobilization toolkit and training curriculum](#)** can be used by organizations and capacity development partners to enable CSOs and NGOs to construct and implement business sustainability plans that are customized to each organization's mission and the local funding context. The toolkit supports local organizations in achieving their organizational vision and becoming resilient.
4. **Grow with Google for [Africa](#)** provides free online training in digital skills.
5. **[Alison](#)** offers free courses on entrepreneurship, marketing, and business planning.
6. Use **E-commerce Platforms** such as [Jumia](#) or Kilimall for online selling. Jumia provides resources that support sellers to use the platform. Kilimall also provides [training and support](#) for sellers, including microentrepreneurs, to help them succeed on their platform.
7. **[Coursera](#)** offers free (and paid) courses on entrepreneurship, [business management](#), and financial literacy.



PARTNERSHIPS



BACKGROUND TO PARTNERSHIPS

In informal settlements, partnerships between CBOs, NGOs, local government, and funders are often the only way to access resources, amplify voices, share expertise and deliver services effectively. However, many partnerships are “top-down”, with external actors such as international NGOs setting the agenda. CBOs are often treated as implementers rather than co-creators. Short-term or project-based partnerships often fail to build long-term capacity within CBOs. Partnerships that include shared learning, co-design, and resource sharing (including non-financial resources like training) are more sustainable.

Research demonstrates that successful community development partnerships are inclusive (bringing in diverse voices, including women, youth, and marginalised groups), flexible (adapting to community needs and rhythms), and built around community priorities. Specifically, within the informal settlements of Nairobi where the organisations in this project are active, we found the following:

- Partnerships have enabled organisations to build synergies according to thematic areas and enable information sharing, for example with peace building and gender-based violence organisations working together.
- There are excellent examples of CBO consortia around issues of gender and justice in Kibera. These consortia can improve diversity and inclusion to reach key populations such as people with disabilities, can build capacity and resources, and strengthen advocacy through a unified voice.
- Partnership working has entailed a strategic approach that enables CBOs to work with a range of stakeholders towards longer-term sustainability and to develop impact for their communities.

Activity: Developing partnerships

When considering partnership activities and how they might benefit your organisation, you may first wish to discuss these questions in your team[s]:

Warm up discussion [10 minutes]:

- What does the word partnership mean to you in your work?
- Can you share a story of a partnership that worked well – or didn't – and why?

Partnership mapping [30 minutes]

- Write the names of all organisations, institutions, or individuals you currently or previously partnered with
- Colour code them:
 - Green: Positive, active partnerships
 - Yellow: Dormant or weak partnerships
 - Red: Problematic or failed partnerships
- Reflect together, using the following prompts:
 - What patterns do you notice?
 - Where are your strongest connections?
 - Are there gaps – types of partners you're missing [e.g., local government, businesses, other CBOs]?
 - What kind of partnerships would strengthen your work?

Strategising [20 minutes]

- Now jointly answer the following questions:
 - What makes partnerships succeed in your context?
 - What obstacles do you face in building partnerships?
 - What practical steps can you take to build or improve partnerships in your work?

BEST PARTNERSHIP PRACTICE

BEST PRACTICE AS IDENTIFIED BY PARTICIPANTS

- Form a CBO consortium in order to:
 - Improve diversity and inclusion to reach key populations such as PWDs and LGBTQ
 - Improve capacity with more mature organisations working with less well-established ones (e.g. in relation to promoting due diligence and accountability)
 - Develop resource mobilisation strategy/ joint funds or budget
 - Discourage gatekeeping
 - Foster creativity and trust
 - Increase credibility and visibility
 - Address gaps in the community and prevent duplication of programmes
 - Strengthen advocacy through unified voice
- Build synergies according to thematic areas and enable information sharing, for example with peace building and gender-based violence organisations working together
- Work proactively with government officials, local administration and community leaders - ensuring that where priorities are aligned there is working together; pushing for policies that favour communities
- Ensure connections into national and international campaigns and priorities to align with continental and global goals
- Increase referrals and signposting

ORGANISATIONAL DEVELOPMENT AND TRAINING



BACKGROUND TO ORGANISATIONAL DEVELOPMENT AND TRAINING

With many people of all ages living in informal settlements having left school with few, if any, qualifications or who continue to struggle to find employment despite reaching a higher standard of learning, there is high demand for training courses. These courses can provide new learning opportunities, building capacity for local people to develop new skills and income streams. Examples of income generating courses available, to varying degrees, within informal settlements include business and management, entrepreneurship, vocational and technical skills and digital literacy. Well-being courses include health and hygiene, education support, gender based violence prevention and electoral peace-building.

The provision of training is informed by the daily challenges within informal settlements such as funding availability, limited access to the internet and inadequate, ill-equipped facilities that restrict the types of courses that are delivered. International NGOs can be highly influential in the development and delivery of courses with curricula that supports their portfolios and not necessarily the needs of local communities. The locations for the training programmes can also be determined by NGOs, usually concentrated in larger settlements to the neglect of less well connected and smaller communities. Evaluating the success of training programmes can be steered by funder requirements based around the number of people who attended sessions rather than the impact on attendees' careers or community well-being. Participants also raised numerous potential organisational based solutions to the challenges faced such as around staffing, funding and evaluation which are highlighted throughout the toolkit.

WHAT PARTICIPANTS TOLD US

- Grant writing
- Partnership working and networking
- Monitoring and evaluation/ social impact analysis
- Strategic planning
- Mentorship for leaders/coaching
- Business leaders – entrepreneurship and take advantage of opportunities
- Business planning – centralise in communities
- Financial management
- Technology
- Social media
- Self-care and personal development
- Drug awareness in relation to newer drugs ingested and sold by younger generations

EXAMPLES OF TRAINING PROVIDERS/INITIATIVES

MNG'ARO MTAANI

Mng'aro Mtaani started as an organisation providing clothing for young people. Today the organisation's activities have expanded quickly and include the creation of a popular training centre providing occupational and life-skills for young people.



SAM OMOLL, THE FOUNDER, EXPLAINS HERE WHY AND HOW HE HAS CREATED THESE OPPORTUNITIES FOR THE LOCAL COMMUNITIES THROUGH THIS 'COMMUNITY UNIVERSITY'.



REBIRTH OF A QUEEN

Rebirth of a Queen is a survivor-led, feminist organisation that supports, empowers and trains survivors of sexual and gender-based violence (SGBV) and human trafficking.



IN THIS VIDEO, THE FOUNDER PAULINE AKINYI JUMA TALKS ABOUT THE CREATION OF A SAFE RESIDENTIAL SHELTER FOR VICTIMS OF SGBV AND THE SKILLS BASED VOCATIONAL TRAINING ACTIVITIES THAT ENHANCE THE EMPLOYABILITY OF YOUNG PEOPLE.



UPSKILLING RESOURCES

Community leaders discussed difficulty in accessing or locating online resources that can help inform professional development. The following section includes examples for key areas.

A **business plan** provides a clear, actionable roadmap that proves your idea is viable, aligns your team, and helps you secure funding. Thank you to Dr Imaobong James (RGU) for preparing this material.



Please click here to access a **business plan template** that you can customise for your organisation.

There are also many free online resources and training programmes available that CBOs can use to upskill around these areas.



Below we have summarised tips and resources on **monitoring and evaluation** and on **grant writing**.

In addition, we have found the following resources helpful:

- Acumen Academy's free courses on **social impact analysis**, **storytelling**, and **social enterprise**
- Pact's **Business sustainability planning and resource mobilization toolkit and training curriculum** supports organisations in **strategic planning** and to construct and implement **business sustainability** plans.

ARTIFICIAL INTELLIGENCE (AI)

AI has the potential to support CBOs in overcoming resource challenges, for example by automating admin tasks, creating content and complimenting community knowledge, experience and leadership. But it has downsides, such as the biases built into large language models. [See our guidance on prompting and further information below.](#)

MONITORING AND EVALUATION

Organisations mentioned that there were not always enough resources available for monitoring through home or site visits, due to challenges around staffing and workloads. Moreover, CBOs can struggle with measuring impact due to a reported lack of capacity and knowledge around M&E and governance. Therefore, they rely on more professionalised NGOs as intermediaries that receive a large part of any funding while the CBO do “the actual work on the ground”. Participants also talked about a lack of training around funding and M&E, while organisations typically do not have resources to employ consultants or upskill their expertise.

For impact data, CBOs rely on participant and user feedback such as through weekly meetings with beneficiaries, community meetings, focus group discussions, case studies, attendance registers and activity evaluation. Others use techniques such as observing businesses (if the programme was about entrepreneurship).



CAROLINE MUSYOKA, FOUNDER OF INTERVENTIONS AFRICA, EXPLAINS HOW TO EVALUATE THE IMPACT OF THEIR SCHOOL SPONSORSHIP PROGRAMME IN THIS VIDEO.

WHAT PARTICIPANTS TOLD US

Organisations' staff said that they monitor things such as:

- Number of beneficiaries that are empowered
- Businesses started after training
- Self-development of beneficiaries
- Number of girls in school
- Reduced absenteeism
- Decrease reports of teen pregnancies
- Performance of children sponsored to attend school
- Number of 'graduates' going into jobs and business
- Ease of beneficiaries accessing opportunities after training
- Improvements in health

Activity: Evaluating Impact

Consider these prompts to begin discussion on impact evaluation in your organisation.

1. How do you assess the impact of your programmes? How do you know that they “work”?
2. What do you understand as monitoring and as evaluation?
3. What kind of monitoring and evaluation do you carry out?
4. How do you report back to funders? Are you able to meet their requirements?
5. What would be your preferred way of assessing the impact of your work and of reporting it back to funders?
6. How do you report back about your work to the people that you serve?

ADDITIONAL M&E TRAINING

There are many free online training courses on Monitoring and Evaluation (M&E) that are suitable for community-based organisations (CBOs). These courses are designed to help CBOs build their capacity in M&E, which is crucial for effective project management and demonstrating impact to stakeholders.

Below we have reviewed just a few:

1. Coursera - Monitoring and Evaluation: Measuring Impact in International Development:

This course provides an introduction to M&E concepts and practices, with a focus on international development. It covers topics such as logic models, indicators, data collection, and evaluation design. It is free to audit, with optional payment for a certificate.

2. UNICEF Agora - Gender-Responsive Monitoring & Evaluation:

UNICEF offers this free course on gender and M&E and how it is important in programming. You will learn how to develop gender-responsive monitoring systems, how to formulate gender-sensitive indicators and results, how to monitor and report on the Gender Action Plan (GAP), and how to source UNICEF data, M&E processes, and tools.

3. MEASURE Evaluation – a range of capacity building resources:

MEASURE Evaluation offered curricula and training materials created by USAID staff, including an introductory course that covers the basics of M&E frameworks, data collection, and analysis. These resources continue to be available freely, although the programme has been terminated.

ADDITIONAL M&E TRAINING

4. ALISON - Designing and Implementing Monitoring and Evaluation Systems:

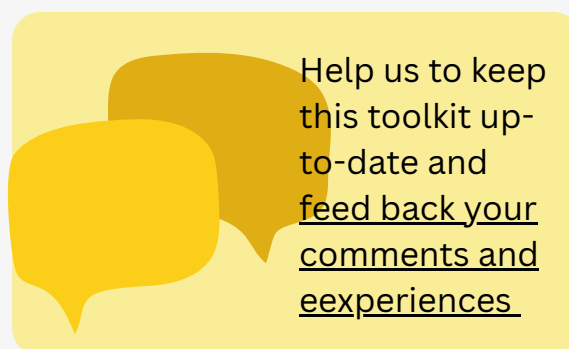
This free online M&E systems design course will teach you about how to transform program-results frameworks and indicators into a well-functioning system of data collection, analysis, interpretation, reporting, and learning. You will also learn how to apply the theories of generic concepts of RBM and M&E systems in practical ways

5. Global Health Learning Center – a range of Monitoring and Evaluation courses:

The Global Health Learning Center offers a number of free courses on M&E, including one on [M&E fundamentals](#) and one on [Gender M&E](#).

6. Kaya - Designing Qualitative Research for Monitoring and Evaluation (M&E):

In this more advanced course, you will learn how to design and plan for a rigorous qualitative study or routine monitoring activity using the step-by-step guidance provided by the Qualitative Inquiry Planning Sheet (QuIPS).



