

**CHRISTIAN PARTNERS DEVELOPMENT AGENCY (CPDA)**  
**Rapport K16**

**QUESTIONNAIRE**

Five respondents identified CPDA as an organization with maximum impact, and they rated it highly for training leaders, and on other criteria.

**ABSTRACT**

CPDA began in 1985 as a community-based organization (CBO) with a focus to alleviate the impact of drought on communities in Eastern Kenya. Since then it has grown into an NGO focusing on more geographical areas and a scope that is also wider. Its current focus is on the following areas; Governance and democracy, gender equality promotion, sustainable agriculture, community health, Water and environment, and institutional development. The NGO has had a significant impact in the area of health, governance, water and has seen improved livelihoods within communities in which it has been working.

**BACKGROUND**

Drought has affected many people in Kenya over the years. One of the serious droughts occurred in 1984 with CPDA being formed in 1985 to combat this challenge. CPDA was formed by a group of Christians to save people's lives from drought in the former Eastern Province of Kenya. It grew from a CBO in 1985 to an NGO in 1993 with extensive thematic areas based on the needs of the people.

It was registered as a nonprofit, nonpartisan, Non-Governmental Organization (NGO) under the NGO Coordination Act (1990) in 1993. Its thematic areas also grew from drought only in 1985 to two main category of programmatic focus in 1993; Governance and Democracy, and Integrated Food Security for Sustainable Livelihoods being implemented in Kenya. These programmatic foci have further grown to seven thematic areas: Governance and democracy, gender equality promotion, sustainable agriculture, community health, Water and environment, and institutional development.

In terms of governance, CPDA has ten board members and revised its vision and mission in 2013 to capture the changes in their programs and the needs of the society. The vision is 'CPDA envisions empowered and connected communities'. Similarly, the new mission is 'promote democratic governance, gender equality and sustainable livelihoods for communities in Kenya and beyond through advocacy, partnerships and development programmes'.

The promulgation of a new Kenyan constitution in August 2010 led to the diversification of CPDA activities and geographical areas of operation. This has also been achieved by its experiences and growth from strength to strength. The changes in the proposed structure has seen CPDA expanding to Nyeri, Narok, and Vihiga with a central supervision office in Nairobi. Based on its 2011 – 2020 strategic plan, CPDA intends to operate in 16 counties, incorporate emerging thematic areas such as climate change, Kenya's Reform Agenda, East Africa Regional Integration, Millennium Development Goals (MDGs) and Vision 2030 among others. Further, CPDA has implemented projects in their area of operation for self and

community sustainability, a resource center and community involvement through the neighborhood assemblies.

In gender and governance, CPDA focuses on enhancing participatory governance at local, national and global levels through improved mechanisms and strengthening the capacities of grassroots communities. Such mechanisms includes construction and equipping of the resource centers, registration and Strengthening of Neighbourhood Assemblies (NAs), Youth Empowerment on Governance and Leadership Development, Capacity Building on Participatory Governance, Enhancement of programme efficiency, maximizing and strengthening citizens voices through Regional assemblies, Undertake civic and voter education, Participating in Global Campaigns and International Events, and facilitating disaster preparedness and risk reduction.

As for community health, the focus is to reduce communicable/ HIV infections, stigma and disease burden in communities through Establishment of an accredited Comprehensive Care VCT centres, increased and strengthened HCBC activities, networking and linkages with other likeminded organization, undertake Malaria, Diabetes, Cancer, Maternal Health and environment sanitation awareness, increase awareness on TB incidences, carry out education and training on Nutrition, tracking of governmental Health policies, and interventions such as the national sector reform processes, hospital management and tracking of health sector budgets.

For sustainable agriculture, facilitating institutions and structures for improving food security and food sovereignty at the household level is the main focus. The programme has an interesting gender focus of 70% women and 30% men. The programs include; promotion of modern good agricultural practices, participation in National and International Events Trade fairs and agricultural fair activities, enhancing breeding Programmes for livestock, promote and advocate for sustainable tea production at local national and global level, investment in modern biodiversity technologies, upscale the Production of African Green Leaf Vegetables, strengthening of marketing channels for small-scale farmers and promotion of Orange/Yellow Fleshed Sweet Potato Production.

