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**Proposal-Sustainable Menstrual Hygiene Management (MHM )Project- Urban areas Kenya**

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| Name of company | **Women Development Centre ( East Africa) Ltd** |
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***Submitted to:***

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### Executive Summary

Globally, lack of accessible and affordable sanitary-ware has been known to have far reaching implications on the social, psychological and physical health of teenage girls and young women. In fact, lack of sanitary pads has been proven to be a major determinant in achieving gender parity in Kenya (APHRC 2010 and Chebii 2012). In Kenya, provision of sanitary wares and information on reproductive health is concentrated only in major centers and less on the other affluent and emerging towns such as Kabarnet, Iten and Kapsabet. Thus there is a need for Menstrual Hygiene Management (MHM) intervention in these set-ups and also in informal urban set-ups.

The overall goal of this project is to develop a low cost and accessible sanitary ware for school going girls and young women hence; minimize the number of days girls missed going to school, create socio-economic acceptance of the innovated product, develop sanitary pads for commercial production and marketing and document all steps in the development process as learning and monitoring tool. The project period will extend for 24 months, starting August 1, 2016 and ending in July 31, 2018.

Thus we propose to produce sanitary towels using a low-cost machine aimed at improving hygiene and eco-friendly usage by underprivileged women and adolescent girls in poor neighborhoods and slums. Our idea is unique in terms of our low-cost mini sanitary pads making machine compared to the traditional production model which requires millions of dollars, yet the quality is the same. The project will have an impact on health status of girls through improvement in the health status and personal hygiene of the girls as a result of using these pads. The proposed budget is Euro 26,500 to cover entire 24 months of the project. The funding comes from the following sources: -VIA: Euros 25,000 and WODEC: Euros 1,500 to support production operations and administrative issues.

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# Chapter 1: Introduction

### 1.1: Background

#### 1.1.1 Target area and population

WODEC is the sole applicant of this project. The main idea is to develop a replicable and evidence-based business model for delivering re-usable sanitary pads and education to marginalized girls in Iten, Eldoret, Kabarnet and Kapsabet urban centres in western Kenya. The project partners are SNV, Days for Girls International, and Jumuiya Women Group (JWG). Project duration is 24 months, divided as follows- pilot phase 6 months and 18 months for actual project implementation. The latter period shall be used to adopt a business model which is expected to accrue benefits from the product sales and hence sustain WODEC operations by expanding productions to meet the needs of the target groups.

**VIA Water priorities and the product**

The project is focused on girls/women in mainly Low Income areas in western Kenya. Pressing need 2 is mainly targeted, which is focused on ***sustainable access to sanitation services and clean cities.***The project is focused on adaptation under this *social innovation* dimension. The introduction of the napkin manufacturing machine is not an innovation itself, but an adaptation to the Kenyan market. So far, no other similar machines is being used in Western-Kenya. It is believed that it is a revolutionary concept among high cost and complicated machines, which also lead to non-affordable sanitary pads. Furthermore, locally sourced materials are used and the pads are made re-usable, which is an attractive combination for the target group: girls and women living in low income areas.

**The Steps/Strategies/Approaches**

*WODEC and her implementation partners shall adopt a two dimentional approach to attain its goal of sustainable access to sanitation services:*

1. **product Approach**

This approach will basically entail production procedures i.e. the sourcing for the needed machinery and materials for the production of the needed product for the market and this will basically be guided by the logistical procedures to purchase, install, carryout organizational capacity development on the production machines. (This will be carried out between the procuring enntity (WODEC) and the selling entity from India. The staff capacity development will be basically on the machine operations, product production, handling and packaging and distribution in the wider market.

1. **Marketing approach**

 Our marketing strategies will entail a 2- quare approach/activities;

1. **Consumer product sample piloting**

 This strategy will involve selection of sampled consumer segments (schoools(teanage girls) and communities (Young women) who will be availed free samples of the sanitary ware to test on its quality and the extend of re-usability. The sampling of the consumer product is aimed at improving on the quality of the products as well as assessing the beneficiaries knowledge on the product and to grasp the challenges of using the already high cost, non-biodegradable sanitray parts and the side effetcs that faces the consumers. By knowledge of such gaps in the market, WODEC can use such information in improving on her products.