GRANT WRITING

Grant writing was another frequently identified skill that CBOs wanted to develop further. Grant writing is the process of preparing and submitting a proposal to request funding for a specific project, programme, or organisation.

A grant proposal usually includes:

- A clear description of the project or need
- Goals and objectives
- A detailed budget
- How the funds will be used
- Evidence of need or impact
- Background information about the organisation
- Evaluation plans to measure success

Typical Evaluation Criteria

Criteria	What Funders Want
Organisational Capacity	Proven track record, skilled staff, governance structures
Financial Stability	Clean audits, transparent budgets, no red flags
Mission Fit	Project goals align with funder's priorities
Project Design	Clear problem, logical plan, achievable activities
Outcomes & Impact	Measurable, realistic indicators of success
Integrity	Honest, feasible, transparent proposal
Engagement	Evidence of relationship-building and funder awareness

GRANT WRITING BEST PRACTICE

Follow Directions Meticulously: Always adhere to funder guidelines, formats, and submission requirements. Even small deviations can disqualify a proposal.

Do Thorough Research: Understand the funding source, eligibility criteria, and donor priorities before writing. Tailor your proposal to show alignment.

Craft a Clear Problem Statement: Define the issue your project addresses, backed by evidence and community context. Funders want to see that you understand the need.

Set Specific, Measurable Objectives: Use SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) to show how success will be tracked.

Develop a Realistic Budget: Ensure the budget matches activities and is transparent. Avoid inflated or vague figures.

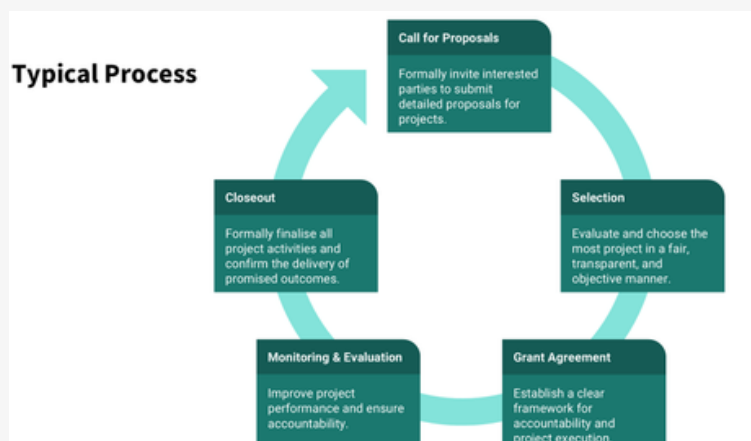
GRANT WRITING

Tell a Compelling Story: Use narrative to connect emotionally with funders, showing the human impact behind the numbers.

Demonstrate Organisational Capacity: Highlight your track record, governance, and ability to deliver results. Funders want confidence in your execution.

Build Relationships with Funders: Engage funders before and after submission. Strong relationships increase trust and future opportunities.

Proofread and Polish: Clear, concise, error-free writing signals professionalism and credibility.



Thank You

Thank you to Dr Tom Oketch (La Vie Foundation) for producing the initial material which was then discussed and expanded on by the participants.

Additionally, there are several free online resources available for community-based organisations to learn about grant writing:

- **Candid Learning** offers a variety of free resources, including webinars, articles, and templates on grant writing and nonprofit management. They also have a knowledge base with answers to common questions about fundraising and grants.
- **Nonprofit Ready** provides free online courses on a range of topics, including grant writing. Their courses are designed to help nonprofit professionals build skills in fundraising, leadership, and more.
- **Alison** offers relevant free online courses, including this free course on [Grant Writing for Non-Profits](#), which teaches how to identify the right grants for your organisation, how to grasp eligibility criteria and requirements and how to build a complete budget narrative and the strategies for cost allocation.

USING SOCIAL MEDIA

Websites and social media such as TikTok, Facebook and Instagram can be a great, relatively inexpensive way for CBOs to raise profile through the use of stories, photos and short video clips. Through these methods CBOs can inform followers of activities, grow number of supporters, attract volunteers, evidence transparency and connect to donors both locally and internationally.

Today many CBOs have a social media presence which tends to remain within local networks which could be better utilised. And when looking to gain a wider national and international audience, CBOs face intense global competition to achieve hits. Consequently, CBOs impacts through websites and social media are likely to be more effective, if the following questions are considered:

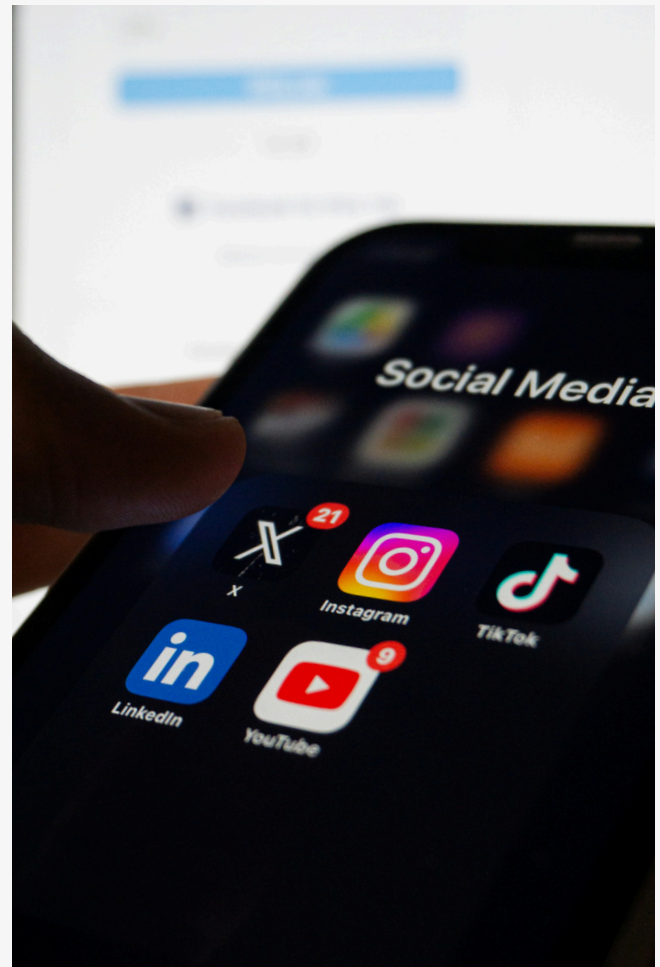


Photo by Berke Citak
on Unsplash

- **What do you want to achieve such as to advocate for community support or to increase awareness, volunteers, supporters or donations? When CBOs confirm their priorities such as to increase sponsorship for pupil's education then this information will inform the following questions.**
- **Who do we need to inform to achieve the aims for our social media strategy, such as audiences like community members, other CBOs, international donors etc. Using the sponsorship example, postings need to be directed to the type of people with money and interest in children's education.**
- **What type of postings will the audience/s be interested in? You need to consider how to create messages that connect to your targeted audience.**
- **How often will you have stories or updates to be posted? Regular and consistent postings are better at building a broader, committed audience.**

USING SOCIAL MEDIA

- **Because social media formats appeal to different groups of people, which platforms or type of messages are your targeted audience or type most likely to access? For example, although social media can be used across generations, some platforms in the global north such as Facebook are used more by older people while TikTok has younger viewers. And the targeted viewer should inform the choice of images, background music etc with younger audiences more likely to be directed by trending tunes.**
- **Do you have equipment such as smart phones or internet access that can be used for the postings? Providing clear images can be captured, phones or other devices do not have to be expensive or high tech. Authenticity is the most important criteria for social media impact in community development and not cost.**
- **Which members can be involved in the social media campaigns? Social media can provide quick and relatively easy access to a wider audience. Nevertheless, developing and maintaining social media coverage requires regular commitment and dedicated time.**
- **How do we know if our social media postings are effective? The ultimate measure is if the intended aims such as increased membership, scholarships, donations are met. And to help towards those aims, you can monitor how many people are accessing the postings and the impressions they leave. Monitoring the posts will enable you to establish which images and stories have the most views and when is the best time to download for audiences who maybe in different time zones.**

Suggestions on how to use websites, videos and a selection of social media platforms can be found [here](#). When selecting a platform, CBOs may want to become familiar with any concerns about the ways in which social media platforms are owned, how the data is managed and the types of messages that the sites allow or even encourage.



The following two activities highlight some similarities in how you can plan for social media campaigns and how the types of posts and frequency of messages differ according to the nature of the issues and what the CBO wants to achieve.

Activity: Designing social media 1

Designing social media for a GBV campaign

There are visible signs of GBV in your community and your CBO has been asked to raise awareness of the issues. Through careful designing of social media campaigns, CBOs can tackle challenging topics such as GBV by being conscious of sensitivities around the needs of survivors. There are a number of questions and stages to ask that can help your use of social media.

Preparation

- What types of GBV are you wanting to highlight?
- Have you consulted with survivors of GBV about their views on your proposed use of social media?
- Why do you think social media will help you to raise awareness about the issues?
- Develop a campaign to include how and why you will use social media
- Consider what you want the campaign to achieve e.g. encourage reporting of GBV cases, promote support services for survivors.
- Who do you want to make aware of the campaign such as young people, survivors, volunteers?
- Why do you think these people will be interested in your posts?
- How long should the social media campaign last?
- Select the social media platform
- Select the type/s of social media platforms that would be appropriate for the issues and to connect with your intended audience.
- Your decision could be based on whether you intend to have longer posts, images, and stories [Facebook] or short videos [TikTok or Instagram]

Plan posts

Develop a timeline for postings based around what you want to achieve and by when. For example, what will you post in week 1? How often will you post? How many weeks postings will there be?

Write messages that are designed to attract interest in the priority focus from your targeted audience. Messages need to be short and powerful that avoid over sensationalising and maintain the dignity of any people involved.

For example, 'GBV is hidden by silence. Report safely on 0999 999 999'. 'Don't suffer alone, visit or call our safe centre at location Y'

Are there particular stories that you want to share of survivors or volunteers? Any stories or images must have the consent of anyone identifiable.

Do you have dignified images or videos that could be posted?

What information do you want to share such as phone number for support services or contact details for volunteers?

Activity: Designing social media 2

Designing social media to

raise funding for local disasters such as flooding

The area in which your CBO is based, has been badly flooded during heavy rain. People have had to leave their homes and many more have lost clothing and furniture. Each year this part of the settlement floods with similar consequences. Although the social media planning processes are similar to awareness raising, the type of posts and narrative will often differ..

Preparation

- What is it about the flooding that you want to highlight e.g. people displaced, lost possessions or to develop flood protection measures?
- What do you want to achieve e.g. raising funds, finding alternative accommodation?
- How quickly do you want people to react to address what you are highlighting?

Establish your social media campaign

- Consider what you want the campaign to achieve e.g. donations towards rehousing displaced people or furniture to replace destroyed household items?
- Who is most likely to be donate to such as local people, NGOs, businesses or faith groups?
- Are they located locally, nationally or globally?
- How can you best connect to the targeted audience/s?
- By which date do you need the donations by? The answer will inform the duration of your social media postings.

Select the social media platform

Choose the type/s of social media platforms that would be appropriate for the issues and to connect with your intended audience/s.

Your decision could be based on the type of images and stories, whether you intended to have longer posts, images, and stories [Facebook] or short videos [TikTok or Instagram]

Establish whether the platform allows for donations say for example by M-Pesa or the CBO bank account.

Plan posts

Develop a timeline for postings based around what you want to achieve and by when. From Day 1, messages will need to stress the urgency with stories interspersed with images showing the impacts of donations from Day 2 that attract immediate interest.

Messages need to have clear direction about what you require such as if you want clothing, where do people donate the items?

Direct people to how they can donate.

Messages need to be short and powerful perhaps discussing impacts of the flood on people, property and possessions.

Avoid over sensationalising and maintain the dignity of anyone involved.

Examples of posts could include, 'last night 40 families lost all their possessions. Can you help provide bedding so that they can sleep tonight?' 'Thanks to your generosity we have rehomed 20 families. Can you help us find homes for another 10?'

Particular images, videos or personal stories that people want to share about the flooding can be powerful.