Water being the long term service rendered, it has been incorporated with the environment with a focus on conserved and improved environment, water and sanitation. The pipeline for the achievement of this includes partnering with communities in the promotion of water sanitation, the establishment of environmental friendly tree nurseries, promoting climate change initiatives, and promoting access to clean and safe water.

As for institution development, projects being implemented are comprehensive communication strategy; participation in regional, national and international conferences, rationalization; restructuring and recruitment of program and administration staff; set up an integrated computerized monitoring and evaluation system, financial management and human resource systems; staff motivation and team building; developing Needs Assessment for Human Resource; institutionalize policies and guidelines; vetting, restructuring, profiling and training of Board of Directors (BoD); and design and operationalise a resource mobilization strategy. All this are implemented with a focus on continuously strengthening of CPDAs governance standards, staff capacity enhancement and improving net resource base.

### ***Significant Milestones of the Centre***

CPDA has been able to:

- a. Introduced a project of dairy goats and amaranth in Vihiga County with a cottage industry; currently collecting seeds before processing of CPDA fortified flour.
- b. Introduced household tissue culture banana plantation for food security.
- c. Trained community health workers in all the villages.
- d. Currently working in six counties from one county when it was formed; Vihiga, Nyeri, Narok, Makueni, Busia and Kakamega. With a target of 16 counties, CPDA is planning to venture in Mombasa, Garisa, Kwale, Wajir because of ASL (Arid and semi-arid land) in line with the Millenium Development Goals. Kitui, Muranga, Nyandarua, Tranzoia and Siaya.
- e. 2011-2015 Implement a £443,368 fair Cup project aims to empower 30,000 smallholder tea farmers working with six tea factories to achieve their rights under the revised Kenyan Tea Act. The expected outcomes include a 20% increase in farmers' income; improved control over their livelihoods and greater representation at the factory and national association level.
- f. 2012-2013 Implemented Ksh 4,250,000 project in Vihiga County entitled Strengthening People's Engagement on Constitution of Kenya (SPECK) – Phase II. The County governance system has been able to respond to the priorities, needs and aspirations of the people.
- g. Entrenched the Alternative Leadership Programme using the Neighbourhood Assemblies (NAs) in the Vihiga and Kakamega Counties. These have demystified leadership, promoted principles of transparency and accountability in governance and enhanced gender balance and responsiveness in grassroots development processes. Over 245 NAs have been established and some registered as CBOs.
- h. The Gender and Governance Project has increased Women's participation in Governance, five women were elected to the leadership of political parties, 20 vied for various political seats, trained 1,000 women in leadership, increased governance information to women, developed Gender Equality Debating manual for schools and printed for future referencing.
- i. 2008-2011; implemented the Western Kenya Community Livelihood Empowerment project in Kenya at a cost of EUR 1,810,828. This enhanced promotion of good governance improved livelihood strategies and improved community health among 4,000 households in Vihiga County.
- j. In 1997-2009, CPDA had constructed over 120 water tanks, protected over 400 water springs and constructed 174 VIP latrines to support water and sanitation in the Vihiga and Kakamega counties.
- k. In 2009-2010, pastoral communities accessed water through construction of sand dams, installation of water pumps, protection of water sources and construction of VIP latrines in Narok country.
- l. 1998-2003 supported the construction of 50 shallow wells, 11 water tanks, 50 water troughs for livestock, and ten water hand pumps in Machakos County.
- m. Spearheaded peace building and reconciliation processes in Kakamega, Bungoma, Vihiga and Narok counties through Reforms Reconciliation Consensus Groups under the support from URAIA.
- n. In 2009- 2010 CPDA empowered youth male and female to be self-reliant and engage on entrepreneurial ventures in Vihiga County. This was done through Vihiga Vision Catchers which imports solar lanterns from China.
- o. 2000-2010, supported in the successful civil education and voter education programmes in the Nairobi, Narok, Vihiga, Kisumu and Machakos County.

