

# Dorcas *Kenya*

Inclusive entrepreneurship  
makes people more resilient





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# We are Dorcas

Dorcas is a faith-based organisation that provides humanitarian assistance and facilitates development cooperation. We invest in sustainable change in the lives of people who are marginalised. In the event of poverty, exclusion or a crisis, we create opportunities for them to flourish.

#### What we believe

We believe in the value and God-given potential of every single person. We are called to demonstrate God's love for those in need. This is how we follow Jesus Christ.

#### What we see

We see a world where poverty, exclusion and crisis marginalise people. We also see the potential of these people and their communities to flourish despite their difficult circumstances.

#### How we work

**Accountable:** We do what we say, work transparently and use resources wisely.

**Compassionate:** We see those in need and stand next to them.

**Determined:** We have an entrepreneurial spirit and do not give up.

**Locally led:** We work through local leadership, staff and partners.

#### What we do

We empower people who are marginalised to develop their talents. And we enable disadvantaged communities to flourish. We equip individuals and communities to promote and ensure participation of all.

We create hope and long-term perspectives in volatile and complex situations. We meet people's basic needs in times of crisis and increase their ability to

overcome poverty and exclusion. We persist despite frequent setbacks and invest in durable relationships to realise sustainable change.

We are part of a global movement of individuals and organisations working for a just and fair world. We recognise and appreciate everybody who supports our work. And we actively partner with others to create synergy and amplify our impact.



# Theory of Change

Dorcas views poverty as a condition in which people cannot realise their intellectual, material, physical, social and spiritual needs and capacities. This kind of poverty is often related to exclusion mechanisms and barriers within society. We want to contribute to the protection, inclusion and resilience of people living in poverty, experiencing exclusion or caught in a crisis. Our Theory of Change recognises that transformation is needed at the individual, community and societal levels. We seek to realise a six-fold impact that results in flourishing people and communities.

**Dorcas works towards change on three levels:**

**1. Individual**

We create opportunities for people and, if necessary, we also provide for their basic needs.

**2. Community**

We invest in resilient, self-organising communities; we strengthen the position of certain groups, such as older people, people with disabilities and minority groups, and we encourage community members to support each other and stand up for themselves.

**3. Society**

We cooperate with local authorities and partners and motivate them to take their responsibilities. We tackle taboos by ensuring that everyone has a voice and that everyone is included.

The Dorcas Theory of Change is translated into programme concepts that create impact,

demonstrate our added value and inform the programmatic priorities set by each Country Office.

**The three programme concepts are:**

**Humanitarian Assistance and Recovery**

Humanitarian Assistance and Recovery focuses on saving people’s lives and preserving their dignity during disasters or crises. People’s immediate needs are met, communities are enabled to become resilient to shocks and governments are actively involved in contributing to safer and more peaceful communities.

**Social Empowerment and Protection**

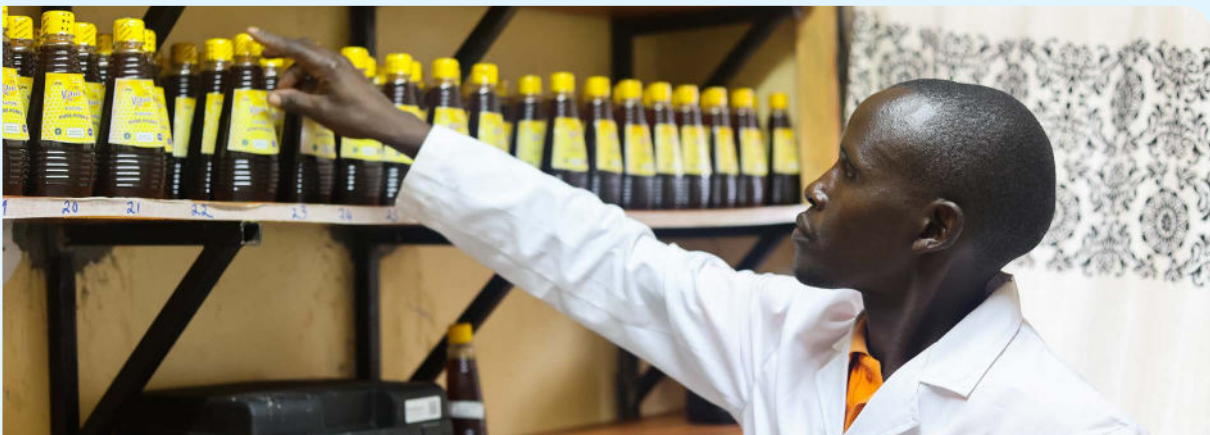
Social Empowerment and Protection seeks to ensure that the poorest and most marginalised have access to basic services, like health and education, and are empowered in their social development. This is realised by organising and mobilising communities to solve their own problems and work on opportunities through asset-based community development processes.

**Inclusive Entrepreneurship**

Inclusive Entrepreneurship enables disadvantaged people and groups to acquire the attitudes, competences and skills they need to earn an income and build their dreams. This is realised by creating social and economic value through entrepreneurial livelihoods and applying it to self-employment, small businesses, member-based entities or social enterprises.