Any stories or images must have the consent of anyone identifiable.

In addition to donation details, what other information do you want to share such as phone number or address?

RESILIENCE AND CREATIVITY



RESILIENCE

Despite using the concept of resilience prominently, However, it is a notion that we have long recognised to have problematic connotations. We have published about how international development discourses of resilience are often based on global north experiences and values. In such interpretations, emphasis is placed on individual action, choice and maintaining the status quo, while structural causes for vulnerabilities disappear from narratives. Hence resilience has become incorporated in neoliberal agendas – and the individualisation of responsibilities becomes the justification for withdrawing international resources and funding.

Despite these misgivings, we retain the concept for two reasons. First, we have yet to discover or develop a less problematic concept that has meaning in the communities. And second, to give up on the notion of resilience would fail to recognise and learn from the value of local contributions while further contributing to the marginalisation of vulnerable peoples. Consequently, our approach is based upon the contextualisation of communities' resourcefulness within national and international structural constraints. To try to overcome these conceptual difficulties, for us **resilience is the capacity to sustain and advance well-being when facing both everyday and chronic challenges and structural constraints.**



INTERSECTIONAL AND GENDER-RELATIONAL APPROACHES

Intersectionality is an analytical framework that examines how multiple, overlapping social identities (such as gender, race, class, sexuality, and disability) interact within systems of power to produce distinct forms of privilege and oppression. Rather than treating these identities as separate, intersectionality emphasises their mutually constitutive nature that produces specific lived experiences of marginalisation. In the context of informal settlements, such intersecting identities mean that people face different risks, vulnerabilities and barriers to support.

Gender-relational approaches can be particularly useful in relation to understanding experiences of violence: they consider how gender is produced through relationships between women, men, and non-binary individuals, rather than treating women only as victims and men only as perpetrators. Gender-based violence is rooted in unequal power relations and community norms, rather than only in individual behaviour. Men and boys need to be part of efforts to prevent violence and challenge harmful norms.

These kinds of theoretical insights have influenced the real-life approaches and interventions of community-based organisations involved in this project. Best practice includes:

- Polycom integrating men and boys in their programming around gender-based violence in Kibera (link to Polycom video where they mention boys and men).
- Restoring Dignity Foundation providing support for female ex-prisoner in Korogocho
- In addressing gender imbalances, many organisations have introduced women and girl only training and empowerment programmes. Mng'aro Mtaani ae also providing training and recreational programmes to re-engage young males into education and employment



[Restoring Dignity Foundation Video](#)

A PUBLIC HEALTH CRISIS AS AN EXAMPLE FOR COMMUNITY RESILIENCE

The COVID-19 pandemic and its impacts provides an important insight into community resilience in response to a public health crisis. Vertigans, Mueller-Hirth and Okinda carried out research in Korogocho, an informal settlement in Nairobi, in 2020 and 2021, during the COVID-19 pandemic and its associated control mechanisms such as travel bans and curfews. The authors used a qualitative approach to understand how residents navigated the pandemic's challenges, speaking to residents, members of CBOs and community leaders.



FINDINGS

The study underscores the importance of bottom-up resilience in crises, arguing that policymakers should engage with local knowledge and networks rather than imposing top-down measures. It calls for long-term investments in infrastructure and social protection to address underlying inequalities.

1. **Community Resilience:** Despite extreme hardships—such as overcrowding, lack of sanitation, and economic precarity—residents demonstrated remarkable resilience through collective action, mutual aid, and local innovations.
2. **Government and NGO Responses:** Official pandemic measures (e.g., lockdowns, curfews) often failed to account for the realities of informal settlements, where livelihoods depend on daily work. Some interventions (like food aid) were insufficient or mismanaged, leading to distrust.
3. **Local Coping Strategies:** Residents relied on:
 - Social networks (sharing resources, information, and emotional support).
 - Informal economies (adapting businesses to restrictions).
 - Grassroots organizations (filling gaps left by authorities).
4. **Structural Inequalities:** The pandemic exacerbated existing vulnerabilities, highlighting systemic neglect of informal settlements in urban planning and public health policies.
5. **Adaptation and Innovation:** Some communities developed creative solutions, such as local handwashing stations or community-based health messaging, to mitigate virus spread.

COMMUNITY PAGEANTS

Another example of best creative practice among the organisations is the use of community pageants. While electing, for example, a Mister and Miss Kibera, or a Mister and Miss Korogocho annually, these pageants are not comparable to beauty pageants that focus solely on physical attributes or international competitions such as “Miss World”. Rather, the community pageants run, for over two decades, by organisations like Amani Kibera and Miss Koch Kenya, provide young people in the informal settlements with a platform for leadership, visibility, advocacy and opportunities for mentorship. Winners often transition into community leadership roles.



Watch this video to hear Ben Ooko, director of Amani Kibera, talk about Mr & Miss Kibera and its impacts



CREATIVE APPROACHES: PHOTOGRAPHY

Community based organisations in informal settings use creative activities to enhance well-being and to build a range of skills.

Several of the participating organisations deliver courses in photography and videography to young people. These courses have several benefits. First, they develop business skills that allow young people to market their existing businesses (for example nail design, hair styling, tailoring or beadwork, to name but a few). For others, such courses support them to develop their main business as photographers and videographers. Finally, students are supported to tell stories, through photography or videography, that challenge stereotypes around what it means to be being a young person living in an informal settlement. An example of positive storytelling that was provided is to showcase “teenage mums” as entrepreneurs. Photography becomes a life skill that helps to build identity, self-confidence, critical thinking, and media literacy.



WHAT
PARTICIPANTS
TOLD US

CONTEXT: PHOTOVOICE

Activities such as the ones detailed above draw on the ideas of photovoice. Photovoice is a participatory photographic method that aims to empower marginalised groups and communities to document and explore issues relevant to them, identify common themes within their images, enhance community engagement, and become a catalyst for community dialogue and advocacy.

There are five stages to the photovoice process:

1. **Identify Themes:** In collaboration with participants, themes, topics, and issues for photographs are identified. Researchers may sometimes need to be directive.
2. **Training and Image Gathering:** Participants are trained to use photographic equipment and then gather images.
3. **Group Presentation and Discussion:** Images are presented and discussed as a group to reflect on underlying meanings and critically analyse each other's work. This exploration stage is an opportunity for presentation and mutual questioning.
4. **Narrative Sharing:** Participants share narratives and learn from each other's experiences. This is where common themes, issues, and narratives are explored.
5. **Policymaker Engagement:** The collated stories and messages are shared with policymakers, typically by displaying the photographs.

A fuller account of photovoice as a technique for community engagement and action can be found in the [**appendix**](#).

Activity: Using photovoice

If you would like to use these techniques in your own work with communities, you may wish to try this exercise:



Prompt:

- "What changes are people in my community working toward?"



Why this works:

- It invites participants to notice and document acts of improvement, activism, or solidarity
- It helps shift focus from problems to agency, effort, and local leadership
- It encourages them to see themselves and others as change-makers, not just victims of poverty or neglect

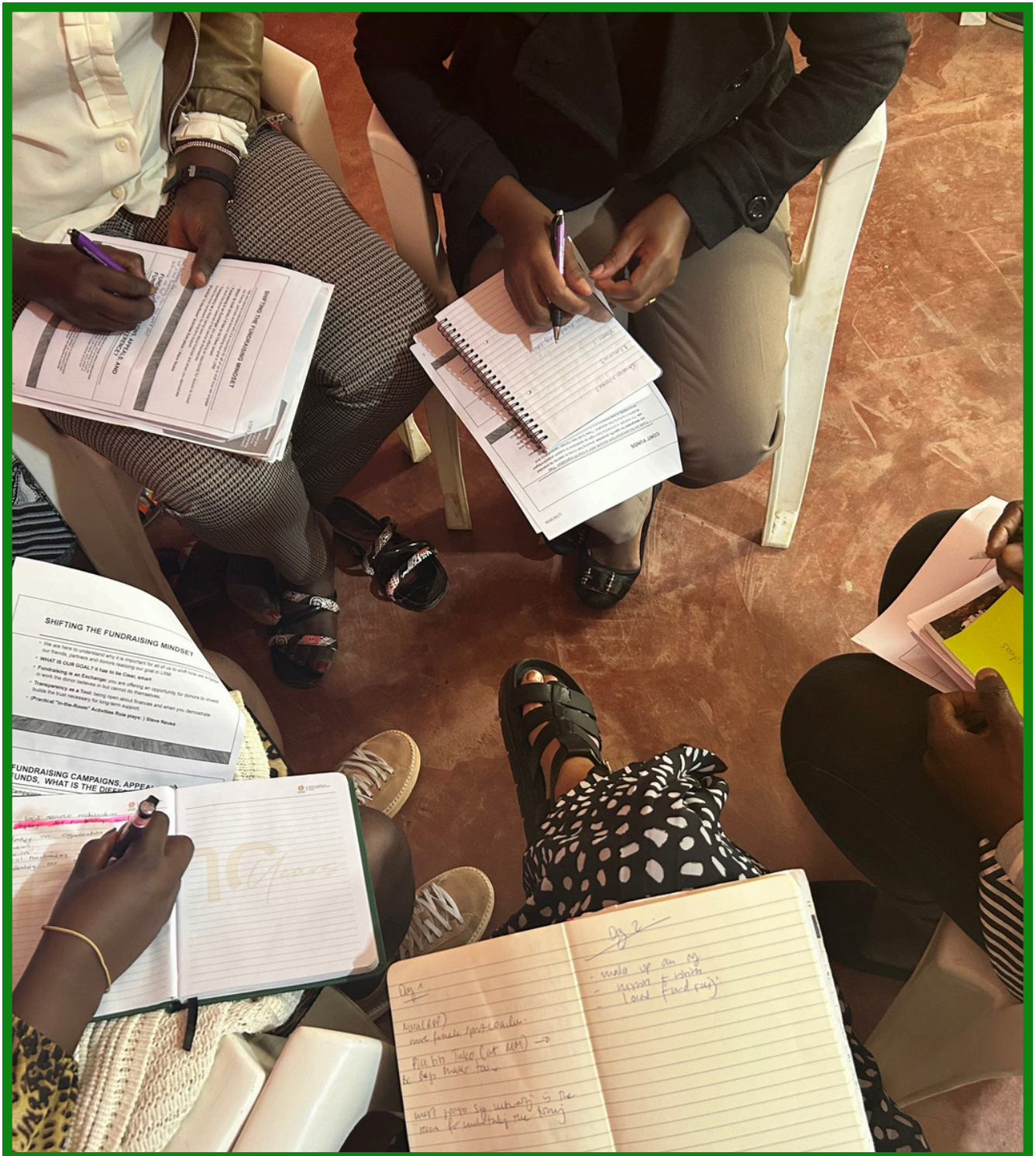
You might then wish to employ the **SHOWeD** questioning technique used in photovoice:

- What do you see in the photograph?
- What is really happening here?
- How does this relate to our lives?
- Why do these issues exist?
- What can we do to address these issues?

Following these lines of questioning can highlight common themes and issues, especially when discussed among the group.

A great photovoice prompt is simple, open-ended, and emotionally resonant—it should guide people to reflect deeply and capture meaningful images from their own experience.

SUMMARY OF BEST PRACTICE



BEST PRACTICE AS IDENTIFIED BY THE PARTICIPANTS

Throughout this toolkit, insights and evidence of best practice from the participating community groups have been highlighted. Here we summarise this knowledge at a glance.

