



# RUBEN CENTRE

*Quarter 1 Report & 2023 Implementation Plan*

## Abstract

*This report gives an overview of the 1st quarter of 2023 and a detailed implementation plan for the remainder of the year. It highlights key achievements and challenges as well as how the Centre is currently engaging with donors to re-establish connections and discuss what can be achieved in 2023. It also demonstrates how the Ruben Centre is responding to the recommendations in the financial audit management letter of 2022 in order to avoid similar problems in the future. The Centre's leadership team is committed to ensuring that its projects and initiatives are successful and sustainable.*

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## SECTION A: INTRODUCTION

The Ruben Centre is a Charitable Trust in Kenya dedicated to improving the lives of vulnerable populations in Nairobi's Mukuru Slum. The Centre's mission is to provide holistic care and support to individuals and families living in extreme poverty. To accomplish this mission, the Ruben Centre has developed a detailed implementation plan for 2023 that includes strategies for fundraising, capacity building for staff, program expansion, partnership building, management of resources and timelines, risk assessment, and the 2023 financial plan and budget. This report gives an overview of the 1st quarter of 2023 and a detailed implementation plan for the remainder of the year. It highlights key achievements and challenges, beginning with key governance changes to take immediate effect, as well as how the Centre is currently engaging with donors to re-establish connections and discuss what can be achieved in 2023. The report also demonstrates how the Ruben Centre is responding to the recommendations in the financial audit management letter of 2022 in order to avoid similar problems in the future. The Centre's leadership team is committed to ensuring that its projects and initiatives are successful and sustainable.

### 1. Preamble

On January 7<sup>th</sup> the Chair of the Ruben Centre Advisory Board advised all donors and supporters of the Centre that among other things –

- *The interim Director had resigned on Dec 28<sup>th</sup> 2022.*
- *"We are aware there may have been lapses in accounting for previous support but undertake to make up". ('leakages' was the word)*
- *A Ruben Centre Transition Team had been established to manage the Centre.*
- *There were insufficient funds in the account to operate the Centre and pay salaries*

*"By the end of the 1<sup>st</sup> Quarter 2023, the Ruben Centre Transition Team intends to have:*

- *Moved Ruben Centre from being a house of cards into a viable, sustainable organisation*
- *Successfully phased resumption of operations at Ruben Centre*
- *Cultivated a mission-driven, results-driven culture in all staff."*

### 2. The New Year 2023

The above statements copied from the Chair of the Centre's (RITT) clearly indicated that the Centre was all but a 'failed state.' Two weeks of turmoil on the ground followed, including a delayed start to the health Centre and a general watch and see approach by staff including the school staff which was battling the Start of the academic year time frame and the imposition of a new Junior Secondary School by the Ministry of Education.

Following unrest and protest for change to Management by the community and staff, the Trustees of the Christian Brothers East Africa (parent trust) of the trustees of Ruben Centre, then appointed former Director Br. Frank O'Shea as Director for 2023.



He arrived on February 1<sup>st</sup> and immediately injected life into the Centre. January salaries were paid, a new leadership team was established and life began again for both staff and beneficiaries of Ruben Centre.

In early February, a number of key donors arrived including Edmund Rice Foundation Australia (ERFA) Edmund Rice Development Ireland (ERD) and Misesan Cara Ireland as well as Brighton Jones Richer Lives Foundation.

These donors met with the Trustees of the Christian Brothers East Africa and agreement on aspects of the way forward were reached.

### 3. Leadership and Governance

The Christian Brothers Trustees have appointed Br Tom Kearney as Chairman and Br Simon Odongo as members of the **Christian Brothers Ruben Centre Trust (CBRCT)**. This newly appointed Trust will take effect immediately and will be responsible for providing the governance principles, guidance on the ground and policies for the Centre. The Constitutions of the Trust must be revised and legally registered in order to clearly state the vision for the governance of Ruben Centre, the responsibilities of the Trustees, and the terms of office. This will be reported to the CBT to take the necessary legal steps.

#### *The Change of Governance arrangements for Ruben Centre.*

- ❖ The Christian Brothers Trustees (CBT) have appointed Br Tom Kearney as Chairman, and Br Simon Odongo as members of the Christian Brothers Ruben Centre Trust.(CBRCT) This newly appointed Trust will take effect immediately.
- ❖ The Chair of CBRCT and the Director are to ensure the alterations to the Constitutions of the Christian Brothers Ruben Centre Trust clearly enable the vision for the governance of Ruben Centre, the responsibilities of the Trustees, terms of office to be clearly stated. This will be reported to the CBT to take the necessary legal steps to revise the Constitution document with the Registration authority.
- ❖ This will bring to conclusion the existence of the Ruben Centre Advisory Board. The Chair of the Ruben Centre Trust will report this change of governance to the members of the Ruben Centre Advisory Board, thank them for their service, and ask them to consider whether they would be willing and available, if invited, to be a member of the Christian Brothers Ruben Centre Trust.
- ❖ The Chair of CBRCT and the Director will work on the exploration of potential CBRCT members and make the formal request to the CBT for appointment.
- ❖ The role of the Trust is to provide the governance principles and policies for the Centre and to assist the Director and to hear and respond to reports from the management of the Centre. Their role needs to be clarified in the Constitutions of the Trust.

# Strategic Objectives



## 1. EDUCATION

To ensure a safe and child friendly learning environment with a comprehensive development approach to education.



## 2. HEALTH

To further develop a modern healthcare facility of choice that provides innovative, quality, evidence-based healthcare services for all.



## 3. SOCIAL & ECONOMIC EMPOWERMENT

To reduce dependency and increase self-reliance and livelihood sustainability to Mukuru residents



## 4. ADVOCACY & NETWORKING

To build a vibrant and responsive advocacy and networking platform that safeguards, educates and empowers the Mukuru community



## 5. ORGANISATIONAL CAPACITY

To strengthen capacity and sustainability, and to grow as a dynamic faith based service for the Mukuru community.

Image 1: Strategic Objectives – Pg. 10 Strategic Plan (2021-2025)

## SECTION B: QUARTER 1 REPORT. AS PER STRATEGIC OBJECTIVES

Despite all the challenges experienced in January, the return of Brother Frank as Director, and Tony as the programs manager has injected life back into the implementation of projects. This was in a bid to fast track the goals and objectives of the strategic plan 2021-2025 of the Ruben Centre. Key highlights during the quarter included but were not limited to the following:

### Education

#### Primary and Secondary education

The AEF Ruben Primary was back in action enrolling 270 new learners and an overall enrolment of 3,219 learners. This was complicated by the imposition of a new Junior Secondary School (JSS) by the Ministry of Education, which has seen a total of 485 learners in the section alone. This government



initiated development has put enormous strain on all Ruben Centre's human and physical resources. One whole building has been taken over by the Junior Secondary School (JSS) forcing a huge concentration of students to remaining available classrooms. Most classes have near to 100 students with Class one Red winning the top award with 129 students. Adding to the pressure is the fact that 10 of Ruben Teachers have been employed by the government and have moved to new schools in different counties.

Quarter 1 has seen Ruben Centre scramble to employ replacement teachers and a few additional teachers. The Administration has also engaged 10 Form 4 leavers (high school graduates) who had been given scholarships and who are now waiting for university placements. These young people are helping teachers with the huge workloads. Fortunately Team PanKaj have come back on board in a big way and are heavily subsidizing the feeding program. The students are being asked for KSH 250- per term only. Porridge and a hot meal for all students at less than 4/- daily is a true gift for all students.