1. **Consumer price ceiling mapping**

The consumer price ceiling mapping as a strategy will be aimed at asssesing the willingness of the targeted consumers to pay for the final product and to determine the price ceilings for the final product. This strategy is very important in informing the level of subsidies that would be offered by WODEC and her distributors for the final product.

**Pilot:** it is aimed to pilot the production of low-cost sanitary pads by purchasing a low cost sanitary napkin manufacturing machine. The pads will be distributed on trial basis among women who are used to other expensive napkins available on the market. Through this project WODEC plans to adapt the new product to the needs of local people by engaging in product innovation and streamlining manufacturing during the pilot state. After the pilot stage, we plan to formulate a product strategy framework, which, we believe, will place WODEC in a dominant position in the Kenyan market, while working with girls and women using organized groups in our society, that include schools, women groups, local and international NGOs as well as local governments

**The Context**

Although various research studies have identified menstruation as one of the key barriers to girls' school attendance and attainment (APHRC 2010 and Chebii 2012); less efforts have been done in western part of Kenya to address and solve this menace. Instead most of intervention have been carried in the capital city of Kenya, Nairobi. In [**most**](http://www.femmeinternational.org/kenya.html) urban centres of western Kenya, sanitary supplies are expensive and beyond the means of most households. A package of sanitary pads in Kenya costs an average KES 80, which is about half of the average daily wage of most poor residents of urban centres. As a result, many girls especially those residing in urban centres have to make with rags and newspapers, sometimes even resorting to tissue papers. These make-shift methods are ineffective, uncomfortable, un-hygiene and unfriendly to sanitation as it has potential of carrying a strong potential for infection and disease.

Notably girls from Kapsabet, Iten, Eldoret and Kabarnet have nowhere to seek support as no organization is offering this service safe for Ministry of Education which occasionally issues limited but inconsistent supplies. Most of the girls living in this areas of study area said they used a piece of cloth, called a kitenge which they got from their mothers, while others improvised with the cloth nappies used by their younger siblings. Some girls even use dry leaves to try to soak up the blood in emergency situations. Not only are these girls dealing with a lack of materials, they are also stigmatized by cultural attitudes that regard menstruating women and girls as dirty. Many girls grow up dreading their period because of the social stigma associated with menstruation, as well as the lack of sanitary ware.

Thus, it is against this backdrop seek to introduce reusable, affordable and environmental friendly sanitary ware to address this gap. It is hoped that the proposed sanitary-ware will be used for more than 5 months. Hence, the new product will contribute towards improvement of personal hygiene and general sanitation of affluent areas of major towns of North rift region, Kenya.

### 1.2. Institutional setup (Current activities)

The Women Development Centre (East Africa) Ltd (WODEC) is a women-led social enterprise company which has firmly positioned itself to engage in development and working to make quality sustainable feminine hygiene available to all

**Vision-**Every girl and woman in the world with ready feasible access to quality sustainable hygiene & women's health education by 2022.

### 1.3 Business concept

We plan to produce sanitary towels using a low-cost machine to be imported from India, aimed at improving hygiene and eco-friendly usage by underprivileged women and adolescent girls in poor neighborhoods and slums in Eldoret, Iten, Kabarnet and Kapsabet urban centre's within western Kenya. These cheaper and affordable pads will be sold to young schools girls and women residing in the major urban slum areas in the above towns. Our idea is unique in terms of our low-cost mini sanitary pads making machine compared to the traditional production model which requires millions of dollars, yet the quality is the same.

The organization plans to make locally made quality reusable menstrual kits available for purchase. These kits will last up to 5 Months with proper care. Kits include 2 shields, 8 liners, 1 plastic bag, and 1 drawstring backpack for 60 Kenya Shillings per kit, which translates to about USD$0.6. One pad is expected to be re-used for at least five times before disposal. Unlike other pads, the napkins are easily biodegradable since we intend to use materials that are environmental friendly. The innovative design of the kits uses locally sourced materials that can last for up to three years, can be washed with little water, and fold out to look like handkerchiefs when drying. These kits create jobs for local Kenyan tailors using locally sourced materials.