PARTNERSHIP WORKING

- Form a CBO consortium in order to:
 - Improve diversity and inclusion to reach key populations such as PWDs and LGBTQ
 - Improve capacity with more mature organisations working with less well-established ones (e.g. in relation to promoting due diligence and accountability)
 - Develop resource mobilisation strategy/ joint funds or budget
 - Discourage gatekeeping
 - Foster creativity and trust
 - Increase credibility and visibility
 - Address gaps in the community and prevent duplication of programmes
 - Strengthen advocacy through unified voice
- Build synergies according to thematic areas and enable information sharing, for example with peace building and gender-based violence organisations working together
- Work proactively with government officials, local administration and community leaders - ensuring that where priorities are aligned there is working together; pushing for policies that favour communities
- Ensure connections into national and international campaigns and priorities to align with continental and global goals
- Increase referrals and signposting



BEST PRACTICE AS IDENTIFIED BY THE PARTICIPANTS

ORGANISATIONAL PRACTICES, KNOWLEDGES AND SKILLS

- Creative approaches
- Strategic planning
- Sustainability focus
- Have a clear vision and purpose
- Have strong policies and procedures
- Community engagement to determine priorities and shape programmes
- Feedback to beneficiaries
- Ensure staff wellbeing
- Staff development, including remaining up to date with relevant policies such as safeguarding and data protection

FUNDING AND FINANCES

- Diversifying funders and funding strategies
- Ensure accountability and due diligence, such as audited reports from certified public auditor
- Budget management, for example, to cover core costs in addition to donor priorities
- Financial literacy, for example, through financial training
- Use reputation and partnerships to leverage funding

EVALUATION AND COMMUNICATION

- Harness media connections, such as local radio and TV stations
- Monitor and evaluate impact of programmes
- Develop organisational strategy around documentation and communication of impact to increase visibility and funding
- Share data with other stakeholders
- Use a range of relevant approaches to feed back to beneficiaries and funders
- Sensitisation of wider community and security actors to CBOs' programmes

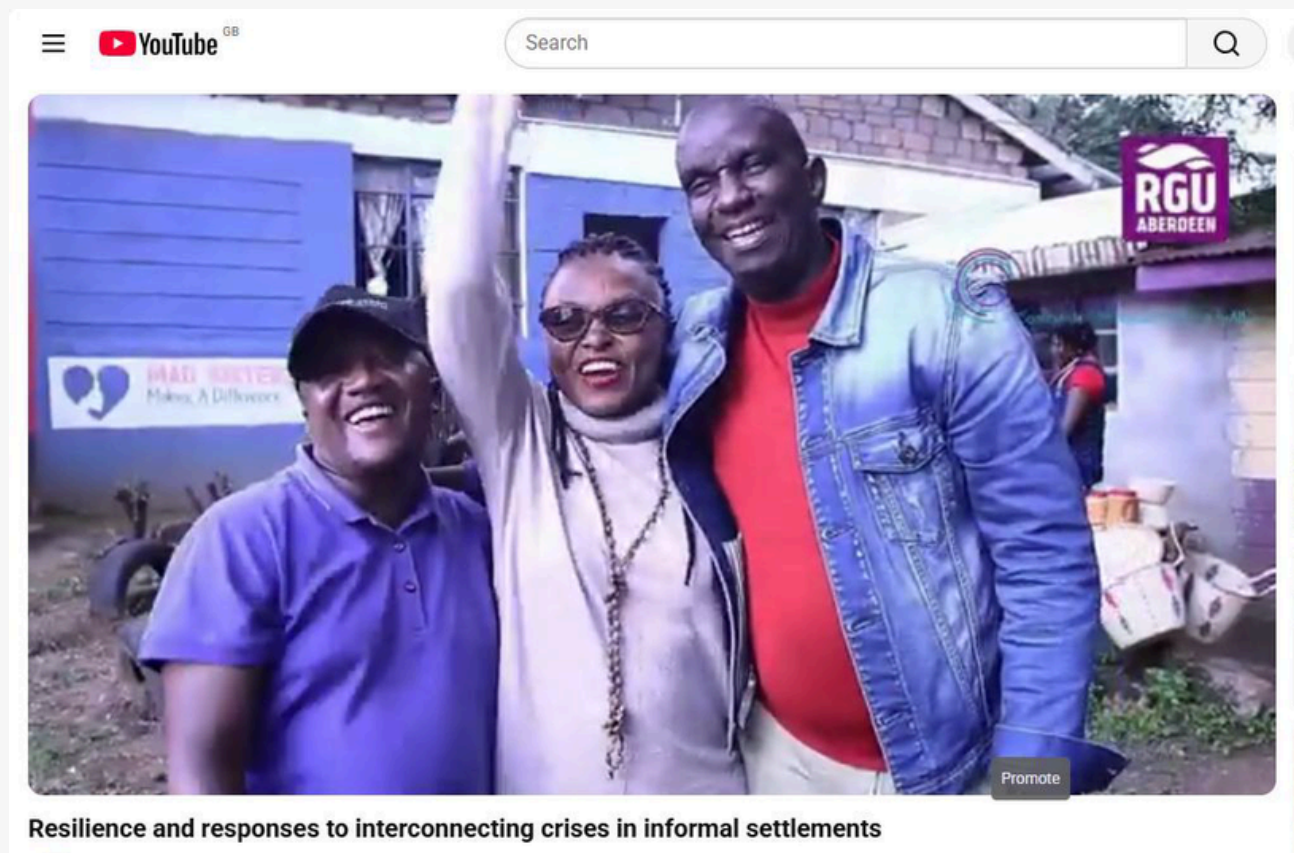
DOCUMENTARY

With Nairobi-based filmmaker Ngash Sage and editor Anifa Kavira, the research team also produced a documentary that features the community-based organisations discussing best practice.

The documentary hopes to amplify the voices of community leaders and challenges negative stereotypes about informal settlements.



[YOU CAN WATCH IT ON
YOUTUBE HERE OR BY
SCANNING THE QR CODE.](#)



APPENDICES

SCHEDULE OF ACTIVITIES			
Date	Session + Time	Main Topic(s)	Lead Trainer(s)
Day 1			
Friday 16 January	ARRIVE at 9:30 for BREAKFAST		
	1/ 10:00 – 11:30	Introduction and framing the programme	Imaobong James, Edwiler Abongo
	2/ 12:00 – 16:00	Business Planning and Financial Management	
	including WORKING LUNCH, roughly 14:00		
Day 2			
Monday 19 January	ARRIVE at 9:30 for BREAKFAST		
	3/ 10:00 – 11:00	Fundraising	Steve Nzusa, Emmie Erondanga
	4/ 11:30 – 12:30	Grant writing for income generation	Francis Aywa
	5/ 12:45 – 14:15	Social media for organisations	Imaobong James, Stephen Vertigans
	WORKING LUNCH 14:15 – 15:00 (delegates to work on social media)		
	6/ 15:00 – 16:00	Use of AI for CBO Work	Imaobong James
Day 3			
Tuesday 20 January	ARRIVE at 9:30 for BREAKFAST		
	7/ 10:00 – 11:30	Community engagement	Ben Ooko
	8/ 11:45 – 14:00	Impact evaluation and M&E	Francis Aywa, Caroline Musyoka
	LUNCH 14:00 – 14:45		
	14:45 – 15:45	Evaluation and next steps	

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THANK YOU

*Thank
You*

THIS TOOLKIT IS A PRODUCT OF THE WORK, KNOWLEDGE AND DEDICATION OF MANY PEOPLE.

Thank you to the leaders and staff of all participating organisations - their expertise and experiences are the foundation of this toolkit.

Steve Nzusa (SMAP Consultancy, Nairobi) is a long-standing collaborator and has contributed significantly to the impact of this work.

Ngash Sash was photographer and videographer for the documentary film *Resilience and responses to interconnecting crises in informal settlements*. Anita Kavira was the film's editor.

Dr Neil Gibson (now Social Work Scotland) and Dr Irene Ukanwa (School of Law and Social Sciences, RGU) contributed to a symposium that gathered best practice in June 2024.

Dr Imaobong James, Dr Francis Aywa, Emmie Kemper Erondanga, Stephen Nzusa, Ben Ooko, Edwiner Abongo and Caroline Musyoka contributed to designing and delivering training in January 2026.

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Laraine d'Antin (Learning Developer, RGU) designed the toolkit.

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Dr Natascha Mueller-Hirth
Professor Stephen Vertigans

REGISTERING A CBO

To register a Community-Based Organisation (CBO), or “community group” in Kenya, follow these steps as outlined by the Ministry of Labour and Social Protection:

Step 1: Prepare Required Documents

Ensure you have the following:

- **Name Search:** Verify that your proposed CBO name is unique and available.
- **Meeting Minutes:** Document the meeting where the decision to register the CBO was made and officials were elected.
- **Members List:** Include names, positions, ID numbers, mobile numbers, and signatures of all members.
- **CBO Constitution:** Outline the rules governing the CBO.
- **Copies of National IDs:** Provide ID copies for all members.
- **Memorandum of Understanding (MOU):** If formed through amalgamation, include an MOU and original certificates of affiliate groups.
- **Registration Fee:** Pay the approved fee of Ksh. 5,000.

Step 2: Submit Application

You can obtain and submit the registration form at:

- **Huduma Centres**
- **Sub-County Public Service Offices**
- **Sub-County Labour and Social Protection Offices**

Step 3: Await Approval

The registration process typically takes approximately 5 days. Upon approval, the Ministry will issue a Certificate of Registration.

Post-Registration Requirements

After registration, the CBO must:

- **Renew the Certificate Annually**
- **Submit Quarterly Progress Reports** to the registering authority
- **Allow Access to Records** upon request

For more information and to access the registration form, [visit the Social Protection webpage.](#)

COMPARISON OF CBO, NGO (PBO) AND FOUNDATION IN KENYA

ORGANISATION TYPE

CHARACTERISTICS, PROCESSES & KEY DIFFERENCES

CBO (Community-Based Organisation)

Nature: Grassroots, community-driven, non-profit
Legal Basis: Community Groups Registration Act
Registration Authority: Sub-County Social Development Office / Ministry of Labour & Social Protection (Integration to E-Citizen happening)
Registration Process: Simple; constitution, members list, minutes, small fee
Membership: Community members (usually 10+)
Scope of Operation: Local (village, ward, sub-county)
Governance: Chairperson, Secretary, Treasurer
Funding Access: Limited (local donors, small grants)
Compliance: Minimal reporting
Main Strength: Easy to form, strong community ownership

NGO / PBO (Non-Governmental Organisation) Scope of Operation: National or international

Nature: Formal non-profit for public benefit activities
Legal Basis: Public Benefit Organizations (PBO) Act, 2013
Registration Authority: PBO Regulatory Authority (PBORA)
Registration Process: Detailed; name search, constitution, board vetting, higher fees
Membership: Board of Directors (professionals)
Governance: Board-led with formal management
Funding Access: High (donors, governments, international partners)
Compliance: High (annual reports, audits)
Main Strength: Credibility, large-scale funding & influence

FOUNDATION

Nature: Philanthropic / charitable entity
Legal Basis: Companies Act (Ltd by Guarantee) OR Trustees Act (Trust)
Registration Authority: Business Registration Service (BRS)
Registration Process: Legal drafting (Trust Deed or Constitution), moderate complexity
Membership: Trustees or Members (no shareholders)
Scope of Operation: Local, national or international
Governance: Trustees / Directors
Funding Access: Endowments, donations, grants
Compliance: Moderate (annual filings, audits)
Main Strength: Structured giving, asset holding, long-term sustainability

Thank You

Thank you to Steve Nzusa for providing this comparison.

STARTING A SOCIAL ENTERPRISE

Starting a social enterprise was regarded by many as an important future step to ensuring organisational and financial stability. As was shown above, traditional donor funding is often unpredictable and short-term and increasingly scarce. Social enterprises generate their own revenue, reducing dependency on grants. What is more, by commercialising products or services, an organisation's impact can be increased, for example by reinvesting profits into community programmes and allowing CBOs to scale their activities. Establishing a social enterprise in Kenya involves several steps, including planning, registration, and compliance with legal and regulatory requirements.

BELOW IS A STEP-BY-STEP GUIDE TO THE PROCESS:

1. Understand What a Social Enterprise Is

A social enterprise is a business that aims to achieve social, environmental, or community impact while generating revenue. Unlike traditional NGOs, social enterprises rely on business models to sustain their operations and achieve their mission.

2. Develop Your Social Enterprise Idea

- **Identify a Social Problem:** Define the issue you want to address (e.g., education, healthcare, environment, poverty).
- **Create a Business Model:** Develop a sustainable business model that generates income while addressing the social problem.
- **Draft a Business Plan:** Include your mission, vision, target audience, revenue streams, and impact measurement strategies.