*Image 2: Founders Baden Powell day celebrations*

The school has continued with the Ruben Improved Scheme of Education (RISE) activities with various clubs. Scouts took part in their Nairobi Founders Baden Powell day celebrations. The chicken house



*Image 3: The Music Class*

has been converted into a flexible music centre especially enable the lower classes to do their music classes. This music classes will be added to the program where the large numbers can split into three groups, with some going to art lesson, others to the library and now others to music. The school continued to prepare the last lot of candidates who will be sitting for the 8-4-4 curriculum, by subjecting them to the first midterm exams as a measure of assessing their education progress.

All Grade 8 students attended a Day workshop conducted by Safe Space Organisation Kenya Their MISSION - To guide the children and young people through life skills and other pertinent training in order to explore their potential and support them to live responsibly. Their VISION - A society where young people are role models with moral values, living meaningful and inspiring life. They were having that so often 'forbidden conversation with the 14 year old boys and girls about appropriate behaviour with Adults. Creating awareness and providing the children with sign posts 'warning signs' about grooming, over dependence and ways to respond to inappropriate.

### Special Needs Education

The Kurt Fernley Special needs education unit continued to develop the milestones of the learners with various forms of disabilities. The unit managed to transition 4 learners into the mainstream school, bringing the total number of integrated students to 37, all the while keeping an enrolment of 48 learners at the unit. The unit also continued to give hope to the parents of children with Disabilities and build their capacity to cope and manage their day to day lives through the monthly support groups. Adding to Q.1 difficulties has been the departure of the two Unit founding teachers being taken away from the school after being given Teachers Service Commission (TSC) jobs. One new teacher and three Form 4 leavers are also assisting in the program. A comprehensive report on Special Needs Unit 2022 was compiled in late February and forwarded to Kurt Fernley himself.



## Health

The Ruben Health Centre set off the year on a low note but gradually increased its activities at the onset of February. The Ruben Health Centre has established a new leadership team comprising of Lenah Chepkorir (Resident Nurse), Millicent Kamau (CCC Clinician) and Belinda Kamundi (HIV Testing Superintendent -HTS). This has enhanced efficiency in the steering of the health facility each day. All stocks on the pharmacy shelves and the store have now been harmonized with the IT system. Staff



have been trained to manage the stock, including re-ordering as stock levels decrease. This has significantly reduced wastages, stock losses, out of date stock being discarded. Electronic medical data harmonized with the physical registers in every department. This has helped to ensure no stock out because of real time forecasting when level of stock are low. Monitoring of diseases trends and clients' needs has been made prompt by use of the HMIS system.

The department managed to employ a Clinical Officer, Nurse, and Pharmacy Technologist. So far, the Health Centre has managed to treat over 3,518 patients presenting with different ailments. The Maternity continued to offer 24hrs maternal health to over 204 mothers who gave birth to over 206 healthy babies. The period recorded no maternal deaths nor infant mortalities. The surprise delivery of triplets at the facility, at night, demonstrated a high standard of care and professionalism.

The Nutrition project in conjunction with the kitchen department started weekly cooking and food preparation capacity building classes, for mothers of children who are severely and moderately malnourished (SAM & MAM), on the importance of a balanced, yet affordable diet. The Maternal Neonatal Child Health and Nutrition healthcare services have all been relocated and housed under one roof, reducing missed opportunities. Additionally, the Rotary Club has donated fifty Toto boxes to antenatal mothers who attended



Image 4: Nutrition Cooking Class

their four required antenatal visits. The facility is on course to achieve ISO certification with highly qualified lab technicians. Has been employed to ensure the lab results are credible and can be used anywhere in the world. Furthermore, the facility has been fully restocked with pharmaceuticals,

laboratory reagents and other non-pharmaceutical consumables, and a new cleaner has been employed to improve infection prevention and sanitation.



*Image 5: The New Maternal & Child Health Clinic*

Vaccines for Hepatitis B and Human Papillomavirus have been rolled out, and staff have been trained in Post-Partum Haemorrhage prevention, CA screening, immunization, quality improvement, infection prevention control, and facility micro planning. A contract has also been signed for the services of all laboratory equipment in partnership with DAK Foundation for 500,000 KES. Finally, staff prayer has been re-introduced, as well as salary increments to help offset the high cost

of living. The Occupational Therapy Department has discharged four children with delayed milestones, 15 tested HIV clients have now been placed under care and management in the CCC program, and 100% uptake has been achieved. Eleven Community health Volunteers reinstated and being paid KES 7.000/- monthly. Use of radio to advertise Birthing unit and clinic has resulted in increased number of clients.

### Social & Economic Empowerment

The period saw the return of fifteen economically marginalized students to Secondary schools under the education support program and the social department managed to enable access to primary education for over 32 children who were at risk of dropping out. Additionally, 4 students were sponsored to secondary school and 7 students were assisted with purchasing stationary and other scholastic materials. 31 parents were trained on child safeguarding and protection, 7 families were facilitated to relocate to rural homes for safety to safeguard their children who were at risk and vulnerable to various dangers and harm. The department was also able to rescue another 16 children and 5 more placed in a children's home. Sixty one (61) vocational training students were trained on basic book keeping and financial literacy in preparation for their exit as a measure of ensuring sustainability, A total of 62 youths were also trained on psycho-education and mental wellness initiatives to help them cope with the challenges of life. The social work office cumulatively attended to 2,500 clients in the past three months, providing food rations to 21 families, and facilitating 63 children to access medical services at the Ruben health Centre. The reinstatement of Ruben Centre Community health volunteers (CHVS) actively involved in the daily activities at the Ruben centre in different departments while also being actively involved in the community improved the community outreach. This has necessitated the ability to handle various issues from the community in a timely manner.

### Human Development and Skills Training Program (HDSTP)

The Vocational training unit (HDSTP) started off the year by satisfying the needs of its clients through the production of weaving and sewing products sold in top hotel chains in Maasai Mara, Samburu and Nairobi. (1,000 units sold) The unit continued to network with the county government of Nairobi to forge new partnerships for prospective exhibitions to increase sales and upscaling youth training.

The tailoring/dressmaking and beauty/hairdressing courses at our institution have been going very well with 33 students undertaking different trades and 28 trainees enrolled in beauty/hairdressing courses. During Q1, two weaving graduates moved off to employment and two hotels (one in Maasai Mara and the other Samburu region) purchased one thousand pieces of woven goods, increasing the revenue realized at Ruben Centre. To further the success of the weaving course, seven new students have been brought in to learn the art. The hairdressing and beauty course has seen thirty (30) students enrolled, two of which are boys, with most of the others being young mothers who have come to the attention of the social workers. NITA exam results for 11 students enrolled in the hairdressing and beauty courses were received, with 10 students performing exemplarily and ready for the job market.

**Adult Education:** The Centre also saw the revival of the adult literacy program which dwindled in performance last quarter due to funding challenges. This quarter saw its resumption with seven women enrolled and a new teacher engaged. The numbers are expected to grow in the coming year, especially as 2023 is the last batch of candidates taking the Kenya Certificate of Primary Education (KCPE).

### Urban Farming & Other activities

The Urban farming team have submitted a funding proposal to GIZ Innovation Fund within the two UN Development goal 1. No poverty and goal 2. Zero hunger. Currently 28 youth are doing a 10 week course on urban farming. It is hoped this application might help these youth with their own farm.

A new counsellor has been employed to assist with community social and personal wellbeing. The department also saw the revamped Salama Centre youth hub empower over 345 youths with mental health education and coping mechanisms. This included all the staff and partners at Ruben Centre.