## **ORGANIZATIONS WITH SIMILAR FOCUS AS THE CENTRE**

Within their areas of operation, CPDA has a number of organizations, subcategorized as CBO, NGOs and all country government doing the same activities as themselves.

### ***Difference between organizations of similarity***

CPDA attributes the following as the main difference with other organizations.

- a. With the neighborhood assembly, CPDA has a structure to reach the community.
- b. They implement projects based on the need of the community as suggested by the neighborhood assemblies.
- c. CPDA is flexible to work with CBOs, other NGOs and county government which are its competitors in implementing similar projects.
- d. All branches hold its prayers every Monday and Friday at exactly 9 am. They then share the minutes of their prayers.

## **BOARD STRUCTURE AND COMPOSITION**

The board composition has nine members; five female and four male. The admission on the board is by vetting, and the composition has; chairperson, secretary, treasurer, executive director, women representative, two youths representatives and two members. The current board members are; Chairperson - Emmy Sumbeiywo, Secretary - Josephat Namada, Treasurer - Dr.Salatiel, Executive Director - Alice Kirambi, Member - Prof. David Kikaya, Member - Haggai Asena, Women Representative - Paulina Kinyarkuoo, Youth Representative - Caroline Ayoma and Youth Representative - David Agoi.

The longest serving on the board is the executive director who is among the founder and has served since 1985 (28 years). Her leadership, knowledge, experience, exposure, output, track record, focus and the passion to the community has been attributed to the long service. These measures are also critical on the checklist during the vetting of a board member. Ethnicity is key to ensuring the board is made up of members from different parts of the county.

### ***Staff Structure and Composition***

On the operational areas, the regional office is led by the field coordinator, and each project is coordinated by a Project Officer (PO) who is competent in the area of his project. All the POs involve the neighborhood assemblies on the implementation of projects and community personnel who are hired on contract on a need basis. In Vihiga region, the office has 13 members; five males and eight women. The current composition and qualifications of staffs in Vihiga branch which is a reflection of other branches is:

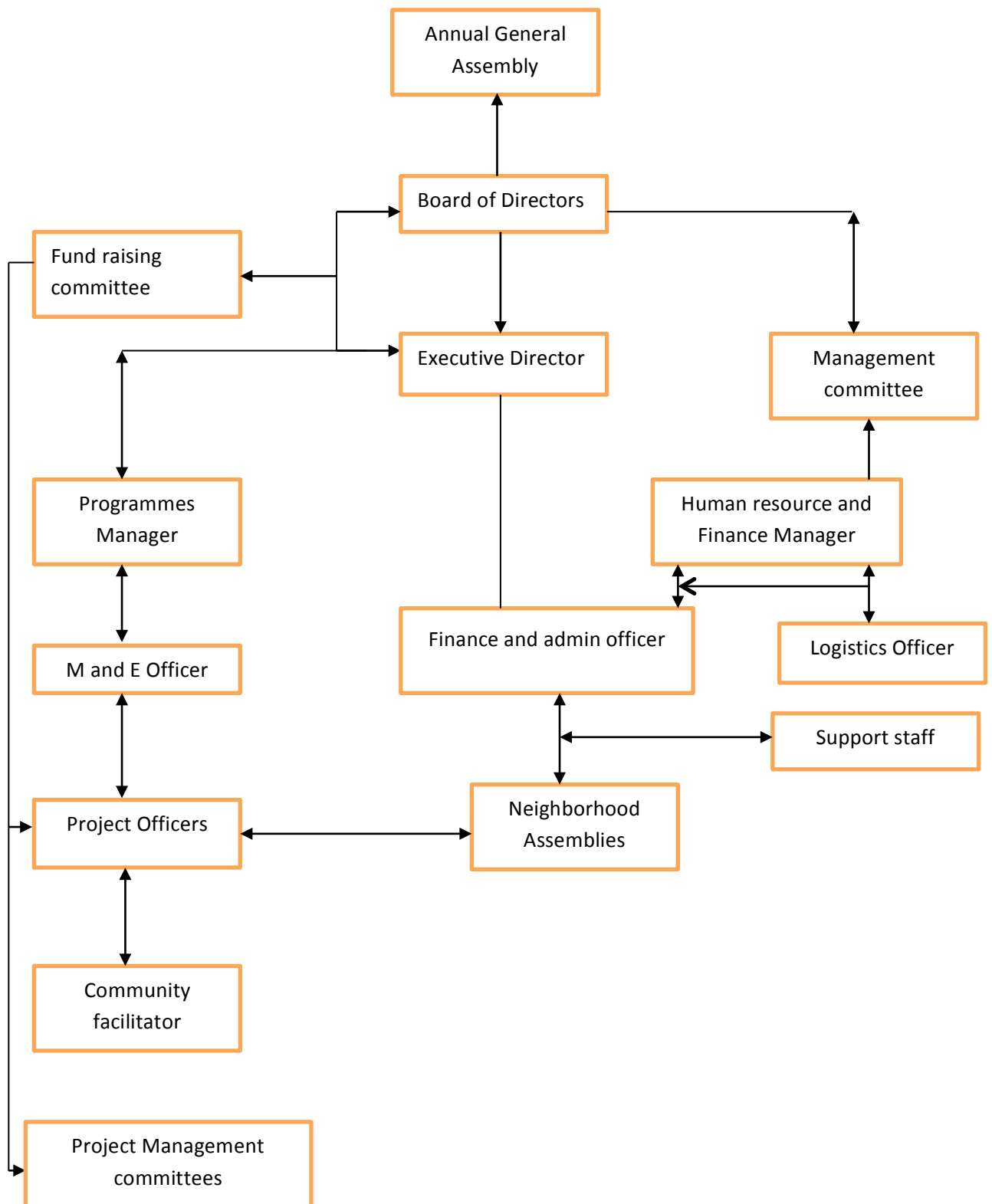
- a. Field coordinator – BA in social studies, (MA community development student) with 13 years in NGO field.
- b. PO health - Bachelors in public health with five years' experience.
- c. PO gender and governance – Diploma in Gender Studies; five years' experience.
- d. PO agriculture – Diploma in agricultural studies; five years' experience.
- e. PO health and VCT – Guidance and counseling courses; five years' experience.
- f. Accountant – CPA holder.
- g. Front desk – secretarial studies.
- h. Librarian – IT specialist.
- i. Office Assistant – Form four leaver
- j. Two cottage industry personnel – no clear qualifications required.
- k. Security officers – no clear qualifications required.

## SWOT: STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

### *CPDA SWOT Analysis*

<b>Strengths/Achievements</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• Neighborhood assemblies</li><li>• Less than 20% donor funding are for administrative purposes.</li><li>• Community initiates projects</li><li>• Specialization of POs</li><li>• The intertwining of projects and PO work.</li><li>• Good reporting skills</li><li>• Partnership with competitors</li></ul>	<ul style="list-style-type: none"><li>• Poor monitoring and evaluation of project</li><li>• Lack of succession plans</li><li>• Work with women and children mostly.</li><li>• Restriction on donor money based on only funded project.</li></ul>
<b>Opportunity</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Involving men in development activities</li><li>• Learning from other people</li><li>• Training and capacity building of staffs</li></ul>	<ul style="list-style-type: none"><li>• Lack of sustainability on some projects when donor pulls out.</li><li>• Improper climate for hybrid farming of goats.</li><li>• Political risks</li><li>• The new NGO bill/act</li></ul>

## Organogram



## STAKEHOLDERS AND PARTNERS

CPDA is open for partnership for any development project. CPDA stakeholders are the community members through the neighborhood assembly. The neighborhood assembly is a

convener of community members with a chairperson, secretary, assistant secretary, and treasurer. They act as the link between the community and CPDA with most members coming from registered CBO, NGO or community organizations. They generate income through community projects; work closely with the POs on the projects that they require and also implement projects in their communities.