3. Choose a Legal Structure

In Kenya, social enterprises can be registered under different legal structures, depending on their goals and activities:

- **Company Limited by Guarantee:** Suitable for non-profit-oriented social enterprises.
- **Company Limited by Shares:** Suitable for profit-oriented social enterprises that reinvest profits into their social mission.
- **Non-Governmental Organization (NGO):** If your primary focus is charitable work, you can register as an NGO under the NGO Coordination Board.
- **Cooperative Society:** If your social enterprise involves a group of people working together, you can register as a cooperative.

4. Register Your Social Enterprise

The registration process depends on the legal structure you choose. Below are the general steps:

a. Register as a Company (Limited by Guarantee or Shares)

1. Name Reservation:

- Visit the [eCitizen portal](#) and create an account.
- Search for and reserve a unique name for your social enterprise through the [Business Registration Service \(BRS\)](#).

2. Prepare Required Documents:

- Memorandum and Articles of Association (outlining your objectives, governance structure, and rules).
- A statement of the social mission and impact goals.
- Details of directors and shareholders (if applicable).

3. Submit Application:

- Submit the documents online via the [eCitizen portal](#).
- Pay the required registration fees (varies depending on the type of company).

4. Certificate of Incorporation:

- Once approved, you will receive a Certificate of Incorporation from the Registrar of Companies.

b. Register as an NGO

1. Name Reservation:

- Reserve a name with the NGO Coordination Board via their [online portal](#).

2. Prepare Required Documents:

- Constitution or bylaws.
- Application form.
- Details of board members.
- A statement of the social mission and activities.

3. Submit Application:

- Submit the documents to the NGO Coordination Board.
- Pay the required fees.

4. Certificate of Registration:

- Once approved, you will receive a Certificate of Registration.

c. Register as a Cooperative Society

1. Form a Group:

- Gather at least 10 members to form a cooperative.

2. Prepare Required Documents:

- By-laws of the cooperative.
- Minutes of the first meeting.
- Application form.

3. Submit Application:

- Submit the documents to the Commissioner of Cooperatives.
- Pay the required fees.

4. Certificate of Registration:

- Once approved, you will receive a Certificate of Registration.

A STEP-BY-STEP GUIDE TO THE PROCESS (CONTINUED):

5. Obtain Necessary Licenses and Permits

Depending on your activities, you may need additional licenses or permits from relevant government agencies (e.g., environmental permits, health permits, or trade licenses).

6. Open a Bank Account

- Use your registration documents to open a bank account for your social enterprise.
- Choose a bank that offers services tailored to social enterprises or NGOs.

7. Comply with Tax Regulations

- Register for a PIN (Personal Identification Number) and Tax Compliance Certificate (TCC) from the Kenya Revenue Authority (KRA).
- If your social enterprise qualifies, apply for tax exemptions (e.g., under the Income Tax Act for NGOs).

8. Build Partnerships and Networks

- Collaborate with other organizations, government agencies, and stakeholders to amplify your impact.
- Join networks like the Social Enterprise Society of Kenya (SESK) for support and resources.

9. Monitor and Evaluate Impact

- Develop a system to track and measure your social, environmental, and financial performance.
- Regularly report on your impact to stakeholders and donors.

SOCIAL MEDIA GUIDANCE

WEBSITE GUIDANCE

Websites tend to require greater financial and time input for development and maintenance than forms of social media such as Facebook and TikTok. These costs can be offset by the benefits well-maintained websites bring organisations. For instance, a CBO website allows for much greater control over formatting and content. The scope of websites enhances:

- Clearer and detailed outlines of the CBOs aims and activities.
- Credibility, trust and professionalism for wider national and international audiences and potential donors who may discover the CBO on social media.
- Donation links are easier to embed and are more trustworthy for new donors.
- Finally, a website can often be more easily found on search engines.

Because websites have different purposes and reach, your approach to communicating with audiences should consider integrating with a complimentary usage of social media platforms such as Facebook and TikTok. These platforms can direct views and potential donors for more in-depth information, greater trust and reliable donor links. For example, snippets and engaging visuals can be added onto these platforms leading to detailed stories and impact reports on the website

HERE ARE SOME SUGGESTIONS FOR CREATING AND MAXIMISING THE IMPACT OF YOUR WEBSITE:

1. Define or revise your Website's Purpose

- Primary Goals: Clearly define what you want to achieve (e.g., raising funds, building awareness, recruiting volunteers).
- Highlight your unique selling proposition (USP) – across the world there are many thousands of CBOs in the global south with websites that are competing for views and donations. Consequently, what are you doing that is different that will attract people to the website and encourage them to volunteer or donate?
- Target Audience: Identify who you want to reach (e.g., community, donors, youth, volunteers).

WEBSITE GUIDANCE

2. Create a User-Friendly Design

- Simple Navigation: Ensure your website is easy to navigate with a clear menu (e.g., Home, About Us, Projects, Donate, Blog).
- Mobile Optimization: Make sure your website is mobile-friendly, as many users will access the site via smartphones rather than pcs. Responsive design features should be considered.
- Fast Loading Speed: Optimize images and code to ensure your site loads quickly. Tools like Google PageSearch insights will help assess and improve speed.

3. Example Website Structure:

1. Homepage: Mission statement, symbolic image
2. About Us: Your story, team, and partners.
3. Our Work: Projects, impact, and success stories.
4. Donate: Donation options and payment gateway.
5. Financials/Transparency page to emphasise accountability
5. Blog: Updates, stories, and educational content.
6. Get Involved: Volunteer opportunities and fundraising ideas.
7. Contact Us: Contact form and social media links.



WEBSITE GUIDANCE

4. Create Content

Homepage: What people see when they first access the site will influence how long viewers remain. Consequently the 'above the fold' content which viewers see before they decide to scroll should be highly engaging and communicate the key mission and call to action.

Use a strong headline that clearly states your mission (e.g., "Empowering African Communities Through Education").

- Include a high-quality image or video that captures attention.
- Add clear buttons such as "Donate Now" or "Learn More".

About Us Page:

- Share your story, mission, and vision.
- Highlight your team and partners to build trust.
- Include registration details and relevant certification to help build trust. First time viewers often need reassurance about the CBOs credentials.

Projects/Impact Page:

- Use problem – solution – impact framework starting with what was the need, how did the CBO intervene and what was the measurable impact.
- Showcase your work with photos, videos, and success stories.
- Use statistics and achievements to demonstrate your impact (e.g., "created safe space centre for 25 victims of Gender Based Violence", "trained 100 young entrepreneurs").
- Adopt ethical storytelling – ensure consent of the people whose stories you tell and images you use. The dignity of the people reported has to be respected.
- Tell compelling stories: This section allows space to provide details about what is happening and the contexts in which you are operating such as.
 - Before & After Stories: Show how donations change lives through images and videos.
 - Real People, Real Stories: Feature community members speaking about their experiences. Include diverse voices and perspectives from the community.
- Blog Section: Regular updates on projects, donor highlights and how funding is being spent
- Reports from staff and volunteers.
- Behind the scenes glimpses of CBO daily activities
- You can also talk about issues affecting the community, funding constraints etc.
- Expert commentary on relevant social issues
- Guest posts from partners or volunteers

WEBSITE GUIDANCE

5. Use Visual Storytelling

- Photos and Videos: Use quality visuals to show the impact of your work. Include before-and-after images, testimonials, and project updates (See video content guidance)
- Visuals need to look professional with good lighting and focus. Phone cameras can still be used but be mindful about how the images will look to potential viewers and donors who will be familiar with quality images.
- Ethical consideration needs to be given to the use of images and videos of beneficiaries.

6. Make donations easy

- Clear Donation Buttons in multiple places: Offer multiple donation tiers with descriptions of what each amount can achieve (e.g., “1200khs annual school supplies for 10 children”).
- Secure Payment Gateway: Use trusted payment platforms like PayPal, MChanga, GoFundMe or credit/debit cards and bank transfers.
- Where possible, use clear and secure donation process with SSL encryption (with padlock icon in the browser).
- Recurring Donations: Encourage supporters to set up monthly donations.
- Consider ‘donation tiers’ with different tiers attached to a tangible outcome. For example, 2500khs will pay for a child’s school uniform, 1000khs per month will provide food during schooldays 2,000khs per month will allow Fatima to continue studying at school.

7. Trust, transparency & accountability

- Testimonials: Share quotes from beneficiaries, donors, or partners.
- Media Mentions: Highlight any press coverage or awards your organization has received.
- Thank donors (with their permission) to build trust and encourage others to contribute.
- Show Transparency: Clearly display your mission, goals, and how donations are used.
- Financial Reports: Publish where the money goes with a summary for a wider audience and detailed report for donors.
- Include information about the CBOs governance structure such as board members.
- FAQs Section: Answer common donor concerns.

8. Optimize for SEO (Search Engine Optimization)

- Keywords: Use relevant keywords such as “Kenyan community support,” “donate to Africa,” “help Kenyan victims of climate change” or “empower young African women” “enabling older people” throughout your website.
- Write descriptions for each page to improve search engine visibility.
- Following from above, high quality original content will improve SEO rankings.
- Blog Posts: Regularly publish blog posts on topics related to your cause to drive organic traffic.

WEBSITE GUIDANCE

9. Integrate Social Media

- Adapt content across social media platforms to reach different audiences, directing them to the website for more information or to donate.
- Keep branding consistent. Messages and images need to connect to core mission and values.
- Social Media Links: Add links to your Facebook, TikTok and other platforms.
- Share Buttons: Include social sharing buttons on your blog posts and donation pages.
- Embed Feeds: Display your social media feeds on your website to show real-time updates.

10. Include a Newsletter Sign-Up

- Email Campaigns: Encourage visitors to sign up for your newsletter to stay updated on your work and to be informed of invites and exclusive insights.
- Ensure the process is easy to locate and simple to complete.

11. Host Virtual Events or Webinars

- Virtual events can directly connect to national and international donors as an opportunity to talk about your projects, answer questions and discuss how people can become involved.
- Event Pages: Create dedicated pages for virtual events, complete with registration forms.
- Live Streams: Embed live streams or recordings of events on your website.

12. Add a Contact and Get Involved Page

- Detail how people can contact you such as by phone, email or social media.
- Ensure enquiries are promptly responded to.
- Opportunities: List ways people can help, such as volunteering roles, skills required, fundraising or spreading awareness.
- Application Form: Include a form for interested volunteers to sign up

13. Use Analytics to Track Performance

- Regularly review site analytics to understand which content is receiving most attention, where visitors are coming from and that donation pathways are effective.
- Google Analytics: Monitor website traffic, user behaviour and conversion rates.
- Test different headlines, images, blog stories etc. to see what works best.

CREATING VIDEO CONTENT GUIDANCE

Some suggestions for website and social media video content (to be read alongside the guidance for the specific platforms)

Videos across social media platforms can be powerful tools in arousing emotion and building empathy in ways that other formats cannot. Deciding video content should be informed by your CBO mission and overall communication strategy. Consent should always be obtained from people featured in the videos.

1.How long should the video be?

Length of video should be informed by:

- What you want the video to achieve
- The intended audience
- Website or social media platforms you will be using
- Remember that viewer attention spans can be short on social media and longer videos need to consistently engaging

The duration of the videos also informs what you can achieve best:

- Awareness: Short videos (15-60 seconds) work best to grab attention. Use striking visuals and a clear, concise message in the first few seconds. End with a strong call to action or a hook to learn more.
- Storytelling: Medium-length videos (1-3 minutes) are ideal for emotional impact. Focus on one compelling narrative with a clear beginning, middle and ending. Use emotional cues such as music, visuals, personal accounts to connect with viewers.
- Education/Updates: Longer videos (3-10 minutes) or live streams for detailed updates or showing impact. These videos need to be clearly structured with engaging visuals to maintain interest. Any complex information should be broken down into digestible sections. For live streams, encourage interaction through Q &A.
- Photos: Post high-quality images of your projects with captions explaining their significance so that they tell a story or convey key information.