### Advocacy & Networking

The advocacy department conducted the premier safeguarding training for the year. The department also continued to engage with GIZ in finalising the 2023 peace and conflict mitigation project.

Ruben FM has been busy tailoring feature stories around current social issues. The radio has also conducted some research around community needs and expectations in all the different parts of the Mukuru slums. Sexual / gender based violence has emerged as something traumatizing young girls. With assistance from Adult Youth Trust, some feature stories have been prepared and some action/response groups have been established.

### Ruben FM

Ruben FM is currently redesigning its website to make it more user-friendly and interactive. The new website will feature a renewed design, improved navigation, and updated content. Additionally, Ruben

FM will be introducing a range of new features, including a custom playlist generator, improved search engine, and an interactive forum for users to discuss their favourite music and community issues or topics. Furthermore, the website will be optimized for mobile devices and will include social media integration to allow users to easily share their favourite stories addressing various challenges in the community with their friends.

Ruben FM has continued to train its journalists in conflict-sensitive broadcasting and applying child safeguarding during reporting. This has included providing training to the journalists on the risks faced by children in conflict in the community, how to identify and assess those risks, and how to report on them in a way that safeguards their rights and wellbeing. The training also included how to practice ethical and responsible reporting of stories involving children and how to create safe and engaging content for children. The journalists were also educated on the importance of balancing their reporting with the views and opinions of both sides of the conflict, and the implications of their reporting for the communities. The training has provided the journalists with the necessary skills to recognize, protect and report on the rights of children in a conflict sensitive way.

### Networking

Ruben Centre continued to strengthen its advocacy and networking efforts, expanding its network of partners by over 30 organizations in the quarter. This included a range of stakeholders from local and international NGOs, universities, and government bodies, as well as private sector companies, to promote the Centre's mission of achieving the Sustainable Development Goals. The partners were engaged in a variety of activities such as providing financial resources, technical support, and capacity building, as well as advocating for improved services and policies that benefit the communities served by the Centre. Through these efforts, the Centre was able to build a stronger foundation of partnerships that can help advance its mission. A detailed catalogue of key partners is attached in Annex 2 below.

### Organisation Capacity

#### Centre Leadership and Strategic Plan

The Ruben Centre has recently gone through a major restructuring process and the Program Manager has been invited back to assist the Director with communications with the donors and the designing, planning and implementation of all projects according 2023 project plans, in order to achieve the Ruben Centre strategic plan. The Centre is collaborating with the ERFA (K) Development Team in Nairobi, who are offering supportive supervision in the preparation of funding applications, work plans and budgets. The Director is engaging with Partners GIZ (German Government Service Provider for International Development) Together they are doing a Human Resources Audit which will build on the existing Centre Organogram. The purpose is to focus on the roles and responsibilities of the different Trusts and examine potential gaps in Human Resources at the Leadership level.

The PREVIOUSLY IGNORED Ruben Centre five-year Strategic Plan (2021-2025) is the Centre's newly endorsed vision and pathway to the future, and each project has been assisted in developing a work plan for 2023 based on the Plan's Strategic Objectives. The first monthly Centre meeting since 2020 was held on February 16th. This was chaired by the Director, flanked by the Business manager, Programs manager, Human Resource manager and all project Heads as well as heads of departments. The focus of the meeting was the Strategic Plan. Mr Michael Slattery (Australian volunteer) gave out newly printed copies and took staff through the various aspects of the plan and indicated areas where the project leaders should be now interacting with the plan. Furthermore, the Centre has been engaging with donors to discuss potential opportunities for 2023 and data security has been improved through the configuration of cloud storage for the critical data of key offices.



*Image 6: The 1<sup>st</sup> Centre Meeting 2023*

### Human Resource

As at March, 2023, we have a population of 109 members of staff engaged in various programs within Ruben Centre. This is in comparison to 106 members of staff when the year began.

The staff are distributed as follows; Female: 60 and Male: 49, a percentage representation of 55%:45% in terms of gender representation. During the first quarter, 6 members of staff left the organization while 13 joined, within the same period. The 13 members of staff who joined the organization was a direct replacement of the staff who had exited the organization in late 2022 and some in the year 2023, apart from three (3) staff who were engaged as a result of some internal but necessary program needs. The 13 members of staff who joined the organization are distributed as follows;

1. Education – 5 staff
2. Health – 7 staff
3. HDSTP – 1 staff.

The management has also engaged 11 AEF Primary school alumni into the education department to assist the teachers with workload as assistant teachers. This is as a result of the increase in the number of learners currently enrolled in the school because of the new CBC system of Education currently being implemented by the government of Kenya.

Due to the current inflation and increase in global food prices, the Ruben Centre management made a decision to increase the salaries of all the Ruben Centre staff by 5%. Members of staff whose 5% salary increment was less than Kshs. 3,000 was adjusted to Kshs. 3,000. The management also reviewed the locum rates for the health department in order to remain competitive within the market space. The Ruben Centre adjusted its staff salaries and locum payments to cushion its employees from the effects of inflation and the abolishment of subsidies and tax relief by the Kenyan Government. This

was necessary due to the inflation rate which had rapidly increased in Kenya since October 2021 and the abolishment of food subsidies and tax relief. The interventions have resulted in improved morale among the staff.

### *The Women Agenda*

On International Women's Day, a panel of women was chosen to represent the progress of women at Ruben Centre. They were given a number of questions about the reality of their experience working at Ruben whether Ruben Centre was ready for a woman leader? They were to report back the following week March 15th during the March 15th Centre meeting for all Project leaders. An analysis by the women revealed that women were the majority in the leadership of nearly all the projects. Their interactions further revealed that there were over 105 women in Ruben (majority gender). It also revealed that there were more than 75% direct beneficiaries supported by various interventions at the centre. Historically at Ruben centre, the male and female staff in the workplace have an understanding and respect for each other, creating an environment where gender equality is well-represented and women can carry out their duties without feeling oppressed. Culturally, in an African context, women rising to positions of power were often met with resistance and reluctance to accept the change. This had been experienced at the Ruben Centre over the past two years. However, the women recognized that Ruben Centre had nurtured and produced women who had immense contributions. Key among them being the founder Sister Mary Killeen, former deputy director Zipporah Mwangi who is currently chief officer of Business and opportunities the Nairobi county government as well as Liz Mwangi who is the partnerships and evaluations manager. The women acknowledged the capabilities, potential and role played by women in leadership roles in shaping the organization history had been a huge contribution. As such, they came to a conclusion that Ruben Centre was open to the possibility of a woman leading the organization in future. Additionally, they preferred the organization hiring a female marketer to leverage the potential of RC's products and services to drive growth and generate income.

### Finance

The Financial audit for 2022 has been completed. ERFK appointed the auditors and Ruben Centre Leadership is currently responding to the recommendations in the Management letter to ensure that the area of learning from the 2022 financial audit are streamlined. Key among the recommendations included:

- ❖ All Ruben Centre assets were to be tagged according to the assets management policy.
- ❖ Staff performance appraisals were partially done by the human resource management during the year on only a few employees, as opposed to completing the process on the whole organisation's personnel as stipulated in the HR policy manual.
- ❖ There were no board or committee minutes presented

To solve the above issues picked up by the 2022 audit, Ruben Centre has been able to:

1. Establish a more effective system for tagging all Ruben Centre assets according to the asset management policy.

2. Develop a formal procedure to ensure that all staff performance appraisals are completed in full, as per the HR policy manual. This will be done at the beginning of the last quarter of every year.
3. Establish a system for recording and filing board or committee minutes. This will be in the custody of the Director.
4. Develop a system for regular review of financial records and asset management processes to ensure accuracy and compliance with established policies.