During this period, we aim to roll out a re-usable low cost, affordable and hygienic sanitary pad to girls of low-income households. We aim to sell at affordable price the pads. The enterprise will partner with local organizations to train women in producing and distributing soap and menstrual hygiene kits. We will also work with school health and hygiene clubs so as to demystify any cultural shortcomings such as taboos and ensure inclusivity. As part of ensuring sustainability, we will carry out a capacity building exercise to both girls and women through group training. After training, members of the partner organizations become ambassadors for women’s health and hygiene services, providing both products and vital health knowledge at the community level.

These pads will be sold to young girls and women in slum areas, cheaper and affordable to this group of women. Our idea is unique in terms of our low-cost mini sanitary pads making machine compared to the traditional production model which requires millions of dollars, yet quality is the same.

Under this project, we will pilot the production of low-cost sanitary pads, by purchasing a sanitary napkin manufacturing machine. Our selling point is the production of low cost products. Why? Because, although, there is a well-developed sanitary napkin industry in Kenya, with major players such as Proctor & Gamble and Johnsons & Johnsons, these sanitary napkins are often unaffordable to the millions of Kenyan women living in low-income and under-privileged communities. This is primarily due to cost of the sanitary napkins resulting from the use of expensive machinery and huge profit margins by these brand name companies. Therefore, our company intends to focus on a cost effective sanitary napkin manufacturing machine through which we can produce and market bio-degradable sanitary napkins locally.

### 1.4 Market potential

The low cost mini sanitary napkin manufacturing machine that is proposed to be introduced to the Kenyan market is an adaptation which we believe is a revolutionary concept among the pads that have the test of local women. Secondly the sanitary napkins made out this machine will be distributed on trial basis among women who are used to other expensive napkins available in the market. The fact is that we have the desire to manufacture reusable sanitary pads designed to provide superior feminine hygiene protection and comfort, made from high-performance textiles and provide effective protection for 5+ months (menstrual cycles), making them a cost effective and eco-friendly solution. These products will bring down sanitation problems arising from poor disposal of normal sanitary pads. the project is noble and can be replicated to other urban centres in Kenya and other countries

# Chapter2: The Proposal

### 2.0: Augmentation of provision of affordable and accessible sanitary ware girls in Eldoret, Kabarnet, Kapsabet and Iten towns

Several studies continues to indicate that lack of access to accessible and affordable sanitary ware has far reaching implications on the social and physical health of girls in Kenya. In fact, lack of sanitary pads has been proven to be a major determinant in achieving gender parity in Kenya (APHRC 2010 and Chebii 2012). Indeed lack of appropriate and affordable sanitary pads is a critical issue of sanitation, hygiene, mobility and dignity for all girls in Kenya and world generally.

Accordingly, many girls miss on average four days of school every month which is over a month in a year, meaning they fall behind in class and sometimes even drop out of school altogether. Obonyo (2003) noted the intricate relationship between urbanization and the development in Africa, which happens without major consideration to the needs of girls and women.

In Kenya, provision of sanitary wares and information on reproductive health have majorly concentrated to the major cities and less on the other affluent and emerging towns such as Eldoret, Kabarnet, Iten and Kapsabeth. In 2014, Citizen T.V aired a feature named “Periods of shame” exposing the hardships young girls go through during their monthly menses in Baringo county in Kenya.

This report and other studies indicated a dire situation for the girls living in western Kenya. Evidently, today in Kenya menstruation is not only a health and education concern, but also sanitation policy concern. Shockingly, most girls who do not miss going to school over this recurring biological period usually use grass, cotton wool, cloth, tissue paper and even pages from their exercise books, sponge from old mattresses, chicken feathers, goat skin or soil as most available sanitary pads are out of their reach to them and their families.. To add salt to injury, menstruation is treated with silence and as a taboo topic, which limits women’s and adolescent girls’ access to relevant and important information about their bodies. This leaves the young girls in a sticky situation where they cannot ask for assistance from even their teachers of friends.[[1]](#footnote-1)

Thus there is a need for Menstrual Hygiene Management (MHM) intervention in urban areas and slums. Why? Because MHM is as an issue that has been identified by disadvantaged women and girls as a driver of gender inequality and disempowerment in slum areas. We plan to develop a replicable and evidence-based model for delivering re-usable sanitary pads and education to marginalized girls in already identified centers in western Kenya.

