



MOVING MOUNTAINS

CHANGING LIVES

3 YEAR STRATEGIC PLAN

www.movingmountainstrust.org/

Moving Mountains Trust Kenya

February 2024

This strategic plan proposal outlines the objectives, activities, and budget for Moving Mountains. Much of what is described below is already being done. The purpose is to secure long term funding and to address the diverse needs of vulnerable communities and young individuals through **three areas**:

Health

- Providing grants for specific health needs such as operations and medical emergencies
- Constructing UDDTs to improve sanitation in schools in line with Government policy
- Distributing sanitary pads to address menstrual hygiene needs
- Vaccine health checks for school age children
- Mental health counseling and psyhosocial support for young people
- Rural gender based violence (GBV) centre - trauma counselling
- Assisting individuals with NHIF funding in order to obtain state medical assistance
- Training counselors in counseling interventions with Phola based in Zimbabwe.

Education, Sports & Personal Development

- Delivering a lifeskills programme in line with Government curriculum and including extra curricular activities and outdoor experiences to schools
- Providing grants for vocational courses, school fee debts, books and case by case educational requirements.
- Training of teachers for delivering the Lifeskills course developed with BecomingX.
- Adult literacy, computer literacy courses for young people
- Advice service on tertiary education and life decisions, access to national youth service, assistance with job interviews
- Advocacy - obtaining national ID cards and representation in court cases
- Acting as a link between Govt agencies, courts, homes, police and other NGOs to provide a 'joined up' service for young people in crisis.
- Black Cats Football Academy and sports activities - providing training for young people in football and a range of sports.
- Personal development activities - camping and expeditions, music education (choir, ukulele, recorder), literacy, computer use, typing, public speaking, drama.

Social Welfare

- Classroom refurbishment, dry toilet construction, provision of medical or health facilities
- Feeding programme for 150 street children every day at our youth centre in Embu.
- Tree planting programme

Vision Statement and Values

Vision

Our vision is to create thriving communities and to uplift individuals to live a healthy, dignified, and empowered life with the ability to exercise their rights.

Core Values

Equality, Empowerment, Collaboration, Sustainability, Dignity

Mission Statement

Our mission is to implement a social prescribing network in collaboration with local communities, government authorities, and strategic partners. We provide a range of social services to cover the educational and health needs for young people in need, and social welfare services for the wider community.

We provide and connect people to activities, groups, and services in their community to meet the practical, social and emotional needs that affect their health and well being. These activities continue throughout childhood and into adulthood. We are now providing second generation support, with first generation having achieved social mobility out of poverty.

· **Human Dignity and Equality:** Every individual deserves access to education, healthcare, and opportunities.

· **Long-Term Impact:** By addressing educational, health, and social needs over decades, Moving Mountains creates a solid foundation for long-term development.

· **Community Cohesion:** We foster a sense of community by demonstrating care and support for one another. When individuals know they are part of a supportive network, they are more likely to thrive and actively participate in community initiatives.

· **Economic Growth:** By investing in individuals' education and health, Moving Mountains contributes to the growth of a skilled and healthy workforce, driving economic prosperity.

· **Sustainability:** A holistic approach ensures sustainability. When families are empowered to meet their needs independently, the impact continues even after external support concludes.

Key phrases

Community Empowerment
Social Prescribing Hub
Psychosocial Support
Environment

Health

Hardship Grants
Funding for one off cases of specific need related to health, for example operations, labour, hospital appointments, provision of drugs and any case worthy of consideration. For children only.

Vaccines and school health programme
Partnering with a local clinic to pay for the provision to schools. The Gov't provides free HPV vaccines to young children, but there is a need for TB and hepatitis and even flu vaccines, especially in rural areas.

Sanitary pads
Providing sanitary pads to vulnerable girls in and out of school, and an education programme around menstrual health.

Mental Health
Training of counselors and provision of counseling for children and family who have suffered trauma. The aim is to assist with family rehabilitation and long term mental health with an intervention at a young age, and to provide parenting advice. We use the Phola method and the Tree of Life initiative.

Abuse
Awareness and recognition of domestic abuse, and acting on behalf of the child to provide necessary care and long term support through the state system. Training of counselors in awareness and signposting. There are GBV centres in Nairobi but none outside the city, there is potential for expanding the care facilities for victims of abuse, neglect and broken homes.

Dry Toilets
Also part of the social welfare programme, to construct UDDTs or urine-diverting dry toilets, as part of a long term programme for sanitation in schools and health regime. Also to educate children on the importance of hygiene.