# Dorcas in Kenya



Dorcas is a registered NGO in Kenya and has operated there since 1993, initially as Dorcas Aid International Africa and since 2007 as Dorcas Aid International Kenya (further referred to as Dorcas Kenya). Dorcas works in different counties in Kenya in programmes that focus on humanitarian responses, Water Sanitation and Hygiene (WASH), climate change, entrepreneurship (focus on promoting value chains) and the social protection of vulnerable children.

In our programmes, we aim to increase access to clean water and improved sanitation, diversify incomes, create jobs, build communities’ resilience to climate change, respond to humanitarian needs, increase access to basic services and improve the inclusion of vulnerable groups. Dorcas Kenya co-implements its programmes with local partners (mostly grassroots organisations) to enhance ownership and sustainability. We invest in these partners with resources, time and technical advice to strengthen their capacities, so they are better placed to tackle poverty in their own communities. Finally, Dorcas Kenya builds strategic multistakeholder partnerships with public and private partners to increase scale and share synergies and resources.

The leading programmatic concept in our work is Inclusive Entrepreneurship, which is driven by economic inclusion. Where appropriate, we also apply the concepts of Humanitarian Assistance and Recovery, driven by saving and restoring lives, and Social Empowerment and Protection, driven

by social inclusion. All three concepts integrate the mainstreaming themes of climate resilience and inclusion.

The programme concepts are translated into programmatic priorities through an in-depth analysis of the Kenyan context and in line with our country strategic goals. The priorities are also aligned with various Kenyan national policy documents, Kenya’s County Integrated Development Programmes (CIDPs), Kenya’s Vision 2030 and the UN Sustainable Development Goals (SDGs). Dorcas Kenya employs participatory approaches to co-create programmes with communities that leverage on existing assets and resources. Similarly, Dorcas uses a robust monitoring, evaluation and learning (MEAL) system to gather evidence and continually adapt programme priorities in accordance with the findings. Additionally, Dorcas Kenya applies the Triple Nexus Approach to transition from humanitarian aid to development by integrating peace and reconciliation, resilience building, climate change and disaster risk reduction.





### Value Chain Development

Dorcas Kenya develops potential value chains that catalyse employment opportunities for women and youth, in particular. We currently support the honey, milk and chicken value chains.

The honey value chain works through a cooperative and brings together farmers, including traditional beekeepers, women and youth interested in the honey business. It provides training to farmers, and it aggregates, processes and markets honey. Ultimately, this ensures that beekeepers get value for their investment. Beekeepers are organised into Farmer Field Schools and trained in apiculture while the youth learn carpentry skills to produce affordable beehives for sale to farmers. The cooperative aggregates raw honey and processes it into honey and honey products. The project has managed to develop a high-quality and valued product with support from the Kenya Bureau of Standards (Kebs). This has enabled participants to earn better incomes. Participants also benefit from expertise and trainings offered by knowledge partners like International Centre for Insect Physiology and Ecology. Overall, the value chain has diversified incomes for participants, opened alternative employment opportunities for youth and women and strengthened partnerships with different entities.

The dairy milk value chain organises farmers in various Farmer Field Schools. They are trained in growing drought-tolerant pasture, adapting modern animal husbandry practices, and pest and disease control. They receive support to adopt artificial insemination to upgrade local breeds. Finally, through the cooperative, they aggregate the milk and process it into pasteurised milk, cultured milk and yoghurt,

which is subsequently sold to various local outlets. This value chain has added value to a range of products, thereby increasing participants' incomes. Participants also benefit from various trainings on better animal husbandry practices that take climate change into account. This in turn enables participants to have better breeds and incorporate better feeding methods. The value chain has also created employment and income-generating activities for participants. These include growing different drought-tolerant pastures with the support of Kenya Agriculture Livestock and Research Organization, initiation of agro-vets shops selling different products to farmers, provision of transport services by the youth and emerging voluntary lending and saving schemes.

The chicken value chain enables youth and women to participate in poultry farming. They are organised into Farmer Field Schools and trained in feeding and disease control. They are then provided with improved chicks and receive continuous extension services such as feeding, vaccinations and disease control. As soon as the chickens reach maturity, they are aggregated through a cooperative and sold to different outlets (hotels and restaurants). This value chain has contributed to the inclusion of vulnerable households that can now earn an income. It has also generated employment in the provision of diversified services such as feeds, vaccinations, transportation and hospitality.

### Water Sanitation and Hygiene (WASH)

WASH aims to increase access to clean water by working with local communities, government bodies and the private sector to restore dilapidated water systems. We specifically encourage the private sector to take advantage of business opportunities in the water sector and invest in technologies that enhance water purification, increase the use of renewable energy and address non-revenue water (i.e. pre-paid meters). Dorcas Kenya prioritises enhancing local water management structures (boards and water committees) through training and creates an environment that enables women to participate in water governance. In sanitation, Dorcas promotes hygiene practices in communities and schools through community-led total sanitation initiatives that motivate communities to build their own sanitation facilities.