Analysis of the 2022 financial performance revealed a large deficit of Ksh 20,695,322. The majority of this deficit was attributed to high administrative and employment costs, which account for 88% of the total expenses. This suggests that very little money was available for project activities, leading to a virtual standstill at the Centre. Going forward, the Centre will aim to reduce administrative and staffing costs to less than 45% of the budget. This will be achieved by developing work plans and detailed implementation plans annually and quarterly. This is meant to keep an eye on real time budget performance (on direct project costs) as well the real time project achievement in relation to the set monthly targets.

The Centre's leadership is currently engaging with donors in order to re-establish connections and discuss what can be achieved in 2023. ERFK and the Centre's leadership are also responding to the recommendations in the management letter, in order to avoid similar problems in the future. To this end, Ruben Centre is focused on focusing funds to increase the Centre's capacity to do more necessary project activities in order to get the balance right between administration costs and activities or real work.

### **Quarter 1 Financial Summary (23/03/2023)**

The first quarter implementation was enabled by the support from various partners such as: ERFA, Segal Family foundation (SFF), GIZ, Br. Frank's friends such as Cubit Family foundation (AUD. 40,000.00) and Ripple Foundation (AUD. 40,000.00). The financial forecast is keen on bridging the gap through commitments from various partners including; Partners for Equity, DAK Foundation, Gould Family Foundation, Buddhist Global Relief (BGR), Jonaron Foundation, and Global Development Incubator (GDI) among others. The annual funding gap from the Ruben Centre FY2023 budget stands at Ksh. 34,188,724.40. The summary the funding grid below gives a clear illustration of how Ruben Centre will sail through to the end of the financial year (FY2023).

#### **Revenue:**

Total revenue for quarter 1 was **Ksh. 22,780,287.06**, consisting of donations and grants from private individuals and organizations, fundraising events, and government subsidies.

#### **Expenses:**

Total expenses for quarter 1 were **Ksh. 23,353,554.73**, consisting of operating expenses such as direct project costs, personnel costs and general overheads costs. Table 1 below gives a clear summary of quarter 1 financial report as at 23<sup>rd</sup> March 2023. A detailed quarter 1 financial report on the same is attached in Annex 1.

DONOR	Actual		Forecasted Income Committed by donors		
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
<b>Edmund Rice Foundation Australia (ERFA)</b>	6,440,576.00	12,519,808.00	12,519,808.00	12,519,808.00	44,000,000.00
<b>Brighton Jones Richer Life</b>	123,231.74		6,126,768.26		6,250,000.00
<b>GIZ</b>	1,505,281.00	1,503,864.87	1,503,864.87	1,503,864.87	6,016,875.60
<b>Other Donors (Partners for Equity, Br. Frank's Friends) / Funding gap</b>	10,626,970.31	7,853,918.03	7,853,918.03	7,853,918.03	34,188,724.40
<b>Local &amp; Internal Revenue</b>	4,084,228.00	8,486,724.00	8,486,724.00	8,486,724.00	29,544,400.00
	22,780,287.05	30,364,314.90	36,491,083.16	30,364,314.90	120,000,000.00

Table 1: Funding Grid

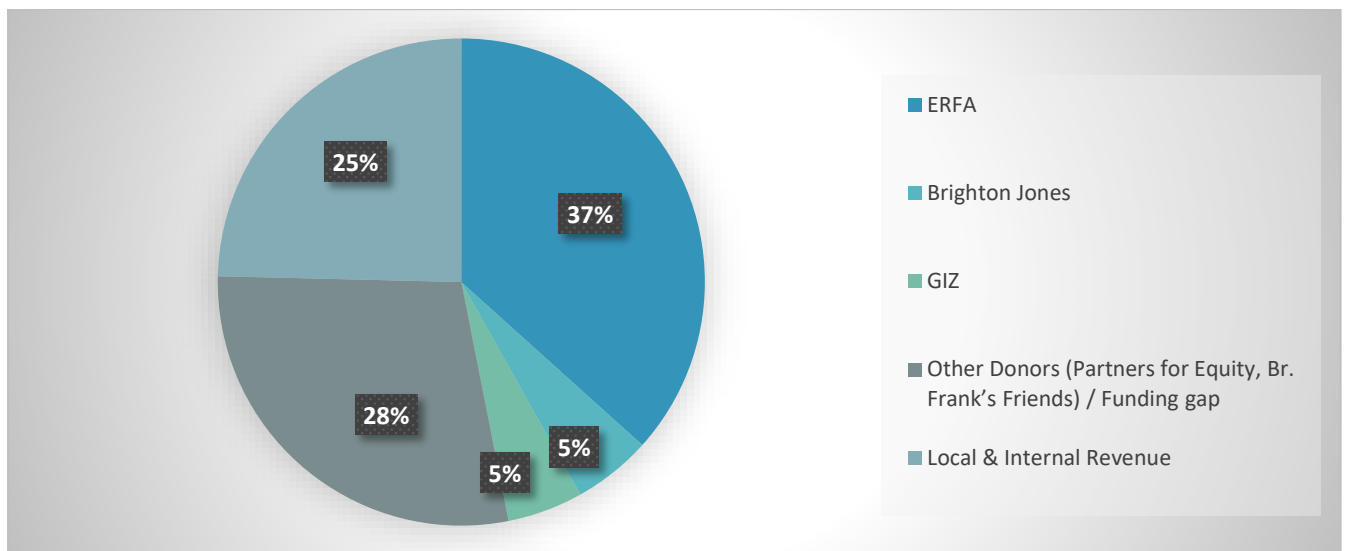


Figure 1: Funding Contribution

2023 ACTUAL

	Jan 23	Feb 23	Mar 23	TOTAL
<b>Income</b>				
Grants	9,570,370.86	2,685,112.20	6,440,576.00	18,696,059.06
Local / Internal Income	1,905,350.00	1,154,008.00	1,024,870.00	4,084,228.00
<b>Total Income</b>	<b>11,475,720.86</b>	<b>3,839,120.20</b>	<b>7,465,446.00</b>	<b>22,780,287.06</b>
<b>Expense</b>				
0001 DIRECT PROJECT COST.2023	942,845.00	2,975,853.00	2,624,927.00	6,543,625.00
0002.OVERHEADS	312,252.28	1,675,283.31	2,335,127.23	4,322,662.82
0003 Personnel Costs	4,024,506.21	4,258,861.11	4,203,899.59	12,487,266.91
<b>Total Expense</b>	<b>5,279,603.49</b>	<b>8,909,997.42</b>	<b>9,163,953.82</b>	<b>23,353,554.73</b>
<b>Profit for the Year</b>	<b>6,196,117.37</b>	<b>-5,070,877.22</b>	<b>-1,698,507.82</b>	<b>-573,267.67</b>