### 2.1 Target beneficiaries

The project will directly benefit 10,000 teenage girls in school and young women and in two years indirectly impact 100,000. They will also be educated on safe hygiene practices, create awareness of menstruation and reproductive systems, and help to address the problem of missed school days due to periods. The project will target primary school going girls from disadvantaged social and economic backgrounds in their puberty mainly in slum areas.

### 2.2 Overall Aim of Project

The overall goal of this project is to develop a low cost and accessible sanitary ware for school going girls and women hence;

**The specific project objectives include;**

1. To minimize the number of days girls missed going to school
2. To create socio-economic acceptance of the innovated product
3. To develop sanitary pads for commercial production and marketing,
4. To document all steps in the development process as learning and monitoring tool.

### 2.3 Project plan

The project period shall extend for two years, starting August 1, 2016 and ending in July 31, 2018.

1. The first six months will focus on research and piloting of prototype
2. The next 12 months will concentrated on production and training of entrepreneurs
3. The final 6 months of the project will focus on marketing and scaling-up the project

### 2.4 Project Strategy

In order to ensure we address Menstrual Hygiene Management (MHM) intervention in urban areas and slums; we plan to produce sanitary towels using a low-cost machine aimed at improving hygiene and eco-friendly usage by underprivileged women and adolescent girls in poor neighborhoods and slums in Eldoret, Iten, Kabarnet and Kapsabet urban centre's within western Kenya. These pads will be sold to young schools girls and women in slum areas, cheaper and affordable to this group of women. Our idea is unique in terms of our low-cost mini sanitary pads making machine compared to the traditional production model which requires millions of dollars, yet the quality is the same.

WODEC plans to make locally made quality reusable menstrual kits available for purchase. These kits will last for 5+ Months with proper care. Kits include 2 shields, 8 liners, 1 plastic bag, and 1 drawstring backpack for 60 Kenya Shillings per kit, which translates to about USD$0.6. These kits create jobs for local Kenyan tailors using locally sourced materials.

WODEC in partnership with other implementing local organizations will train 30 women in each of the urban centres identified. The innovative design of the kits uses locally sourced materials that can last for up to five months, can be washed with little water, and fold out to look like handkerchiefs when drying.

After training, members of the partner organizations become distributors and ambassadors for women’s health and hygiene services, providing both products and vital health knowledge at the community level.

### 2.5 Project benefits

The project will have an impact on health status of girls through improvement in the health status and personal hygiene of the girls as a result of using these pads.

**Social Impacts**

* Reducing the estimated 50% of girls who miss school due to their menses.
* Empowering women and girls to take control of their bodies and initiating broader dialogue to eliminate stigma and shame.
* Providing accessible childcare facilities to workers, encouraging mothers to join the enterprise.

**Environmental Impacts**

* Reducing environmental impact of importing raw materials by sourcing locally available materials.
* Reducing the number of disposable pads entering landfill, as kits last for up to three years.
* Lessening the amount of water needed to clean pads compared to competing products.

**Economic Impacts**

* Establishing a new value chain based on local raw materials and targeting a mostly untapped market with affordable products.
* Increasing overall productivity by empowering women through improved access to education and workforce, additional income and training on savings schemes.

### 2.6 Project Outcomes

Baseline survey will provide information to which the following 3 outcomes will accrue;

1. Improved school attendance in schools among primary girls
2. Improved personal hygiene and sanitation in poor slums and neighborhoods
3. An income generating activity for women