### Climate resilience

Kenya is vulnerable to the effects of climate change. These manifest in frequent and severe droughts and floods that have far-reaching consequences on agriculture and water security. The impact of climate change will lead to food insecurity, poverty, migration and cross-border insecurities. Further, climate change will exacerbate land use changes, increase energy deficiency and reignite resource-based conflicts. Dorcas Kenya will address the effects of climate change by promoting community-led, climate-positive growth that will increase the capacities of communities to invest in resilience projects, especially those that are nature-based and have the potential to derive economic value and bolster the management and restoration of natural and modified ecosystems. Similarly, Dorcas Kenya will promote climate and gender justice policies by subscribing to Kenya's National Plans and National Determined Contributions (NDCs) and participating in climate dialogue through UNFCCC, regional, national and subnational forums to promote the rights of vulnerable and marginalised groups. Lastly, Dorcas Kenya will promote a just transition focusing on energy and agriculture by supporting climate-smart agriculture and increasing access to the efficient use of renewable energy.

### Humanitarian response

The effects of climate change continue to fuel humanitarian disasters in Kenya, such as prolonged droughts, floods, pest outbreaks, and conflicts over diminishing resources. We respond to these disasters by transferring cash to those affected by food insecurity, providing food security and livelihoods support (FSL) and improving WASH.

### Social Empowerment and Protection of Children

Dorcas works with parents and communities to provide a safe and stable environment for vulnerable children to flourish. We do this through a robust life skills development programme, economic inclusion of parents and caregivers, provision of psychosocial support and working with various community safety nets and platforms to protect children from harmful practices and abuse.

## Sustainable Development Goals: Leave no one behind

Our programmes in Kenya are directly linked to the United Nations Sustainable Development Goals, most notably:



### Impact Story



'Welcome to my farm', says a proud 79-year-old Bernard Mutisya. 'I'm blessed with six daughters and a son, and we have grandchildren too.'

'I used to keep five indigenous cows that each produced two litres of milk per day and I grew some crops like maize. But my crops regularly failed due to severe drought. Then I received commercialised pasture and dairy farming training through the Farmer Field School project. I set aside two hectares of land to use as pasture and I sold the native cows and bought three Ayrshire cows. Our farm expanded thanks to the training and extension options we received, and we started to grow drought-resistant grass and crops for silage', explains Bernard.

'Now we have twenty cows: seven lactating cows, four calves and nine heifers', says Bernard's wife Philomena. 'We produce more than 50 litres of milk each day, which we sell to Kitise Farmers' Cooperative Society', adds Bernhard as he continues their story.

'I can now invest more in our dairy business to create opportunities for my children and grandchildren'

'We are grateful to Dorcas for supporting the installation of a mini-processing plant at the cooperative society where the milk is processed into yoghurt and a local dairy product mala. Thanks to the plant, I have a reliable market for my milk and a good income. That means I can now invest more in our dairy business to create opportunities for my children and grandchildren. My dream is a more mechanised farm that can produce homemade supplements, including dairy meal, maize germ and maize bran. And I'd like to have more pasture, improve my dairy breeds and hire a qualified vet', concludes Bernard enthusiastically.

# Dorcas in Eastern Africa

Dorcas is active in Ethiopia, Kenya, Mozambique, South Sudan and Tanzania. These countries in Eastern Africa share borders but also cross-border root causes of poverty: conflicts, fragile ecosystems, the impact of climate change, disasters, food insecurity, youth unemployment and migration.



### Our work

In Eastern Africa, Dorcas operates on the Triple Nexus of humanitarian aid, development and peace and reconciliation. We foster resilience through climate entrepreneurship, youth employment, WASH, entrepreneurship, agricultural value chain development, peacebuilding and community empowerment. We provide life-saving assistance to people afflicted by conflict and droughts. At the same time, we work towards strengthening social protection for vulnerable groups throughout the region.

# Partners in Kenya

## Our Programme Partners:

- Kitise Rural Development
- Muangeni Rural Development
- North Gem Community Development Program
- Shokut Naretoi Community Development Program

## Our Strategic Partners and Donors:

- Maji Milele Limited
- Netherlands Enterprise Agency
- Siaya County Government
- Mwangaza Light
- Kenya Agriculture Livestock and Research Organization

## Partner with us!

I am Edwin Onyancha, Country Director of Dorcas Kenya. I enjoy working with both (inter)national and local partners. Are you interested in a possible collaboration or wondering what contribution your organisation could make? Then please get in touch with me. I look forward to exploring the opportunities for a partnership with you.

Do you have any other questions about Dorcas’ work in Ethiopia or would you like more information about a specific topic? Then please visit [dorcas.org/kenya](https://dorcas.org/kenya) or contact us.

Partner with us! Together we can realise lasting changes in the lives of people in need.



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We fight poverty, exclusion  
and crisis. We empower  
marginalised people and  
communities to flourish.  
This is how we follow  
Jesus Christ.