Table 2: Quarter 1 Financial Report



	Actual	Budget Forecasting				TOTAL	%
	Qtr 1 Total	Qtr2	Qtr3	Qtr4			
<b>Income</b>							
Grants	18,696,059.06	21,877,590.90	28,004,359.16	21,877,590.90	90,455,600.01	75%	
Local / Internal Income	4,084,228.00	8,486,724.00	8,486,724.00	8,486,724.00	29,544,400.00	25%	
<b>Total Income</b>	<b>22,780,287.06</b>	<b>30,364,314.90</b>	<b>36,491,083.16</b>	<b>30,364,314.90</b>	<b>120,000,000.01</b>	<b>100%</b>	
<b>Expense</b>							
0001 DIRECT PROJECT COST.2023	6,543,625.00	13,636,136.93	19,756,905.20	13,636,136.93	53,572,804.06	45%	
0002.OVERHEADS	4,322,662.82	4,051,821.83	4,051,821.83	4,051,821.83	16,478,128.31	14%	
0003 Personnel Costs	12,487,266.91	12,487,266.91	12,487,266.91	12,487,266.91	49,949,067.64	42%	
<b>Total Expense/Projection</b>	<b>23,353,554.73</b>	<b>30,175,225.67</b>	<b>36,295,993.94</b>	<b>30,175,225.67</b>	<b>120,000,000.01</b>	<b>100%</b>	
<b>Profit for the Year</b>	<b>(573,267.67)</b>	<b>189,089.23</b>	<b>195,089.22</b>	<b>189,089.23</b>	<b>0.00</b>		

Table 3: Budget Forecast

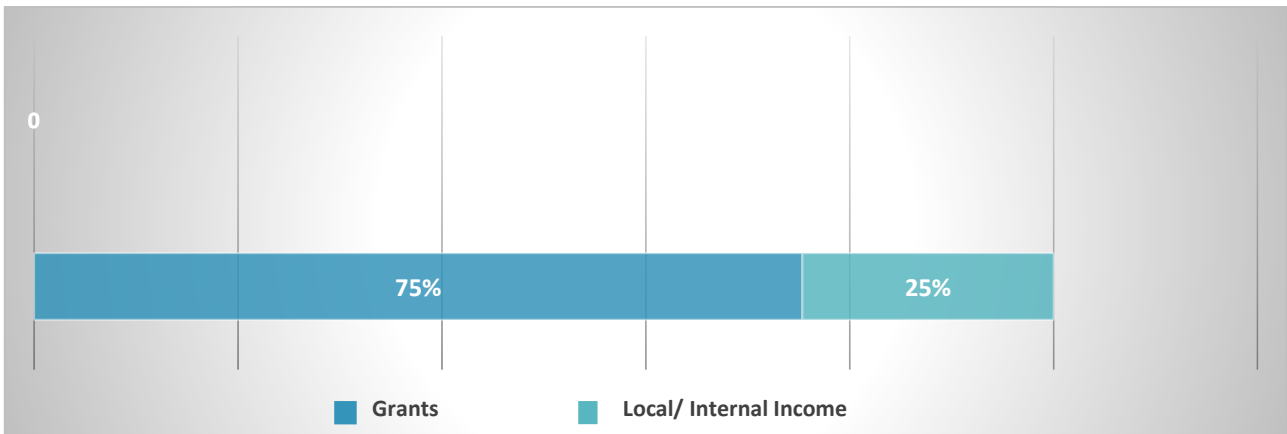


Figure 2: Funding Contribution

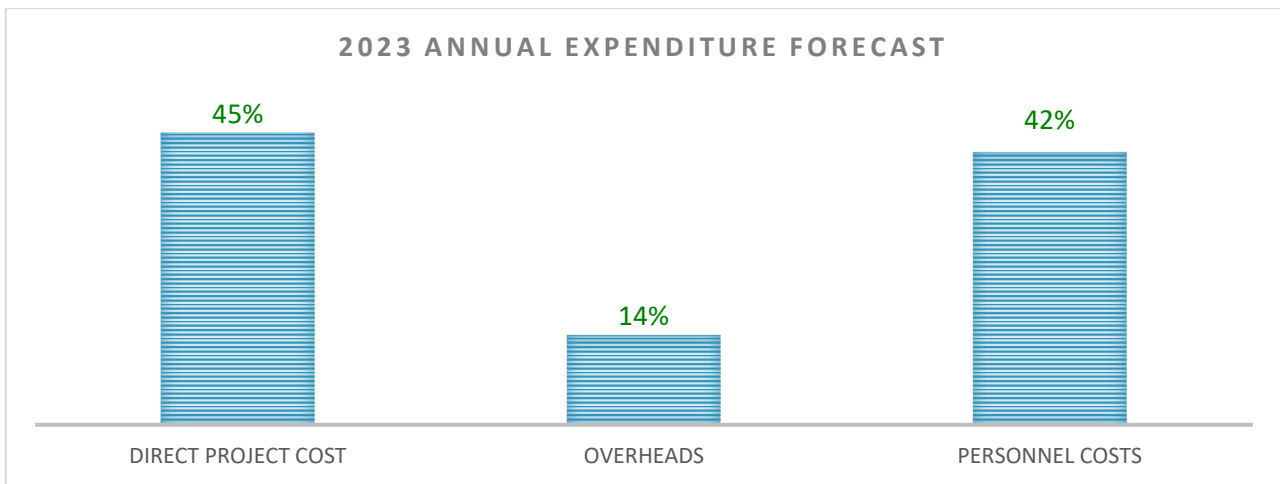


Figure 3: 2003 Annual Expenditure Forecast

Due to the current inflation, economic instability and delicate political dynamics in the country, Ruben Centre has projected an annual budget of 120 million for 2023, an increase from the 115 million that was spent in 2022. As of 23rd March 2023, Quarter 1 Actual spending stood at 23.3 Million. This increase in budget is intended to increase the level of direct project cost while minimising Administrative and overhead costs.

## Implementation Plan & 2023 Forecast

### 1. Fundraising Strategies:

Since the Ruben Centre relies heavily on donor funding to support its projects and initiatives, the centre is working on a fundraising strategy for 2023. This includes developing new relationships with foundations, corporations and pursuing government funding as well as utilising digital fundraising platforms. The centre also is hoping to plan for a series of fundraising events and campaigns throughout the year to generate additional resources to fill in the existing annual budget gaps.

### 2. Capacity Building for Staff:

The Ruben Centre has identified a need for additional resources and training for its staff. To this end, the centre plans to create a professional development program for its staff members. The program will focus on providing training on project management, fundraising, and grant writing. The centre has hired additional staff members and interns to ensure that its projects are adequately staffed.

### 3. Program Expansion:

During this implementation period, the Ruben Centre does not intend to expand its existing programs and initiatives in 2023. This is in a bid to ensure that the Centre remains focused on the delivery of its strategic plan and to stabilise the Ruben Centre ship. However, during the development of the 2024 projects, the Centre will explore the possibility of additional projects or restructuring of existing ones that will fit into relevant strategic objectives within the Ruben Centre strategic plan. This has been scheduled to ensure continuity within the FY2023 - FY 2024 projects and funding cycle.

### 4. Partnership Building:

The Ruben Centre is committed to building strong partnerships with other organisations. This includes both local and international organisations. The centre plans to create Memorandums of Understanding with its partners to ensure that their work is mutually beneficial. Additionally, the centre will pursue funding opportunities through these partnerships.

Greg to outline the partners

Currently, the Centre has managed to sign Memorandums and project contracts for financial year 2023 with the following partners: ERFA, Brighton Jones and GIZ.

### 5. Resources and Timeline:

The Ruben Centre's projects and initiatives require a variety of resources. These include both human and financial resources. To ensure that the projects are adequately resourced, the centre has developed a detailed timeline for each one with detailed timelines, work plans and precise contracts in line with the 2023 funding cycle. The timeline includes specific milestones and deadlines for each project.

## 6. Risk Assessment:

The Ruben Centre recognizes the importance of assessing potential risks when planning and implementing its projects. To this end, the centre has developed a risk assessment process. This process includes identifying potential risks and developing strategies to mitigate them. This will be managed through a robust risk register and continuous risk assessment.