### 2.7 Project Activities and outputs

#### To make this project a success, WODEC seeks to implement the following activities

1. **1 preliminaries for project take off** – This will include; staff inductions on the project goal and mechanisms for implementation, identification of the business location, sourcing of business offices, setting the systems ground, sourcing and importation of the needed machinery and installation of the same.
2. **1 - 3-day Project staff capacity development –** This activity is aimed at building the capacity of WODEC’s identified staff for the project. The training will focus on understanding the new machinery, how to operate and maintain them. The purpose of the training is to develop the technical knowledge of the staff to cut down on costs associated with wear, tear, and maintain ace and depreciations.
3. **12 learning institutions/community outreaches –** This activity is intended to educate, publicize and sensitize the targeted institutions and communities about the new eco-friendly, low cost sanitary ware, its handling, use and disposal.
4. **1 baseline Research, prototype development and piloting** – This is intended to assess the best price ceiling and the willingness of the targeted consumers to pay for the final product and to determine the price ceilings for the final product. This activity is very important in informing the level of subsidies that would be offered by WODEC and her distributors for the final product. The main idea being production of low-cost sanitary pads by purchasing a low cost sanitary napkin manufacturing machine. The pads will be distributed on trial basis among women who are used to other expensive napkins available on the market.
5. **4 women training on product and sales** – This will be on the job training for 30 young women to build the capacities women as urban based distributors who will buy the products and re-sale them at affordable price from the company. There after the training these women would be able to sales shelved

#### Outcomes Vs Indicators

#### Outcome 1: Research, prototype development and piloting

In the first six months, the organization will concentrate on assessing, designing and piloting of pro-type. During this period, we will assess at viability of the locally made sanitary pad to girls residing in urban centres.

**Indicators of Success**

The following major indicators;

1. Purchase and import the low cost sanitary making machine from India
2. Ongoing research on the proposed sanitary ware
3. Mapping out of target areas within Iten, Eldoret, Kabarnet and Kapsabet
4. Selection of schools to be targeted within the target area
5. Design and testing of a washable sanitary pads
6. Experimental production of 60 pads and submission of protype to KEBS
7. Identification and recruitment of staff
8. Identification of girls to be supported
9. Identification of girls to be supported
10. Setting-up a monitoring and evaluation system,
11. Pilot implementation to test the protype to sixty girls from urban centres to Kabarnet, Kapsabet and Iten
12. Documentation (through written articles and a blog on the progress) of the activities, successes, failures and findings in all phases of the project implementation.

#### Outcome 2: Assessment of socio-economic acceptance and training of entrepreneurs

1. Discussion of technical and socio-economic acceptance and potential strategies with health, water and sanitization organizations, private sector, in Eldoret town and targeted town.
2. Promotion of the project with possibility for up to 10 school taking up the initiatives
3. Selection of social entrepreneurs, training and testing, support (both technical and in marketing), support to setting-up businesses
4. Participatory assessment of user and acceptance aspects with girls and women
5. Documentation (through written articles and a Facebook page on the progress) of the activities, successes, failures and findings in all phases of the project implementation.

Outcome 3: Scaling up and marketing

The last year is for assessing the possibilities of wide scale promotion and policy development:

1. Modifications and further development of sanitary ware based on feedback from piloting and marketing
2. Development of final local sanitary pad for large scale distribution,
3. In building the experiences from the pilot phase in order to reduce risks and constraints of a rollout programme,
4. Documentation (through written articles Facebook page on the progress) of the activities, successes, failures and findings in all phases of the project implementation,
5. Drafting of policy development to guide production of new product.

**The learning Agenda**

 During the pilot research phase, we plan to test the appropriateness of the sanitary materials by focusing on the following areas: cultural acceptability of the product/traditional practices – also consider the opportunities for changing acceptability or practices, affordability versus the resources available to the woman or girl, availability of materials/products, how comfortable/soft the materials are, how easily/quickly they dry, absorbency of the materials for light or heavy flow days, frequency that the materials would need to be changed, color, to minimize staining, but also to let the woman know if she has cleaned the material well enough and the likelihood of total protection from leakage. So we are talking about a range of issues that we will carry out during the pilot phase. In carrying out the research, we will be seeking answers to the following questions;

1. What are available options in the market to supplement with biodegradable sanitary ware?
2. What factors hinder the use of sanitary ware among girls and young women in communities?
3. What best price is convenient and affordable to low income persons
4. What design or color is most preferred by teenage girls and young women among other questions