CREATING VIDEO CONTENT GUIDANCE

2. Capturing and keeping viewers

- Capture viewers early: The first 3–5 seconds are critical to grab attention. A compelling visual, thought-provoking question or a surprising statistic in the opening seconds can grab viewers' attention so that they want to keep watching.
- Most social media users watch videos on mobile, so ensure your videos are vertical or square (1:1 or 4:5 aspect ratio) because these ratios take up most screen space.
- Captions throughout are helpful for accessibility and cater for people who watch videos in public spaces without sound.
- At the end of the videos or photos include an accurate or timely caption or voiceover as a call-to-action that relates to the video and is clear, direct and easy to follow e.g. Donate now, share, or support.
- Use hashtags# (further details in the guidance about the social media platforms). A mix of relevant local and international hashtags can improve discoverability.

3 .Short-Form Videos (less than 1 minute)

- Why use: Shorter videos tend to have higher completion rates as they are easy to consume and share.
- Best for: Capturing attention quickly, start with a powerful image, question or statement. Have one key message or story.
- Videos such as an emotional reel showing the impact of donations to the community or whatever you are providing them at events. Include a link to donate to your CBO.
- Consider using trending sounds or music to increase visibility on platforms such as TikTok and Instagram. Check there would be no breach of copyright for the use of the sounds or music.

4. Medium-Length Videos (1–3 minutes)

- Why use: Allows time to provide context and show impact without losing viewer interest.
- Such as a 2-minute video featuring different voices talking about how donations and images of your CBO involvement changed their life, followed by a call-to-action/donate.
- Best for: Showcasing a specific project, a community member's story, or explaining how donations help.
- Telling a more detailed story or explaining your cause that has a strong hook to encourage viewers to keep watching.

CREATING VIDEO CONTENT GUIDANCE

5. Longer Videos (3-20 minutes)

For stories that require time to build empathy, trust and emotional connections. The narrative needs to keep viewers interested such as:

- In-depth stories of individuals or families like:
 - A day in the life of a child benefiting from your programs.
 - A transformation story showing how donations have improved lives.
 - Ensure stories are told ethically and with dignity.
- Explain Complex Issues - If your cause involves complex challenges (e.g., political violence, education barriers, or healthcare access), longer time allows you to explain the issue and show how donations make a difference.
- Visual aids such as infographics and maps can help breakdown complex information. Interviewing experts or community members can provide different perspectives.
- Show Impact to demonstrate the tangible impact of donations, such as:
 - Building a school or community centre.
 - Distributing food, water, or medical supplies.
 - Before-and-after comparisons of communities you've helped.
- Build Trust and Transparency
 - Showcase behind-the-scenes footage of your team working in the community and their passion and dedication.
 - Explaining how funds are used in specific and transparent ways
 - Consider featuring consented testimonials from volunteers, beneficiaries or partners
 - Providing updates on ongoing projects.

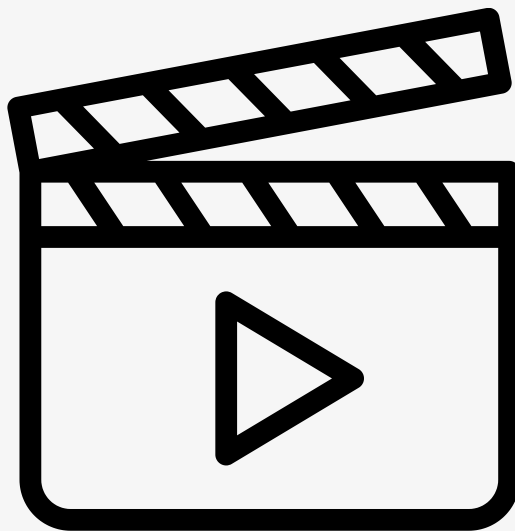
6. Production tips for low budget/phone recorded videos

- Lighting: When possible use natural light which even from a window can make a big difference. Avoid shooting with light sources directly behind your subject.
- Sound: Find a quiet environment to record audio. If using a phone, consider using headphones with a built-in microphone for clearer sound.
- Framing: Think about how your subject is positioned in the frame. For interviews, a medium shot (from the waist up) often works well.
- Stability: If using a phone, try to keep it as steady as possible. Consider using a simple tripod if available.
- Editing: Even basic editing on a smartphone can enhance your video. Trim unnecessary footage, add captions, and include a call to action at the end. Free mobile editing apps are readily available.
- Authenticity over perfection: Don't let a lack of expensive equipment stop you. Authentic and heartfelt content often resonates more than highly polished but impersonal videos.

CREATING VIDEO CONTENT GUIDANCE

7. Monitor and revise approaches

- Monitor the impacts of your videos by reviewing:
 - viewing figures
 - watch times (how long people watch the videos)
 - engagement (likes, comments, shares) to see which images, issues and formats receive most views and reactions.
- Try different openings, calls to action, stories etc to see what works best for which campaigns.
- Use the monitoring information for deciding when, what and how to video in future.
- Because of the rapid changing use of social media and community development issues, monitoring the impacts of your videos should be ongoing.



TIKTOK AND INSTAGRAM GUIDANCE

TikTok and Instagram are highly visible platforms that enable storytelling and emotional connections through short photo collages and videos. Consequently, both can be great platforms for arousing and increasing interest in Kenyan informal communities. To improve impact requires a strategic approach that combines storytelling, visual appeal and engagement in order to achieve aims such as increasing donors, supporters or promoting events.

Both TikTok and Instagram offer opportunities for engagement and growth with the best choice depends on your goals, target audience, and content style. Many organisations and creators use both platforms to maximize their reach. Across the different platforms, your brand and visual style needs to be consistent to build recognition. When deciding which platform to adopt for particular messages, you should be aware of some differences between them.

As with other platforms, consent should be obtained for using peoples' images and stories.

1. Content Style & Format

- TikTok: Focuses on short, entertaining, and fast-paced videos (5-60 seconds, up to 10 minutes for some users). Trends, entertainment, community engagements and challenges dominate with emphasis on authenticity and relatability.
- Instagram: Offers more content lifestyle variety, brand-building, photos, Reels (short videos), Stories (disappear in 24 hours), IGTV (long videos), and carousels. Tends to be higher quality visual and cohesion.

2. Audience & Engagement

- TikTok: Younger audience (mostly 16-34 although older generations are growing), high engagement and more potential organic reach (your content can go viral even if you have few followers).
- Instagram: Broader age range (18-44), more polished content, and algorithm favours established accounts and can build loyal communities.

3. Discoverability & Algorithm

- TikTok: For You Page (FYP) pushes content to new audiences based on trends and engagement, making it easier to grow organically.
- Instagram: Hashtags & Explore Page help discover content, but reach is often limited unless boosted by ads or engagement.

4. Best for Your Goal (Increasing interest & donations)

- Use TikTok for: Quick viral awareness, storytelling, challenges and emotional donation appeals.
- Use Instagram for: More polished storytelling, long-term engagement, donation campaigns, and professional networking.
- TikTok can spark initial interest and Instagram can be better for providing more in-depth information and nurturing longer term relationships with potential donors. And if you have a website, interest can be directed to the site.

THE TYPES OF CONTENTS TO CONSIDER FOR BOTH PLATFORMS

1. Showcase Everyday Life

- Post videos that highlight positive and aspirational aspects of daily life in the communities such as music, art, sport, street vendors, children playing or small businesses. This helps show resilience, break stereotypes and humanizes the community.
- Use short, compelling videos to humanize the experiences of people in these communities, making it relatable and engaging for viewers.
- Encourage use of snappy captions that provide context and invite viewers to learn more.

2. Adopt Storytelling

- Focus on stories that demonstrate impact and potential. How has the CBO made a difference, what future impact would donations have to beneficiaries?
- Share personal stories of residents, their challenges and successes. For example, a short video about a young entrepreneur in Kibera or a student overcoming obstacles in Korogocho can be very impactful.
- Use strong visuals to accompany the individual and the context.

3. Use Trends, challenges and hashtags

- Incorporate trends and music to attract views. For instance:
- Create or participate in trending challenges that are culturally sensitive and align with the CBOs mission. For example, a dance challenge or a hashtag campaign like #DanceForPeace or #KenyanResilience.
- Encourage users to share their own content related to the cause, fostering a sense of community and participation.
- Introduce unique and branded hashtags for your CBO and campaigns to build recognition and track engagement.
- Before & after videos (e.g., community clean-ups, small business growth).
- Challenges (e.g., A Day in the Life challenge featuring different people).
- Dances & Music featuring local artists and cultural expression to add authenticity and appeal.

4. Celebrate Initiatives and Resilience

- Highlight and tag local organizations, CBOs or individuals working to improve conditions or transform lives to expand reach and build connections.
- Share success stories and community-driven projects with evidenced results such as 50 older people fed, 10 new houses built
- Feature initiatives like education programs, healthcare services or entrepreneurship opportunities.
- Share content that celebrates the cultural richness, creativity, dignity and resilience of people living in African slums. Highlight local art, music, fashion and traditions.
- Showcase unique projects, such as environmental solutions, recycling initiatives or art made from recycled materials.

THE TYPES OF CONTENTS TO CONSIDER FOR BOTH PLATFORMS

5. Sound, Vision and Emotional Appeal (see also our video guidance)

- Use high-quality visuals, music and editing to create emotionally resonant content.
- Have clear audio in videos particularly when community members are speaking. Consider use of subtitles for international audiences.
- Feature community members explaining their challenges and what donations help them achieve. Example: A video showing a struggling small business owner who receives financial help and grows their business.
- Incorporate local music, art, and culture to celebrate the vibrancy of these communities.
- Use popular, appropriate background music that emotionally connects with the tone of the content. Ensure either you have the rights to the music or it is royalty free.
- Make your videos visually appealing with good lighting and editing.
- Use compelling captions and a mix of broad and niche hashtags like: #SportinSlums #LifeInKibera #KenyanInnovation #Greenspace. A range of hashtags can help reach different audiences.

6. Educational content

- Post informative content about issues like access to sanitation, education or health. Use storytelling to make it relatable.
- Create short videos that delve into specific topics in more depth such as explanations of the socio-economic conditions, history and cultural richness of African urban settlements.
- Myth vs. Reality posts that break stereotypes about 'slums' with factual, engaging content.
- Use infographics, animations or captions to present facts and statistics such as about poverty, rates of violence, hunger and positive outcomes to make information more easily digestible.
- When including statistics focus on how these issues impact individuals and how the CBO is seeking to address.



THE TYPES OF CONTENTS TO CONSIDER FOR BOTH PLATFORMS

7. Fundraising & Awareness Campaigns

Campaigns to attract volunteers or promote crowdfunding or donation links for community projects. The above approaches are designed to attract awareness which the donations and volunteer campaigns need to connect into.

- A clear and compelling call to action in fundraising posts – tell the viewer what you want them to do such as donate, volunteer.
- Highlight the role of volunteers including video of their activities and their experiences
- Share real-life impact stories about individuals or groups showing how past donations made a difference.
- Use clear before-and-after visuals to show how contributions make a difference. For example, a carousel post of a series of images or a mini-documentary with:
 - First image: A problem (e.g., lack of safe sports space for children).
 - Middle images: People working on a solution.
 - Last image: A hopeful message and request for follow to support changes.
- Show a completed project funded by past donations, with a caption thanking supporters
- For genuine cases, make urgency & emotional connection with phrases such as for \$10 you can provide food and shelter for a child for one week. Be transparent about the nature of the urgency and mindful that urgent calls quickly reduce in impact if regularly posted.
- Add an easy to find donation link in your bio (e.g., to GoFundMe, PayPal, or a direct CBO page). And, if relevant, direct to your website.
- Pin donation posts on your profile.
- Use Live Fundraising Features if available.
- Collaborate with organizations that have donation features enabled.
- Organize a structured Giveaway Campaign that comply with platform guidelines where people donate to participate.
- Run campaigns with deadlines, such as “Help us raise 10,000khs by [date] to launch a tailoring business to enable young mothers to earn their own income to support their families.”
- Post reaction videos to donations, thanking donors (and name them if they give approval) and showing outcomes.
- Regularly provide updates on how funds are being used.

8. Go Live

- Live streams allow real-time interaction. You can showcase local events, Q&A sessions, or even fundraising initiatives.
- Promote live streams in advance to build interest and encourage audience to watch and interact live.
- Prepare talking points and have a clear agenda for the sessions.
- Tour the community and show real stories.
- Interview locals, social workers, or entrepreneurs.
- Discuss challenges and solutions with experts.
- Save and share recordings of live streams for those who could not attend live.