MM UK aims to fund special counsellor training in mental health and dealing with trauma and family rehabilitation and to offer those services to vulnerable children through the current state system and Children's Office.

Furthermore to fund the salaries of counselors full time to provide a community service and to expand on the idea of providing care facilities for child victims, a rural school health programme and sexual health programme.

Also for MMUK to fund the construction of UDDTs through the fundraising and involvement of visiting school groups.

Education, Sports & Personal Development

Lifeskills

Run a regular extra curricular programme for children under the umbrella term *lifeskills* but to include the following activities provided regularly:

- Leadership programme piloted by BecomingX - teamwork etc
- Access Kenyan online resources like Schools net Kenya, Barclays Lifeskills
- Camping weekends and learning self-sufficiency and confidence in the outdoors
- Challenges like climbing Mount Kenya
- Safaris - learning about Kenya's wildlife, climate change and the environment
- Networking events for jobseekers
- Getting a Job - assistance with applications, job interviews
- Joining the National Youth League

Hardship grants

Offer financial support on a case by case basis for children in need, either in the form of a grant or an interest free loan based on evaluation by committee, for example:

- School debts
- Vocational and training courses
- Books and materials

Teaching and Literacy

Run in-house courses by employing teachers either full or part time, or on a course basis :

- Adult literacy
- Computer literacy - Word, Excel
- Teaching gender equality in the classroom
- Teaching about managing mental health in the classroom
- Teaching inclusivity in the classroom, especially for children with special needs
- Pre-primary courses in story telling, no words books, for early learning

Educational Needs

- Provide books for school libraries - eg Start a Library
- Provide equipment for science labs and music rooms
- Access to school for vulnerable children - providing paperwork and support

Sports

- Run a successful football academy - Black Cats - and integrate lifeskills, mental health benefits
- Provide equipment and training for sports activities

MM Kenya offers a host of developmental activities and to train teachers and parents about progressive ideas around parenting. All of the above can be provided regularly to any sized group, and either as a paid-for option to schools, or through the Adventure Alternative school groups, or with help from foreign volunteers, or through a grant scheme.

Social Welfare & Community Development

Classroom refurbishment

Refurbishment or new builds, MMK has built a strong reputation for providing educational facilities across different parts of Kenya and it remains one of the core objectives of the charity to do this in areas where the need is greatest.

The aim is not just to build a structure but to maintain a link with the school providing services and equipment and support as necessary, depending on the school needs. Helping the school to become sustainable through capital projects depends on the charity maintaining links with donors and also school groups which come to visit regularly over many years.

We aim to continue this programme but to concentrate more on refurbishment and providing equipment and facilities, especially for secondary schools which can attract Government funding with the addition of a science lab for example.

Dry toilet construction (UDDT)

A new objective for the Kenyan Government has been to build UDDTs or dry toilets in rural schools and Moving Mountains Kenya would like to adopt this in our strategy. See details of the benefits of UDDTs and costs at the end of the document, but an average sized UDDT costs around 80,000 Ksh. This would be a perfect task for volunteers.

Mobile Medical Clinic

The aim would be to link with a local clinic and use one of the vehicles to visit rural schools with medical personnel and equipment to run a mobile school clinic providing school health checks, care for minor injuries, head shaving for lice, removing of jiggers, and counseling.

Embu Rescue Centre

Providing daily meals for around 150 children per day, a hub for vulnerable children and a place where local people can come for literacy courses, counselling, advice and help. This well established facility has the potential to be the feeding centre and also a place that is known to many as a shelter.

The Rescue Centre is also a well known facility for the local police to look for assistance when managing children found sleeping rough or engaged in criminal activities or without any formal identification. We liaise with the courts and the education office and the family to prevent the child from being incarcerated and instead to embark on a rehabilitation programme which is now recognized by the authorities.

Tree planting programme

Moving Mountains Kenya will be part of the initiative by H.E President Ruto to plant 15 billion trees by 2032, a move aimed at reducing greenhouse emissions, stopping and reversing deforestation and restoring 1.5 million hectares of deforested and degraded landscapes through the African Landscape Restoration Initiative which was launched on December 22nd 2022.

Construction of UDDTs

UDDTs, or urine-diverting dry toilets, are a type of toilet that separates urine from faeces. This allows the urine to be used as a fertilizer, which can improve agricultural productivity. When urine is applied to soil, it helps to improve the fertility of the soil and can increase crop yields.

UDDTs can also help to reduce the spread of disease such as cholera, typhoid, and dysentery. UDDTs help to prevent this by separating urine and feces, which reduces the risk of contamination.