A current real risk is the political chaos in Kenya at this time. A new government of six months is looting the treasury and more focused on retribution for political enemies than strategies for a better economic future.

This at a time a weak Kenyan shilling (fell a whopping 4% in February alone) has piled pressure on the country's external debt repayments with some 69.3 per cent of its huge foreign debt denominated in US dollars. The stark reality is Kenya at present is borrowing to repay its debt. Closer to Ruben Centre, the above issues are reflected in business closures with many of Mukuru residents relying on casual work that has been the first causality of the economic crunch. Ruben Centre's social program is unable to respond to this human crisis.

All of this on top of the long term issues of poverty, inequality, youth unemployment, transparency and accountability, continued weak private sector investment, and the vulnerability of the economy to internal and external shocks. Recent years of climate change reality has seen three years of poor rainfall, has led to much food insecurity in many areas, which has contributed to rapid increase in inflation with many staple foods (maize flour) doubling in price. Adding to the woes, last Friday the government announced a 67% increase for electricity tariff. Ruben Centre will not be spared here as electricity is already high with Ruben Centre spending KES 2.5 million shillings in 2022.

## 7. Monitoring and Evaluation:

The Ruben Centre is committed to ensuring that its projects and initiatives are successful and sustainable. To this end, the centre has developed a robust monitoring and evaluation system, with clear M&E plans and frameworks to ensure that every indicator is tracked and analysed in order to better measure impact and improve on learning. This system includes specific metrics to measure progress, as well as feedback mechanisms to ensure that projects are running effectively.

## 8. Financial Plan and Budget:

The Ruben Centre's financial plan and budget for 2023 includes details on all the centre's projects and initiatives, as well as estimated costs and potential revenue forecasts. The financial audit for 2022 has been completed, and the auditors appointed by ERFK have provided a management letter with recommendations.

## CONCLUSION:

The Ruben Centre's projects and initiatives are essential for improving the lives of vulnerable populations in Mukuru. This report provides a detailed implementation plan for the centre's projects and initiatives for the year 2023. The plan includes strategies for fundraising, capacity building for staff, program expansion, and partnership building. Additionally, the report outlines the necessary

resources and timeline for each project and risk assessment of potential issues. Finally, the report concludes with a financial plan and budget for the Ruben Centre projects in 2023. The Ruben Centre's leadership team is committed to ensuring the success of the centre's projects and initiatives. Through the implementation of this plan, the centre hopes to create a sustainable and viable organisation, cultivate a mission-driven, results-driven culture in all staff, and help to improve the lives of vulnerable populations in Mukuru.

This report represents a new beginning for Ruben Centre with Br. Frank O'Shea back as director. It has to be said, how difficult these two months have been in terms of picking up the pieces. One difficulty was he found two poorly maintained cars and apart from riding a bike to and from work for a month, over a KES 1,000,000/- has been spent on major repairs. It must be acknowledged that surviving the quarter has only been possible because of very generous friends coming to the Centre's rescue and clearly the stress associated with these two months on key staff is not sustainable.

## ANNEX I: QUARTER 1 DETAILED FINANCIAL REPORT

	Jan 23	Feb 23	Mar 23	TOTAL
<b>Income</b>				
<b>Grants</b>				
Brighton Jones Scholarship funds	0.00	123,231.74	0.00	123,231.74
Edmund Rice Foundation Australi	0.00	0.00	6,440,576.00	6,440,576.00
<b>General Funds</b>	<b>0.00</b>	<b>1,708,623.46</b>	<b>0.00</b>	<b>1,708,623.46</b>
Giz Office Nairobi	655,024.00	850,257.00	0.00	1,505,281.00
Partners For Equity	7,055,468.86	0.00	0.00	7,055,468.86
Segal Foundation	1,856,878.00	0.00	0.00	1,856,878.00
Uniliver Co Ltd	3,000.00	3,000.00	0.00	6,000.00
<b>Total Grants</b>	<b><u>9,570,370.86</u></b>	<b><u>2,685,112.20</u></b>	<b><u>6,440,576.00</u></b>	<b><u>18,696,059.06</u></b>
<b>Local / Internal Income</b>				
AVS scholarship funds	0.00	2,100.00	0.00	2,100.00
Babycare fee	0.00	8,450.00	9,700.00	18,150.00
Clinic Income	956,235.00	821,658.00	429,820.00	2,207,713.00
Conference & Catering	3,280.00	24,550.00	89,050.00	116,880.00
Life spring Chapel	0.00	3,000.00	0.00	3,000.00
Membership Fees	0.00	0.00	11,400.00	11,400.00
Pacis Insurance Co Ltd	506,385.00	0.00	0.00	506,385.00
Production fee	148,450.00	183,550.00	94,300.00	426,300.00
Rental Income	216,000.00	69,000.00	9,000.00	294,000.00
Ruben Fm	75,000.00	0.00	40,000.00	115,000.00
Ruben primary school	0.00	0.00	320,000.00	320,000.00
Vocational Fees	0.00	41,700.00	21,600.00	63,300.00
<b>Total Local / Internal Income</b>	<b>1,905,350.00</b>	<b>1,154,008.00</b>	<b>1,024,870.00</b>	<b>4,084,228.00</b>
<b>Total Income</b>	<b><u>11,475,720.86</u></b>	<b><u>3,839,120.20</u></b>	<b><u>7,465,446.00</u></b>	<b><u>22,780,287.06</u></b>
<b>Expense</b>				
<b>0001 DIRECT PROJECT COST.2023</b>				
<b>1000.EDUCATION SCHOOL.</b>				
<b>OUTCOME1.Enhanced Ability of Le</b>				
Total Output 1.1 Improved performance	16,900.00	138,380.00	68,190.00	223,470.00
Total Output1.2 Improved performance	0.00	0.00	88,000.00	88,000.00
<b>Total Output1.4Enhanced competence in</b>	<b>7,000.00</b>	<b>78,630.00</b>	<b>223,930.00</b>	<b>309,560.00</b>
Total Output1.5 Learners leadership t	0.00	6,250.00	20,400.00	26,650.00
<b>Total OUTCOME1.Enhanced Ability of Le</b>	<b>23,900.00</b>	<b>223,260.00</b>	<b>400,520.00</b>	<b>647,680.00</b>
<b>OUTCOME2.Enhanced Capacity of R</b>				
Total Output2.1Enhanced quality of de	0.00	0.00	16,470.00	16,470.00
Total Output2.2Improved parents/guard	225,000.00	229,830.00	825,568.00	1,280,398.00
<b>Total OUTCOME2.Enhanced Capacity of R</b>	<b>225,000.00</b>	<b>229,830.00</b>	<b>842,038.00</b>	<b>1,296,868.00</b>
<b>OUTCOME3.Enhanced safeguarding</b>				
Total Output3.1 Increased awareness o	0.00	0.00	32,000.00	32,000.00