The production of eco-friendly feminine hygiene products is a key area of our social investment and rather than being celebrated as a healthy, normal and vital process, ‘WODEC is critically aware that **menstruation is often considered a taboo and associated with many negative cultural attitudes**, including the idea that menstruating women and girls are “contaminated”, “dirty” and impure”. So as part of the pilot phase, we would like to learn from evidences we adduce and check how they reveal the discriminatory nature of many school environments with menstruating girls, how we may enhance the learning from the girls who are unaware of menace let alone know that monthly menstruation is normal and natural. We also want to learn why girls are often unable to wash and dry reusable menstrual products properly (the taboo around ,menstruation means that they cannot dry them outside and hide them under their bed or in roof thatches to dry for example), making them a breeding ground for bacteria and increasing girls’ risk of illness

**The pilot study indicators of success**

In measuring the success of this activity, such Indicators as number of women reached, type of sanitary materials used, affordability questions, number of women and girls using our pads, market penetration and adaptations adopted. WODEC’s ability to obtain a universally accepted cost for the product, community acceptability of the product and the how to avoid impending factors is of priority in the research.

### 2.8: Project Resources.

## 2.8.1: Equipment’s and infrastructure

In the development of this re-useable sanitary products, we will import the low-cost manufacturing machine from India, replete with all its accessories and rental facility where the machine will be hosted

2.8.2: Human resource requirements

The organization plans to utilize a team of eight people in the production and marketing of the product. We also have a board that will steer and managed the innovation. The Management team will comprise of four (4) people 4: Director, Project Coordinator/Director, Business development Officer and Finance officer. The table below shows the competencies for the current crop of staff

### 2.9: Project critical assumptions and risk analysis

The main critical assumptions this project carries are; political stability in Kenya, more new intakes and retention of girls in schools within the project areas, political goodwill and community support that will build up of the project’s future security and sustainability.

The major risks that may result from the project will be minimized by the project implementers and such risks may cut across to donors, key stakeholders, the product, and the business case. The donor in this case might be faced with the risks of having to cope up with the changing political environments in Kenya for instance the likelihoods of election related violence’s in 2017, High importation and clearance costs that may impact negatively on the value for investment. In such a case, WODEC shall seek to partner with key Government ministries and agencies to obtain tax rebates on costs of importation and clearance of the imported machines, WODEC and her implementation partners shall ensure that they are compliant with the Government’s tax collection strategies.

The risks relating to stakeholders who include; the learning institutions, the community and the local authorities might include; low consumption of the availed products due to cultural beliefs and myths about the use of the product from the communities.

The communities may be faced with the risks of having to dig-up extra disposal pits to accommodate the increasing use of the sanitary ware and to counter such risks, WODEC shall implement community and stakeholders’ sensitization and awareness sessions to educate the community and other key stakeholders on the importance, the uses and disposal procedures of the product. The targeted local Governments in this case the Kenyan Counties will also be faced with the risk of increased wastes and garbage resulting from product re-use concentration. This will definitely increase the costs of their garbage collection and disposal.

On the product, the associated risks would be community stigma on its use and specifically on the unique feature of having to recycle a number of times before disposal, a feature that has not been common with the available sanitary stocks in the shops. Such related stigma and fear of use will be countered by the factual dissemination sessions by WODEC and her partners in promoting the new product The product may encounter also the risks of negative publicity and stiff competition from local businesses of similar products, Such publicity and completions shall be taken care by the quality and the affordable prizing of the new sanitary ware.

Finally the business case would face the risks of high operational costs, high County level taxations and expensive operational licensing costs especially form the National Environmental Management Authority and in such situations, WODEC shall seek to partner with the target County Governments and regulatory agencies and invite them as to be part of the investors into the project.

### 2.10: Project Sustainability

The project will be rolled out eventually as a business and the product developed will be distributed to schools management for the final distribution to the Key consumers, with payment being made through the school system. Organized women groups will also be enrolled as a conduit for marketing of these products. The income generated will be used to sustain the business. However for purposes of ensuring proper acceptance, capacity building will be carried throughout the project cycle. Also, environmental sustainability will be taken into consideration in the implementation of the project. In order to have technical and environmental sound sanitary pads; we will seek permission from the major regulator of standards (Kenya Bureau of Standards (KEBS)) in the manufacture washable pads.