The current government, especially at the county level, is also a key stakeholder of projects at the county level. Currently, CPDA benefits through county funding for projects and has also partnered with the county government in the implementation of projects, security, resources, education, and protection of nature, policies and health services.

Other stakeholders provide funds for the implementation of projects. Current partners include European Union (EU), Oxfam Novib, UN Women, National Aids Control Council (NACC), TraidCraft, UNDP, Kenya Community Development Foundation (KCDF), USTADI, ASDSP, SOMO and CWC.

CPDA strengthened the citizen awareness on the structure of the county government. It involved educating the community at the county level, how to involve leaders and how to work with them. Through USTADI, CPDA has identified people that are doing agri-business or business in water and linked them up with professionals. Agricultural Sector Development and Sustainable Programme (ASDSP) as a capacity development government initiative have also given farmers money for development through CPDA.

SOMO (Dutch NGO) through CPDA, have built capacity for farmers on how they can earn more and also trained farmers on the production of honey tea. This will be exported outside the country.

## **FINANCES AND OTHER RESOURCES**

CPDA gets its resources from country government, donors, and self-projects; cottage, library, and cyber cafes. All finances are controlled and managed by the head office in Nairobi. The regional offices only receive the funding for the project and monthly petty cash of around Kshs. 50,000 which it's accounted monthly. In Vihiga region, CPDA has a resource center containing a library, cyber cafe, VCT/counseling room, offices and training room. However, the resource centre has resources for children in primary schools that lack e-books and materials for staffs.

## **IMPACT OF THE CENTRE/SUCCESS OF THE CENTRE**

The Centre has experienced both growth and development in quantitative and qualitative terms on its activities and human capital investments. The following is a summary of the achievements of CPDA

- a. Entrenching the Alternative Leadership Programme using the Neighbourhood Assemblies (NAs) in the former Vihiga and Kakamega districts. Presently there are over 170 established NAs counties.
- b. Contributed to diversified farming in Vihiga. Communities have embraced a range of farming technologies including dairy goat farming, grain amaranth, tissue culture bananas, and mushroom farming among others.

- c. Contributed to improved livelihoods for more than 1000 households in Vihiga. Income(s) among families that have been supported by CPDA's programmes have improved greatly.
- d. By 2009, CPDA had constructed 120 water tanks, protected 400 water springs and constructed 174 VIP latrines to support water and sanitation in the Vihiga and Kakamega districts.
- e. CPDA has also helped pastoral communities to access water through construction of sand dams, installation of water pumps, protection of water sources and construction of VIP latrines in Olderkesi, Narok South.
- f. Supported the construction of 50 shallow wells, 11 water tanks, 50 water troughs for livestock, ten water hand pumps in Makueni.
- g. CPDA spearheaded peace building and reconciliation processes in Western Kenya and Narok through Reforms Reconciliation Consensus Groups.
- h. CPDA has been at the forefront in empowering youth male and female to be self-reliance and engage on entrepreneurial ventures. At least 300 youth have started a business due to CPDA interventions.
- i. CPDA has been empowering communities in Western Kenya and Narok to fully participate in ongoing government reforms processes such as the constitution review and the Interim Boundaries Reviews, Truth Justice and Reconciliation Commission (TJRC), National Cohesion and Integration.
- j. Supported in the successful civil education and voter education programmes in the Kakamega, Vihiga, Bungoma, Trans Nzoia, Busia, Makueni, and Narok Districts currently referred to as counties.
- k. Been at the forefront in the fight against HIV&AIDS. Provides awareness and material support to youth, women, people living with HIV&AIDS, and their families.
- l. Empowered communities in health. Trained more than 120 community health workers to support community health activities in Vihiga.

## **REPORT PREPARATION INFORMATION**

Report Prepared By; Michael Bowen

Persons Interviewed; Winnie Wanjala

Date of Interview; 15<sup>th</sup> December 2013