Total OUTCOME3.Enhanced safeguarding	0.00	0.00	32,000.00	32,000.00
Project Monitoring & Evaluation	0.00	0.00	4,250.00	4,250.00
Scholarship funds	146,750.00	350,173.00	89,100.00	586,023.00
<b>Total 1000.EDUCATION SCHOOL.</b>	<b><u>395,650.00</u></b>	<b><u>803,263.00</u></b>	<b><u>1,367,908.00</u></b>	<b><u>2,566,821.00</u></b>
<b>2000.SNE(SPECIAN NEEDS EDUCATIO</b>				
Total Output1.3 Enhaced Learning thr	0.00	0.00	500.00	500.00
Total OUTCOME 1 Ehnance learning outc	0.00	0.00	500.00	500.00
Output2.2 Enhanced collaboratio				
Total Output2.2 Enhanced collaboratio	0.00	0.00	27,410.00	27,410.00
Total OUTCOME2.Empowerment of caregi	0.00	0.00	27,410.00	27,410.00
<b>Total 2000.SNE(SPECIAN NEEDS EDUCATIO</b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>27,910.00</u></b>	<b><u>27,910.00</u></b>
<b>3000.HDSTP</b>				
<b>OUTCOME 1.Enhances vocational s</b>				
Total Output1.1Vocational skills trai	0.00	46,470.00	92,460.00	138,930.00
Output1.2 Apprenticeship skill				
Total Output1.2 Apprenticeship skill	13,500.00	67,200.00	49,000.00	129,700.00
Output1.3 Cosmetology course				
Total Output1.3 Cosmetology course	0.00	0.00	38,400.00	38,400.00
Output1.4Intergration of youth				
Total Output1.4Intergration of youth	0.00	0.00	1,000.00	1,000.00
<b>Total OUTCOME 1.Enhances vocational s</b>	<b>13,500.00</b>	<b>113,670.00</b>	<b>180,860.00</b>	<b>308,030.00</b>
<b>OUTCOME2.HDSTP efficiency&amp;susta</b>				
Output 2.1 Increased production				
Total Output 2.1 Increased production	291,350.00	117,450.00	230,185.00	638,985.00
<b>Total OUTCOME2.HDSTP efficiency&amp;susta</b>	<b>291,350.00</b>	<b>117,450.00</b>	<b>230,185.00</b>	<b>638,985.00</b>
<b>Total 3000.HDSTP</b>	<b><u>304,850.00</u></b>	<b><u>231,120.00</u></b>	<b><u>411,045.00</u></b>	<b><u>947,015.00</u></b>
<b>4000.HEALTH 2023</b>				
<b>OUTCOME 1 Reduced NCD &amp;CD Withi</b>				
Total Output 1.1 Enhaced cure of CD&N	50,666.00	881,089.00	222,172.00	1,153,927.00
Total Output 1.2 Improved milestones	0.00	6,300.00	9,400.00	15,700.00
Total Output 1.3 Improved oral health	11,000.00	14,000.00	10,000.00	35,000.00
Total Output1.4 Strengthene HTS &CCC/	0.00	500.00	0.00	500.00
Total Output1.5 Laboratory services	0.00	153,500.00	0.00	153,500.00
<b>Total OUTCOME 1 Reduced NCD &amp;CD Withi</b>	<b>61,666.00</b>	<b>1,055,389.00</b>	<b>241,572.00</b>	<b>1,358,627.00</b>
Total Output2.1 HospitalSkilled Deliv	31,710.00	20,050.00	15,470.00	67,230.00
Total Output2.2 Ante natal&post nata	0.00	25,800.00	29,400.00	55,200.00
Total Output2.3 Maternal nutrition ca	0.00	164,145.00	80,355.00	244,500.00
<b>Total OUTCOME2.Reduced Maternal rate</b>	<b>31,710.00</b>	<b>209,995.00</b>	<b>125,225.00</b>	<b>366,930.00</b>
Activity 3.1.3 Coninued medical	18,205.00	62,015.00	6,000.00	86,220.00
Total Output 3.1Training opportunitie	18,205.00	62,015.00	6,000.00	86,220.00
Output3.4 Enhanced HMS				
Total Output3.4 Enhanced HMS	34,049.00	0.00	22,164.00	56,213.00

Total OUTCOME3 Increased efficiency&e Visibility..	52,254.00	62,015.00	28,164.00	142,433.00
	0.00	38,800.00	0.00	38,800.00
<b>Total 4000.HEALTH 2023</b>	<b>145,630.00</b>	<b>1,366,199.00</b>	<b>394,961.00</b>	<b>1,906,790.00</b>
<b>5000.SEETE 2023</b>				
Total Salama youth project - activities	45,915.00	150,250.00	147,580.00	343,745.00
Total Output 1.1 Build the Capacity o	31,500.00	211,175.00	105,310.00	347,985.00
Total Output 1.2 Community safety net	0.00	17,250.00	31,800.00	49,050.00
Total OUTCOME 1 Strengthened Household	31,500.00	228,425.00	137,110.00	397,035.00
Total Output 2.2 Economic Empowermen	19,300.00	79,500.00	92,000.00	190,800.00
Total OUTCOME 2 Improved socio-econom	19,300.00	79,500.00	92,000.00	190,800.00
Total Output 3.1 Financial &career gr	0.00	3,000.00	0.00	3,000.00
Total OUTCOME 3 Improved Employability Visibility.	0.00	3,000.00	0.00	3,000.00
	0.00	11,000.00	0.00	11,000.00
<b>Total 5000.SEETE 2023</b>	<b>96,715.00</b>	<b>472,175.00</b>	<b>376,690.00</b>	<b>945,580.00</b>
<b>6000.ADVOCACY&amp;NETWORKING.</b>				
Total Output1.2Strengthened capacity o	0.00	17,500.00	16,500.00	34,000.00
Total Output1.4Strengthened ability of	0.00	70,600.00	5,500.00	76,100.00
Total OUTCOME1.Expansive Childsafegua	0.00	88,100.00	22,000.00	110,100.00
Total Output2.1 Baseline study on sta	0.00	0.00	2,080.00	2,080.00
Total OUTCOME2 Reduced cases of chil	0.00	0.00	2,080.00	2,080.00
Total Output3.1 Increased community a	0.00	0.00	5,500.00	5,500.00
Total OUTCOME3.Strengthened capacity o Visibility	0.00	0.00	5,500.00	5,500.00
	0.00	14,996.00	16,833.00	31,829.00
Total 6000.ADVOCACY&NETWORKING.	0.00	103,096.00	46,413.00	149,509.00
<b>Total 0001 DIRECT PROJECT COST.2023</b>	<b>942,845.00</b>	<b>2,975,853.00</b>	<b>2,624,927.00</b>	<b>6,543,625.00</b>
<b>Total 0002.OVERHEADS</b>	<b>312,252.28</b>	<b>1,675,283.31</b>	<b>2,335,127.23</b>	<b>4,322,662.82</b>
<b>0003 Personnel Costs</b>				
<b>Total 0003 Personnel Costs</b>	<b>4,024,506.21</b>	<b>4,258,861.11</b>	<b>4,203,899.59</b>	<b>12,487,266.91</b>
<b>Total Expense</b>	<b>5,279,603.49</b>	<b>8,909,997.42</b>	<b>9,163,953.82</b>	<b>23,353,554.73</b>
<b>Profit for the Year</b>	<b>6,196,117.37</b>	<b>-</b>	<b>-</b>	<b>-573,267.67</b>
		<b>5,070,877.22</b>	<b>1,698,507.82</b>	

## ANNEX II: NETWORKING (Key Partnerships)

### RUBEN FM PARTNERS

1. ***Centre for Behavior Change and Communication (CBCC)***
  - CBCC focuses on behavior change among various specific age groups.Contact person Bonface-0705240572
2. ***African Population and Health Research Centre (APHRC)***
  - The partner has keen interest in health in urban and rural areas. APHRC also focuses on governance and leadership matters across a variety of demography.Contact Person -Ivy 0726916422
3. ***Kenya Community Media Network (KCMN)***
  - The partner is keen on offering media literacy to relevant persons.Contact Person -Tom Mboya 0720936469
4. ***Media Council of Kenya (MCK)***
  - The government parastatal focuses on media compliance.Contact person -Victor Bwire 0722318820
5. ***Africa Youth Trust (AYT)***
  - Advocates against cases of SGBV as well as offering support for victims of SGBVContact person –Winnie 0721738811