# Chapter3: Business Plan

Our idea is to develop the products/pads from natural raw materials (non-chemical) that benefit to human health while ensuring affordable price for low-income people to use our products (young girls and urban and peri-rural women). It addresses the issue of rampant unemployment amongst the poor women in urban areas of the country.

**Growth Plans**

WODEC will work with schools and women organizations to mobilize women and girls and educate them on puberty education, menstrual hygiene, how to use the sanitary pads, how to access to educational resources and motivate them to stay in school.

WODEC will also adopt a hybrid model, by selling some but also have some for demonstration for about six months. After the expiry of the pilot phase, WODEC is considering introducing a business model that will distribute these products through boarding schools, women groups and established market channels. We believe that this model will give us a sustainable revenue generating enterprise that gives stakeholders the opportunity to be actively involved. We will try as much as possible to reduce the need for middle-men in the supply chain of the sanitary napkin industry, going directly from the producer to the consumer.

We will sell our products directly to the groups aforementioned in urban areas and to a lesser extent rural areas. **Our growth plans will also involve the establishment and use of health clubs**

**Biodegradability**

WODEC will not compromise on the quality of the sanitary napkin as the raw material to be used will come from pinewood fiber and not from cotton. We will also explore the use of agri-waste raw materials such as banana fibre, bamboo and water hyacinth pulp the sanitary napkin is designed to have a biodegradable element which ensures minimal damage to the environment. The final product will be re-used More than six times or more, depending on use and hygiene educations provided.

# Chapter4: Organizational set-up

### 4.1 Project Implementation and Coordination Structures

#### 4.1.1WODEC Organizational Structure

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| --- |
| Board of ManagementVIAProject Steering CommitteeSocial workerProduction **Director**Finance OfficerBusiness Development OfficerProject Coordinator |

#### 4.1.2 Project Steering Committee (PSC)

We will have a project steering committee composed of Finance Officer, Director, Project Coordinator and Business Development Officer. The committee will have an overall responsibility of ensuring the product is developed to the standard and against timelines. The team will meet twice every month to discuss on the progress of the project.

### 4.2 Stakeholder Analysis

The following stakeholders in Table 1 below will work towards improving the production and distribution of the pads in a sustainable way.

**Table 1**

| **Stakeholders** | **Role and Interest** | **Potential** | **Responsibilities/Roles** |
| --- | --- | --- | --- |
| **Uasin Gishu, Elgeyo/Marakwet and. Baringo County Governments** | Integrated county developmentAddressing health, water and sanitation issues through Sectorial plansWater and sanitation coordination | Potential for expanded reachDevelopment of policies to address water and sanitation  | Indirect Project Partner  |
| **SNV Netherlands Development Organisation** | Will collaborates with the enterprise on several training projects and supports with monitoring and evaluation. | Good global funding;Networking with limiting restrictions  | Indirect Project Partner  |
| **Days for Girls International** | Develop and patent the menstrual hygiene kits, and provides umbrella support to affiliate enterprises. | Patenting sanitary pads | Direct Project Partner  |
| **Jumuiya Women Group (JWG)** | Development and empowerment of women, girls and children | Women group network Strengthening local and international network of women; providing forum in which organization can develop and share new and effective strategies of helping women | Direct Project Partner  |
| **National Government Line Ministries and regulatory organization i.e Kenya Bureau of Standards (KEBS) and National Authority of Environmental Management Authority (NEMA)** |  Regulations and standards management; community capacity building through establishment of infrastructure to address water, sanitation and hygiene | Access to statistics and policy documents.Ownership of sector goals. Capacity building of community members.Sharing of information and accessibility to policy documents. | Indirect Project Partner  |
| **Schools and school health clubs**  | Source of accessing girls Regulations and standards Management; Community capacity building through establishment of infrastructure to address water, sanitation and hygiene | Collaboration and capacity-building  | Core stakeholder  |

### 4.3 Linkages and Coordination with other stakeholders

WODEC will maintain and foster strategic partnerships to ensure proper acceptance of new pads while building synergies that will ensure maximum benefit is realized. Coordinated action will aim to deliver effective and sustainable solutions to improve their conditions, through engagement with key institutions in the national and county level as well as with the private sector, NGOs, Local CBOs, FBOs and concerned communities.