UDDTs are a sustainable and affordable option for sanitation in rural areas, and they can have a significant impact on the lives of people who use them. Studies have found that UDDTs increased crop yields by an average of 20%, and reduced the incidence of diarrheal diseases by 50%.

Action Steps

- Identify communities in need of UDDTs and conduct surveys
- Design and construct the UDDTs.
- Train community members on how to use and maintain the UDDTs.

Responsible Parties

- Moving Mountains Kenya –lead role of initiating the programme and providing labour from our work teams
- Community members: Community members are the ultimate responsible parties for the construction and maintenance of UDDTs. They must be involved in the planning and implementation of UDDT projects, and they must be willing to take responsibility for the long-term maintenance of the toilets.

Item	No of Unit UDDTs.	Capacity Size	No of Schools	Unit Cost KShs.
Cement	2.5 Bags	6 Persons	1	2,200.00
Bricks	10,000			15,000.00
Sand	3 M^3			1500.00
Squatting Pan.	6			2,000.00
Water Tank Slab	2			1,700.00
Urine Chamber	1			1,300.00
Urine Containers	4 x 20 Lts.			2,000.00
Roofing Material	20M			3,000.00
Wire mesh	10 M			15,000.00
Lime	5 Kgs			1,000.00
Ash or any Bio-gradable material	3 Kg			2,200.00
Plastic Sheeting	30m			2,200.00
Sawdust	2Kgs			500.00
Labor	5 People			8,500.00
Transport	Varied			20,000.00
	Total Construction per School- KShs.			**78,850.00**

Black Cats Football Academy

Objective is to facilitate its in-house football team **Black Cats FC** to be promoted to the National leagues and to benefit from player transfers to other teams. This will be achieved by registering their coaches and players to the Kenya Football Federation (KFF) and the affiliate FIFA Connect.

Promote personal growth and empowerments. Build Self-confidence, perseverance and a growth mindset.

Budget per annum for games

Item	Kits	Unit Cost/Per Kit	Total
Football	Uniform whole kit plus printing balls Shoes	35000 x 2 x 4(2) set(under 13,15,18 senior) 3000 x 50 x 3 3000 x 20 x 4	 560,000 450,000 240,000
Black Cats	Facilitation for local tournaments, Black Cats Cup and league fees Coaches trainings	50,000 x12 x 3 CAF B 60,000,CAF C 15,000, CAF D 5,000(Accommodation meals 100,000)	1,800,000 170,000

Distribution of reusable and disposable sanitary pads

Increase access to sanitary pads and menstrual hygiene education for girls and women in the targeted regions.

Many girls and women in the targeted regions do not have access to sanitary pads. This can lead to a number of problems, including health problems, absenteeism from school, and early marriage.

Moving Mountains will work with girls and women to provide them with sanitary pads and menstrual hygiene education. The organization will also work to raise awareness about menstrual hygiene and to challenge the stigma that surrounds menstruation.

Action Plan

- Identify girls and women in need of sanitary pads.
- Conduct surveys to assess the needs of the girls and women.
- Procure sanitary pads and distribute them to the girls and women.
- Provide menstrual hygiene education to the girls and women.

Responsible Parties

- Moving Mountains – Plays the lead role of initiating the programme, they will identify and be responsible for the production of the pads and ensure quality.
- Head Teachers and Teaching Staff: The teaching staff will be engaged to identify the girls in need of the sanitary pads and engage in distribution.

Item	Cost per Pack of 4 Pcs	No of Units per School	Total Cost
Disposable Sanitary Pads	600.00	300	180000,00.00
Re-Usable Sanitary Pads	1,000.00	300	300,000.00
Boys Underwear	600.00	300	300,000.00

Refurbish classrooms

Enable conducive learning space for average 30 children per class.

Budget:

- Refurbishment cost average 500,000.00
- New classroom cost average 1,500,000.00

Many schools in the targeted regions are in need of rehabilitation. The classrooms are often overcrowded, poorly ventilated, and lack basic amenities. This makes it difficult for students to learn.

Moving Mountains will work with schools to identify classrooms that need rehabilitation. The organization will then design and rehabilitate the classrooms, and it will provide schools with the necessary resources to maintain the classrooms.

The rehabilitation of classrooms is an essential part of improving the quality of education in the targeted regions and provides a good opportunity for the work teams and visiting groups to get involved.