### RUBEN HEALTH CENTRE PARTNERS

6. ***Fahari ya Jamii***
  - Supports Comprehensive Care Clinic for HIV/TB patients
  - Supports by giving the health facility by availing extra staff to offer services.Contact Person-Lilian -0721738738
7. ***Malteser International***
  - Supports treatment of TB positive clients.Contact person-Esther -0786101044
8. ***Kenya Conference of Catholic Bishops (KCCB)***
  - Helps in prevention of non-communicable diseases in specific high blood pressure.Contact person Janet Anzayi-0722884449
9. ***Ministry of Health (MOH)***
  - Supports with medical commodities
  - Stipulates health protocols and guidelines
  - Grants capacity building and sensitization trainings to health workers
  - Accreditation and licensing of the facility

### Partners with physical offices at Ruben Centre

10. ***Team Pankaj Foundation***
  - Provides all the food for the school, Preprimary, Baby Care, Vocation Training and other specialized group activities on Saturday such as Orchestra kids (the school feeding programme). This partner works closely with the Director and Br. Fabio our Resource Management Personnel.Fabio -0712964773

11. ***Ghetto Classics***



A Foundation started in 2007 for children in two slums of Nairobi. Since 2015 Ghetto Classics have been providing lessons and administration for Ruben Centre Orchestra. Currently around eight learners including present and past Ruben Primary Students are part of the programme.

Contact person Brian Mwanika - 0703137779

#### **12. Wangu Kanja Foundation**

- The foundation provides services to victims of sexual and gender based violence, nationwide. The partner works closely with our Advocacy department and health facility in achieving their desired goals.

Contact person- Wangu Kanja 0790866458

#### **13. Cities RISE**

- The partner advocates for improvement of the mental health state of the youth in Mukuru. The implementing project is Mukuru Salama Youth Hub. The partner works closely with our Advocacy department and Ruben FM in achieving their desired goal.

Joyce Arita- +254 724 923853

#### **14. Sauti Afrika**

- This is a youth-centred organization that uses different art mediums to express the socio-economic challenges facing youth, especially those from informal settlement. The partner works closely with our Advocacy department in achieving their desired goal.

Samuel Marunda- 0700025912

#### **15. Green Slum Innovation Hub**

- This is a women and youth led organization that strives for climate action change and environmental sustainability in informal settlements. The partner works closely with our Advocacy department as well Ruben Primary School's Scouts Club in achieving their desired goal.

Kelvin Odongo -0738690296

#### **16. NairoBITS Trust**

- The partner uses ICT to deliver socio-economic transformation for communities in under-resourced areas. The partner works closely with our Advocacy department in achieving their desired goal.

Sam Nyamwange- 0726238161

#### **17. AVSI**

- -AVSI deals with orphans and vulnerable children battling HIV/AIDS. It also deals with cases of sexual violence against children. The partner works closely with our health facility in achieving their desired goal.

Erick Otieno - 0728714731

#### **18. Mama Project**

- The partner seeks to offer solutions to malnourished children in informal settlements. The partner works closely with our health facility in achieving their desired goal.

Evelyne - 0726454754

#### **19. GIZ (German Cooperation)**

- GIZ through Amani ni Sisi program is a project that aims to address conflict and to promote peace and cohesion in Mukuru Slum. This project also aims to address violence and displacement due to infrastructural development; emerging conflict within community groups such as youth and the general population from Special Planning area process. The partner works closely with our Advocacy department in achieving their desired goal.

Carla Lisa- 0741046676

**AEF RUBEN PRIMARY SCHOOL PARTNERS.**

**20. Ministry of Education (MOE)**

- Supports with teachers for Primary and Junior Secondary
- Stipulates education guidelines (implementation and compliance)
- Grants capacity building and support supervision for teachers
- Accreditation and licensing of the school
- Deploys teachers

**21. MICATO (AMSHARE)**

- Provides complete uniforms for 369 students at Rueben School and 5 scholarships annually to very needy pupils from Reuben grade 4 and they are taken to boarding schools and if do well they can go fully funded all the way to university.

Christine- 0733623343

**22. Secours Islamique France (SIF)**

- Is a project dealing with child safe guarding. They conduct annual workshops for both parents and children.

**23. CAROLINE FOR KIBERA (CFK)**

- Is a project dealing with girl child sanitation and hygiene? They provide ingredients for making soap.

**24. UNICEF**

- Is a project dealing with general sanitation and hygiene? They provide stationery for pupils.

**25. JAMAA AFRIKA.**

- Is a project dealing with mentorship programs for pupils?

**26. HOPE WORLDWIDE.**

- Is a project that offers sponsorship to the bright but needy girl child? 2022 twenty students were supported.

**27. PROFUTURO**

- Is a project that supports digital literacy? The school has an I T room with computers and 4 boxes of 50 tablets that can be used in classrooms.

Lawrence - 0729317416

**28. HATUA**

- Is a project that supports bright kids with scholarships? 2023 five Grade 8 students have gone to national Boarding Secondary schools.

**29. TEACH FOR KENYA.**

Is a project that supports our school with teachers?

**30. KENYAN POLICE**

- One of the first partners going back to March 1<sup>st</sup> 2001 with the opening of the Police post funded by Christian Brother's donors. This post (now a Police station after an upgrade in 2022) within Ruben Centre precinct continues to add security and weight to Ruben Centre's social outreach especially in the area of domestic violence and child abuse.

**31. Kenya Horticulture Exporters**

- This company in a nearby small Industry compound, delights in sharing their 'rejects' with Ruben Centre. Three times a week Ruben collects many kilos of vegetables and it enhances greatly the feeding program.

## ANNEX III: CASE STUDY

### Friday March 24th – A Partners’ Case study

Last week, Ruben Centre was actively fulfilling its mission with six workshops taking place. The social department hosted a life skills and financial literacy training with 61 students from the vocational training college. In partnership with Cities RISE and GIZ, a sexual reproductive health training was held, attracting 51 participants. Ruben FM staff were also given a sexual gender based violence (SGBV) training and ethical media reporting procedures by Ms. Samantha Oswago.

Africa Youth Trust held an in-house stakeholder meeting, engaging 50 persons. Secours Islamique France (SIF) organized an advocacy seminar for 96 beneficiaries to focus on life skills and behavior change. Two days of training were provided to all 427 Standard 8 pupils to understand child exploitation and its causes, types, signs and stages.

On the same week, four Community Health Volunteers (CHVs) arrived with a woman and two children and three other children following them. They had been put on a forty day fast by a cult-like church and the father had died the day before. Due to their compromised immune system, some of the family members contracted diarrheal disease which worsened their state. The CHVs alerted the Health Centre and they were treated for dehydration and hunger. The mother refused treatment at first, but eventually accepted it after being threatened with the confiscation of her children to the children’s department. The mother who was HIV+ and a defaulter of Anti-Retroviral treatment (ART) treatment and had also refused to immunize her children. The mother and three children were taken to Mama Lucy County referral hospital and are still admitted getting medical attention. After serious follow-ups this morning (27<sup>th</sup> March 2023), it was discovered that **all had CHOLERA!**

*This report has been compiled by The Ruben Centre Leadership Team comprising of:  
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