THE TYPES OF CONTENTS TO CONSIDER FOR BOTH PLATFORMS

-9. Increase your viewings and impact

- Create a content calendar to plan posts and ensure regular flow of content.
- Post consistently and use relevant hashtags to increase visibility.
- Encourage likes, shares, and comments.
- Post at optimal times when your audience is most active (often evenings and weekends for these social platforms).
- Use engaging captions and calls to action to boost interactions, which can improve your content's reach.
- Experiment with different content formats and posting times to see which performs best.
- Cross-post videos to other social media platforms and embed videos in a blog or website.
- Share to Your Feed and Stories and encourage followers to like and share.
- Respond to comments and questions to build a dialogue with viewers. This can help educate and inspire action.
- Ask questions or prompt viewers to comment (e.g., "What would you do to help?" or Tag someone who should see this").
- Use interactive features like polls or Q&A in your captions.
- Collaborate with Kenyan and African influencers who are interested in social issues or culture. NGOs and social enterprises working in communities can also help amplify your content.
- Encourage sympathetic influencers to visit or virtually engage with these communities to create impactful content.

10. Monitor and revise

Monitor the impacts of your postings by reviewing:

- Viewing figures to see which types and timings of postings receive most
- Engagement rates such as likes, comments, shares
- Website clicks from your bio
- Number of donations linked to particular social media campaigns
- Use platform analytics tools to gain deeper insights into audience demographics and content performance.

This analysis should inform when, what and how to post in future contributing to a flexible and adaptive strategy based on what the data tells you and the trends of the different platforms. Because of the rapid changing use of social media and community development issues, monitoring the impacts of your usage should be ongoing.

GUIDANCE FOR USING FACEBOOK FOR RAISING PROFILE AND DONATIONS

Through storytelling, updates and images Facebook is a useful tool to attract interest and donations from Kenya and the Global North. CBOs use Facebook because of the ease in communicating and connections with communities and audiences. Setting up a Facebook page and posting is relatively easy requiring low levels of technical skills or equipment.

With over three billion users that includes huge numbers of older people who are less active on other platforms, Facebook has a massive potential audience. However, there is huge competition from other CBOs for views meaning your pages and posts need to be distinct, making connections with targeted audiences and regularly posted.

Because Facebook has different purposes and reach to websites and other social media platforms, your approach to communicating with audiences should consider integrating with complimentary usage of other platforms. For instance, you can cross promote between Facebook, TikTok and Instagram and, where relevant, direct traffic, if you have, to a CBO website for more detailed information, donations etc.

The below points are suggestions for consideration. As with all forms of social media there is no one strategy or approach that fits all organisations. By tracking the impact of your posts and campaigns you can devise the CBO strategy to Facebook that best works for you.

1 Define your goals and target audience

- **Goals:** Clearly define what you want to achieve through Facebook (e.g., raising funds, building awareness, recruiting volunteers). Where possible, quantify the goals such as increase funding by 2000 euros.
- **Target Audience:** Identify your targeted audience and donors (e.g., age, interests, location, and values). For example, youths for training, corporate programmes, people interested in charity, Africa, or social causes. Consider why would they be interested in joining or donating and write messages that connect to their possible motivations.
- **International audience** might better connect if CBO local work can be connected to global issues or concerns such as climate change, gender-based violence, inequality, human rights.

THE TYPES OF CONTENTS TO CONSIDER FOR BOTH PLATFORMS

Create (and regularly revise) a Facebook Page

- Page Name: Include the name of the CBO that should reflect your cause and, if you have a well-known acronym also include for easier recognition.
- Use a professional-looking profile picture (e.g., your logo or a powerful image of the CBO or community).
- Profile and Cover Photos: Use high-quality visual images that showcase the CBO's impacts and people who benefit (e.g., community projects, people who have benefitted from your projects – use dignified images that you have consent for and avoid using unhappy images that reinforce stereotypes).
- About Section: Clear and concise explanation of the CBO's purpose, the impact of donations and how people can help. If relevant add a direct link to the CBO website. Set up prominent Call to Action buttons such as 'Donate Now' and 'Learn More'.

3 Share engaging content to keep the audience informed and attract new friends

- Stories and Testimonials: Share success stories and testimonials from the communities you support. Include some informal, behind the scenes glimpses and timely updates. Testimonials should include a variety of stakeholders with different voices. Consent is required before testimonials can be uploaded.
- Videos: Create short, emotional videos showing the impact of donations (e.g., before-and-after scenarios) for Facebook feeds. Include captions as many people watch videos without sound. Experiment with different formats such as interviews, short documentaries, action images and monitor their effectiveness.
- Photos: Post high-quality images of your projects with compelling captions explaining their significance, help tell a story and, where appropriate, include a call to action.
- Use hashtags# to identify the type of content, make the post more identifiable for a wider audience, help make connections. Hashtags are more effective when they mix broad and specific and local and global issues and brands such as worldclimatechangeday2025# and specific local events such as rivercleanup@Mathare#.
- Specific topic posts e.g. GBV#, recycling#, about an event donatingfood# sportforpeace#, outcomes endpoverty# healthyliving# or part of international events IWD2025#. You should also regularly incorporate hashtags connected to your organisation such as idid# or ididonations# and location such as MukuruKwaNjenga# or Luckysummer#.
- Research trending and relevant hashtags before posting.
- Avoid using too many hashtags – a few well chosen hashtags are more effective than a long list. Keep relevant to the posts contents.
- Live Streams: Host live Q&A sessions or virtual tours of your projects. Promote live streams in advance. Engage with viewers in real time by answering questions and responding to comments. Plan content and topics in advance of the live streams.

THE TYPES OF CONTENTS TO CONSIDER FOR BOTH PLATFORMS

4. Post examples:

- Share stories of people who benefit from donations.
- Post videos showing real-life conditions in the community and how donations help.
- Use before-and-after photos to highlight the impact of past donations.
- “Your 500khs can provide clean water to a family in [community]. Donate today and change lives”
- “Meet Mary, a young girl in Nairobi who now attends school thanks to your donations. Help us support more children like her’
- Vary calls to action – sometimes ask for donations, other times request comments, shares or signing up for newsletters etc.

5. Example of Weekly Facebook Activities

Keep your page active and engaging, post 3-5 times per week using different types of content. The approach should be flexible with the schedule based on events and campaigns. For instance:

- **Monday:** Thank donors and/or acknowledge top supporters and, with their permission, tag them. Provide insight into last week’s activities. Example: A huge thank you to everyone who donated last week. Your contributions enabled us to distribute 100 food packs to the people in [community]. This week in addition to our weekly feeding programmes we will be organising a health clinic for older people in [community]. Please keep donating [Donation Link]
- **Wednesday: Storytelling Post** such as about a real-life story of someone impacted by donations. Example: Meet Amina, a mother of three from [community name]. Thanks to your support, she now has access to life saving medication. But many others still need help. Donate today to change a life! [Donation Link]
- **Thursday: Educational & Awareness Post.** Share strong visual photo (if relevant after obtaining the necessary permissions) and statistics or facts about life in the community or Nairobi’s informal settlements, poverty in Kenya etc.
- Use infographics or carousel posts with statistics presented in easy-to-understand ways. Links can be made to more details at the CBO website or other sites.
- Example: Did you know that over x% of older people in [location name] lack regular income? Your donation of just 1000 khs can provide an older person with food for two weeks [ADD Donation Link].
- **Friday Call-to-Action & Fundraising Post**
- Make a direct appeal for donations.
- Include a personal story or testimonial that relates to the appeal such as a young mother lacking safe space to share experiences with other women or quiet area to study.
- Example: We are raising 200,000 khs to provide a safe space for young mothers to live and train in [community name]. Will you help? Every shilling makes a difference. Donate now: [Donation Link]
- **Sunday: Storytelling post** about a event held at the weekend with positive outcomes such as health clinic, clothes donation, football match that celebrates success to inspire hope and continued support.

THE TYPES OF CONTENTS TO CONSIDER FOR BOTH PLATFORMS

6 Communicate with your audience

- Timely and authentic responses to people who comment on your posts
- Thank donors (with their permission) which can encourage others to contribute.
- Create a Community: Build a Facebook Group for supporters to connect and stay updated. Members could share their own stories and interact.

7 Collaborate with Influencers and Partners

- Influencers: Partner with influencers or advocates who care about community development work and/or Kenya and whose coverage would be sympathetic and appropriate. Be transparent about the partnership.
- Organizations: Promote and collaborate with other community groups to increase your audience.
- Join other Facebook Groups, including international, based charity and giving groups. Be active and contribute meaningfully before promoting your own cause.

8 Host Virtual Events

- Plan and promote events well in advance.
- Make it easy for people to register and participate.
- Webinars: Host webinars about the challenges facing communities in informal settlements and how donations help.
- Fundraising Events: Hold and promote virtual events like auctions, concerts, or challenges to raise funds.

9 Share Impact Updates

- Crucial for donor retention and trust building.
- Regularly update your donors and supporters about specific contributions that are making a difference. Use photos, videos, and stories to show progress. For example, your 1000khs provides essential dignity kits, food for 100 children
- Consider short 'impact reports' of appealing graphics or short videos.

10 Use Facebook Analytics

- Regularly track the performance of your posts and fundraiser campaigns using Facebook Insights to understand what types of content perform best through reach, engagement, link clicks etc.
- Track the performance of specific campaigns to see what works best with audiences.
- Adjust your strategy based on what works best.



PHOTOVOICE

OVERVIEW

Photovoice is a participatory photographic method that aims to empower marginalised groups and communities to document and explore issues relevant to them, identify common themes within their images, and then display these images to people who can bring about change. It is a technique that gives a voice and a sense of control to these groups.

The primary intended outcome for participants is empowerment. This involves access to knowledge, decisions, networks, and resources. Empowerment in photovoice stems from engaging participants in critical dialogue with peers, using images to document community strengths and issues. Other key outcomes include enhanced community engagement, improved understanding of community needs, and self-directed learning. The images produced can facilitate teaching, inform policymakers about common issues, and educate participants themselves. It helps participants become co-producers rather than passive consumers of services.

The core of photovoice lies in community action, where people come together and share the stories behind their creations, leading to empowering experiences. It encourages individuals to think about a theme to investigate, ideally an issue important to all participants, allowing exploration of both positive and negative aspects.

ADVANTAGES AND BENEFITS

- **Accessibility:** Photography is a highly accessible form of communication, often more so than writing, requiring only minimal training.
- **Visual Clarity:** Unedited images offer a "direct and straightforward representation of the world," adding visual clarity to communication.
- **Redirection of Gaze:** The way photographs are viewed redirects the "dominant gaze," allowing interviewer and interviewee to sit alongside each other, fostering a more egalitarian discussion than traditional interviews.
- **Engagement and Fun:** It can be used to engage stigmatized communities and promote social change, and for younger people, it includes significant elements of having fun, leading to enhanced engagement, sustained attention, and improved self-efficacy.
- **Therapeutic Benefits:** Participants have reported the process as "therapeutic and cathartic," enabling them to capture issues as they arise and reflect on both positive and negative aspects of their experiences. It can enhance self-esteem and self-efficacy.
- **Rich Insider Data:** It yields "rich insider data" as participants can illustrate reasons for issues without feeling interrogated.

PHOTOVOICE

CHALLENGES AND CONSIDERATIONS

Safety Concerns: It may not always be safe to take photographs, especially in communities with violence or illegal activities. Participants might be encouraged to write about images they couldn't capture or stage photographs to convey meaning.

Confidentiality and Privacy: Challenges around photographing other people and breaching civil liberties must be addressed from the outset.

Participant Engagement: Engagement can be affected if participants are unclear about the project's purpose or method. Optimal involvement requires participants to opt-in rather than be compelled.

Quality of Equipment: The quality of photographic equipment can affect outcomes and engagement, though this is often dictated by finances.

Exclusion: Selecting participants solely on motivation to engage with photography might exclude those with low self-efficacy.

Cognitive Abilities/Age: The analytical thought required for processes like SHOWeD might be beyond younger participants.

Self-Censorship: Participants might self-censor photographs if they know images will be publicly displayed to conform to community norms or privacy concerns. It is suggested that participants should be involved in the overall selection process to reduce the need for censorship during the project.