Needs Assessment

- Education, health and social care continue to be top needs for the population, especially for vulnerable children.
- There is a huge demand for quality services from third party organizations due to lack of state funding, infrastructure and trained staff.
- There is a need to uphold basic human rights and promote progressive attitudes to special needs, mental health and the needs of minorities.
- The proposal covers three years initially with milestones for each year and an evidence based approach to continued funding.
- Currently the main location is Embu County and Laikipia but the proposal aims to extend reach to Nairobi and Siaya District where MMK has staff presence.
- Potential for 'train the trainer' approach aswell as direct intervention, for greater impact

SWAT analysis

Strengths:
- Long established network and partnerships with local communities, govt authorities and NGOs.
- Long expertise and experience, dedicated and passionate staff and huge network of beneficiaries
- Very long term relationship with MM UK providing support and finance

Weaknesses:
- Finance from single source in the UK
- Administrative challenges with reporting and unhelpful culture of hierarchy
- Potential for negative external factors such as corruption, mis-management and dishonesty

Opportunities:
- To become a key central hub for social services acting as a link and a provider between all state agencies and local stakeholders for children's rights and protection.
- Promoting national campaigns around human rights, importance of sanitation, progressive educational curriculum and mental health.
- Sponsorship from grant funders for new programmes, eg UDDTs, mental health.
- Volunteers to assist with programmes and provide funding for the charity

Threats:
- Socio-cultural barriers and resistance to change in certain communities
- Political and regulatory challenges that may affect project implementation
- Economic uncertainties

Measuring our Programmes

To assess the progress and effectiveness of the Moving Mountains project, MMK will measure and record how the programmes are performing, for example:

- Number of UDDTs constructed and functional in each target region
- Percentage increase in classroom rehabilitation and improvement
- Number of sanitary pads distributed, both reusable and disposable
- Percentage of girls benefiting from the sanitary pad distribution program
- Participation rates and engagement levels in sports activities among youth
- Improvement in educational performance indicators, such as attendance and academic achievement

Milestones and targets will be set to track progress and provide a roadmap for the three-year implementation of the Moving Mountains project. Examples of milestones and targets may include:

- Construction of x number of UDDTs per year
- Number of children with vaccines, operations
- Number of people completing adult literacy courses
- Complete rehabilitation of classrooms in 20% of the selected schools
- Achieve 100% distribution of sanitary pads to the identified needy girls
- Increase youth participation in sports programs by 30% annually

Information will be supplied in various formats but also including images and updates on social media, the website, and in the annual report.

Measuring methods

- **Data Collection:** surveys, interviews, and figures, images, videos, social media updates
- **Data Analysis:** cumulative reports, images and videos, end of year feedback for annual reports.
- **Evaluation:** effectiveness, efficiency, and sustainability of the project. Did it work? How well?
- **Reporting:** communicate information regularly to the MMK and the MMUK committee, pictures and images online and used in donor reports.
- **Adaptation:** improve the programme based on the evaluation.

Risks

- **Finance:** insufficient funding, economic instability, poor budgeting, inflation.
- **Operations**: delays, supply chain disruptions,
- **Stakeholders**: resistance or lack of support from local communities, conflicting interests among stakeholders, and cultural barriers.
- **External:** political instability, regulatory changes, natural disasters, or security concerns.
- **Implementation:** lack of skilled personnel, inadequate training, laziness, corruption
- **Monitoring:** Inadequate data, poor inaccurate evaluation
- **Secure Funding:** Actively pursue funding opportunities and engage with potential donors, foundations, and corporate partners to secure the necessary financial resources for the project.

Mitigations

- **Budgeting:** Create sensible budgets with margins, and plenty of time to raise the finance. With schools and groups allow for two years fundraising time.

- **Engagement:** Strengthen partnerships with local communities, government entities, schools, tribal chiefs and other relevant stakeholders by visiting often and involving everyone.

- **Management**: Agree a sensible time plan, decide who is in charge and make sure board members provide back up and feedback and support. Make sure everyone knows what is happening and don't withhold information.

- **Monitoring**: Collect data in various formats all the time and have this as a clear requirement at every board meeting to show the committee and share findings.

- **Reporting :** Discuss at the meetings and keep minutes of the discussion and allocate time every month to update reports on Gdrive so there is a live continual feedback. Board members to check on each other to make sure this is done.

- **Improvement:** Continuously evaluate the project's outcomes and learn from experiences. Incorporate feedback from beneficiaries, partners, and project team members to refine strategies and enhance the overall effectiveness of interventions.

Moving Mountains Kenya Board

- Francis Kioni
- Gilbert Njeru
- Joseph Mungai
- Eva Muronji

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