Empowerment Overemphasis: There is a risk of overemphasising photovoice's effectiveness and promising too much empowerment, which can be counter-productive if social and cultural change is slow. It is important to listen to participants about their desired end goals rather than setting prescriptive outcomes.

Long-term Empowerment: Literature reviews have noted that few studies look at long-term empowerment, often assuming longevity if empowerment is an initial outcome.

INTRODUCTION TO RESPONSIBLE AI

WHAT IS AI?

Artificial Intelligence (AI) is about making computers and machines smart enough to do things that usually require human brains, like learning, solving problems, understanding language, recognising patterns and making decisions. Common AI applications

- Recommendation Engines: Netflix, Amazon, Spotify
- Customer Services: 24/7 support via chatbots, virtual assistants, and intelligent routing
- Voice assistant: Siri, Alexa, Google Assistant
- Autonomous vehicles: Self-driving
- Healthcare: Assisting in faster diagnoses and discovery

Generative AI: “AI that can generate new content: text, images, music, code, and more, based on what it has learned from existing information”

Pros and Cons of using AI:

Pros (Advantages): Increased efficiency and productivity, smarter decisions, enhanced customer experience, cost savings, reduced errors, innovation and competitiveness.

Cons (Disadvantages): High implementation costs, requires workforce reskilling, raises ethical concerns, lacks human touch and over-reliance.

Successful AI adoption involves strategically integrating AI to augment human capabilities, focusing on ethical deployment, mitigating risks, and fostering collaboration between humans and machines for improved performance.

INTRODUCTION TO RESPONSIBLE AI

WHAT IS RESPONSIBLE AI USE?

Responsible AI use means developing and deploying artificial intelligence ethically and safely, focusing on fairness, transparency, privacy, accountability, and human well-being to build trust and mitigate risks like bias, security threats, and societal harm, often involving human oversight and strong governance frameworks.

Core Principles of Responsible AI

- **Fairness and Bias Mitigation:** Actively working to prevent AI from perpetuating or amplifying societal biases and ensuring equitable outcomes for all groups.
- **Transparency and Explainability:** Making AI systems understandable, so users and developers know how decisions are made and the trust process.
- **Privacy and Security:** Protecting personal data throughout the AI lifecycle and building secure systems resistant to attacks.
- **Accountability:** Establishing clear lines of responsibility for AI outcomes, with human oversight in place.
- **Safety and Reliability:** Ensuring AI systems function reliably, are robust, and do not cause unintended harm.
- **Human-Centeredness:** Designing AI to augment human capabilities and benefit society, keeping human values and control central.

COMMON TECH TOOLS

Functions	Tech Tools
Productivity/ Automation	   
Communication	   
Content Creation	    
AI Tools	    
Others	Jasper Ai, <u>Chatspot</u> , Google Gemini, Microsoft Copilot, Otter.ai,

INTRODUCTION TO RESPONSIBLE AI

INTRODUCTION TO PROMPTING - CHATGPT



Download ChatGPT on your phone

Prompt 1: Give me some ideas for a youth education program

Prompt 2 (Add context): List five ideas for a community-based youth education program in a low-income neighbourhood that encourages reading and teamwork

Prompt 3 (Structure/ Specify criteria): Suggest five creative activities for a youth education program. Include: target age, duration and required materials for each activity.

Prompt 4 (Make it Analytical): Suggest five innovative ways a community youth program can improve critical thinking and collaboration skills in teenagers.

Prompt 5 (Creative): Imagine a youth education program that combines storytelling, games and technology to teach teamwork. Provide three detailed program ideas with steps-by-step activities.

Reflection:

1. Compare these ideas with previous ones. Which are the most engaging and original?
2. How did adding context, structure, or criteria change the output?
3. Which type, or prompts, produced the most practical ideas? The most creative ones?
4. How can you apply this prompt strategy to your own projects?

AN EXAMPLE - PODCAST WORKFLOW

1. Preproduction (Guest selection and scheduling, research and interview preparation)
2. Production (record the interview, record intro/outro and choose opening quote, audio editing and video editing)
3. Marketing Prep (transcript of interview, episode titles and key themes and guest quotes, drafting social media posts, one-sentence summary, SEO-optimised blog post and page meta description, thumbnails, website images and social media graphics, short videos extract from interviews)
4. Launch (Finalise show notes with links and resources, add timestamp markers to episode, add blog and interviews transcript to website, schedule the episode release)

Tools to use: you.com, Stream Yard, Audacity, Happy Scribe, Canva, Opus Clip, Thrive Suite, Pod Bean, Squash, Google Docs

FINANCIAL UNDERSTANDING FOR KENYAN CBOS AND NGOS

WORKSHEET 1:

A) STARTING AND DEVELOPING AN ORGANISATION, B) COSTS, VALUE AND PERFORMANCE AND C) THE IMPACT OF COSTS ON ORGANISATIONAL PERFORMANCE

1. To start or develop an organisation, you can use our own or you can obtain support from partners, sponsors or stakeholders.
2. If you want to develop a larger organisation, then you can borrow money from a
3. However, a bank will charge on the money borrowed, which increases organisational costs.
4. The first thing you have to do with the needed to develop an organisation is to acquire what is required for operations.
5. For example, if you run a training organisation, you will need offices, training rooms, and equipment such as
6. Even if staff work remotely, the organisation will need desks, computers and a reliable internet connection to with stakeholders.
7. What an organisation buys and uses to operate are called
8. Assets owned by the organisation, such as buildings, vehicles, computers and furniture, are called
9. Fixed assets alone are not enough. For example, an organisation running a community programme must also have and supplies.
10. Whether these are stationery, learning materials or project inputs, they are still the organisation's
11. These resources are also assets, but they are called assets because they are used up over time.
12. In organisational performance, the "Bottom Line" refers to or The "Top Line" refers to
13. Income is not the same as surplus or net results. To achieve a surplus, the organisation must deduct all Direct Costs.
14. For example, in a training programme, direct costs include training materials, facilitators' fees, and
15. If the direct cost per training session is KES 2000 and 10 sessions are delivered, the total direct cost is KES.....
16. If the organisation receives KES 3500 per event for 10 sessions, the Total Income is KES
17. The surplus or profit after deducting direct costs is called Gross, which equals Income minus
18. If income is KES 35000 and direct costs are KES 20000, the Gross Surplus is KES Or KES..... per session.
19. Organisations also incur operating costs such as rent, utilities, administration and transport. These are called Operating Expenses and must be deducted before you arrive at your final
20. The final result is called Net Surplus, also known as Bottom Line.
21. Direct costs change in proportion to activity levels, which is why they are called
22. For example, if a field officer earns a 5% commission on programme delivery worth KES 20000, the variable cost is KES 1000. ($5\% \text{ of KES } 20,000 = 0.05 \times 20,000 = \text{KES } 1,000$)
23. Administrative staff salaries are not variable costs because they are paid regardless of output levels.
24. Costs such as salaries, rent, and insurance do not vary with activity levels and are therefore fixed costs, not directly linked to output.

FINANCIAL UNDERSTANDING FOR KENYAN CBOS AND NGOS

WORKSHEET 2:

A) COSTING AND BUDGETING B) USING FINANCIAL STATEMENTS TO MEASURE CBO/NGO PERFORMANCE AND C) RETURN ON INVESTMENT (ROI)

Normally, in an organisation that runs projects or provides services, Operating Expenses are less than the Direct Project Costs. However, one important point must be understood: because Operating (Overhead) Costs are relatively fixed each month, CBOs/NGOs must mobilise sufficient income or funding to cover these costs.

- Have you heard people talk about “Overheads” in an organisation? These are costs the organisation must pay every month, no matter how much or how little it’s income or funding is
- If your organisation pays KES 2000 per month for meeting space or office rent, KES 900 for electricity, water and consumables, and KES 1100 for transport to carry out community activities, then the total Operational Expenses are KES 4000.
- If the organisation also spends KES 1000 per month on phone credits, data, bank charges, stationery, community mobilisation and repairs, then the total Overheads are KES 5000.
- Keeping records of all transactions relating to Income, Direct Project Costs, and Operating Expenses helps an organisation operate transparently. If your organisation is registered, it is required to keep financial statements.
- One key financial statement is the Statement of Comprehensive Income, which used to be called the Income Statement. For CBOs, it shows whether the organisation has made a surplus or deficit during the period.
- In the Statement of Comprehensive Income, the Top Line shows total income/funding received, and the Bottom Line shows the Net Surplus or Deficit.
- Assume the Statement of Comprehensive Income for your business looks like this:
Income/Funding KES 10000
Less: Direct Project Costs KES 4000

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Gross Project Surpluss	KES	6000
Less: Operating Expenses made up of	KES	5000
Electricity, water and consumables	KES	900
Community mobilisation and awareness	KES	600
Transport	KES	1100
Printing, stationery and Data	KES	200
Meeting Space/office rent	KES	2000
Repairs and maintenance	KES	200
Net Surplus	KES	1000

The above shows that the **Gross Surplus** % is 60%, but your **Net Profit** % is only 10% due to relatively high **Overhead Costs**.

A Statement of Comprehensive Income can also help the organisation prepare a **Project Budget**.

Assume your organisation receives funding for events, and the cost is **KES 3000** per day

You will need to calculate the cost of the event per day.

The project uses items such as food supplies, training materials, packaging and venue hiring. These make up the **Direct Project Costs**.

1.If the training materials cost **KES 540** and the venue is **KES 1000**, the total cost is **KES 1540**. Adding **KES 650** for logistics brings the total **Direct Project Cost** to **KES 2190** per unit.

2.Which means that:

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WORKSHEET 3

FINANCIAL STATEMENT FOR 2 YEARS

PART A: STATEMENT OF COMPREHENSIVE INCOME (INCOME AND EXPENDITURE STATEMENT)

Description	Amount (KES)
Income/Funding Received	
Grants & Donations	50,000
Member contributions	30,000
Income-generating activities	120,000
Total Income (A)	
Less: Direct Project Costs	
Training materials	60000
Transport and field activities	40000
Allowances (facilitators/volunteers)	20000
Total Direct Costs (B)	
Gross Project Surplus (A-B)	
Less: Operating/Overhead Costs	
Rent/meeting space	24000
Utilities (water, electricity)	12000
Phone, data, stationery	10000
Bank charges and admin	4000
Total Operating Costs (C)	
Net Surplus/ Deficit (A-B-C)	

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YEAR 2

Description	Amount (KES)
Income/Funding Received	
Grants & Donations	70,000
Member contributions	40,000
Income-generating activities	150,000
Total Income (D)	
Less: Direct Project Costs	
Training materials	75000
Transport and field activities	55000
Allowances (facilitators/volunteers)	30000
Total Direct Costs (E)	
Gross Project Surplus (D-E)	
Less: Operating/Overhead Costs	
Rent/meeting space	24000
Utilities (water, electricity)	14000
Phone, data, stationery	12000
Bank charges and admin	5000
Total Operating Costs (F)	
Net Surplus/ Deficit (D-E-F)	

FINANCIAL UNDERSTANDING FOR KENYAN CBOS AND NGOS

PART B: STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

End of Year 1	
Assets	Amount (KES)
Cash at the bank	35,000
Cash on hand	5,000
Equipment and furniture	60,000
Total Assets	
Liabilities	
Account Payables	10,000
Short-term debts	1,200
Total Liabilities	
Net Assets (Assets – Total Liabilities)	
End of Year 2	Amount (KES)
Cash at the bank	55,000
Cash on hand	7,000
Equipment and Furniture	70,000
Total Assets	
Liabilities	
Account payables	12,000
Short-term debts	1,500
Total Liabilities	
Net Assets (Assets – Total Liabilities)	

PART C: COMPARISON AND ANALYSIS

1. Did total income increase from Year 1 to Year 2?
2. Which income source grew the most?
3. Did operating/ overhead costs increase or decrease?
4. Was the Net Surplus higher in Year 1 or Year 2?
5. What does this tell you about the financial sustainability of the organisation?
6. List two actions the organisation can take to improve its financial performance:
7. How can this financial information help the organisation when talking to sponsors or members?
8. What is the plan for your Surplus?
9. If you are facing a deficit, how do you improve your Income or reduce your expenditure?