Strategies to achieve the desired outcomes include engaging and coordinating with interested stakeholders to provide technical and material support to WODEC and community-based awareness-raising and capacity-building efforts as part of a broader and integrated solutions' framework for girls and women residing in urban centres. The project will be anchored on the Kenya’s development frameworks such as Vision 2030, Medium Plan II and CIDPS of three counties (Baringo, Elgeyo Marakwet and Nandi). These frameworks will provide major focus and point of synergies. Most importantly, the CIDPs will for a key point of forming alliances and synergies.

### 4.4 Monitoring and Evaluation Plan

Monitoring of projects implementation will be conducted from three levels, and WODEC will utilize agreed upon-VIA monitoring system tools and indicators. Monitoring at community level will entail the community members themselves, girls, school administrators, parents and teachers. The project aims for an efficient, cost-effective way to make sure that the monitoring is relevant, and not too much or too few data are being collected. Therefore at the start simple, operational, measurable indicators will be formulated.

As much as possible the monitoring will be undertaken by Project Steering Committee as part of their daily/weekly/monthly routine, in order to notice changes or deviations from the expected. Mid-term internal review exercise will be conducted, taking into account the findings of the monthly monitoring by officers from WODEC, VIA and other interested partners. The focus of this exercise will be to check on the implementation of the projects planned and any challenges faced in the process; the amount of money spent against time schedules; as well as providing technical input where necessary. An internal and external terminal evaluation will be conducted at the end of the project to assess progress, impact and note changes, and achievements and draw lessons. VIA and WODEC will organize for an internal evaluation of this project two times throughout the project period.

The documentation consists of the publication of the findings from the monitoring activities through articles and a blog as well as every 6 months a project progress update and work plan. In order to track where kits have been distributed and determine which locations are still in need of hygiene solutions we will utilize Via Water mapping application to track.

**Partnerships**

**VIA Water entry criteria**

WODEC meets the entry criteria because our innovation is both a viable technological adaptation and a business solution. It is a business model that can deliver alternative livelihoods, improve hygiene and dignity to poor women, and help them strengthen society. This scheme will revolutionize women’s health in Kenya by giving them an alternative to using found and unhygienic rags every month when they menstruate.

**Our experience**

WODEC and JWG have some experience of raising awareness about menstrual hygiene, which has been integrated with our GBV program. The two organisations formed the Gender Based Violence (GBV) Prevention Network, North Rift Kenya chapter whose members comprise of activists and practitioners committed to preventing gender based violence in the region. The network recognizes that girls and women are most affected by GBV and therefore they are the core focus and priority in our work. We believe that primary prevention of violence against girls and women is critical. We hold a feminist analysis of GBV, meaning that we recognize that violence against women happens because of the imbalance of power in relationships and we are committed to programming that addresses this power inequity. We believe that men have an important role to play in creating violence-free relationships, families and communities. We recognize that in order for violence against women to end, fundamental changes in long-held attitudes and beliefs about the value of women and the roles they are able to play need to change. The Objectives of the network are: to raise awareness about gender-based violence as a human rights issue at the regional level, strengthen local work around violence against women, establish a clear link between local and international work to end violence against women, provide a forum in which organizers can develop and share new and effective strategies, demonstrate the solidarity of women around the world organizing against violence against women and create tools to pressure governments to implement promises made to eliminate violence against women

**Co-funding**

The contribution of WODEC is definite especially considering that upon production of the pads, sales will be realised almost immediately and proceeds also re-invested into the project. Also we will clearly know the contributions of the partners once we are given the green light to write the full proposal. We will then engage them at this stage and clearly ask for their monetary and inkind contribution

**Project Sustainability (FIETS-Model)**

**The Financials**

The financial sustainability of this project shall be realized after the pilot phase i.e. when the exact volume of sales has been established but as a projection, we belief we will be able to sell over 500 kits per day which will generate enough income to sustain the plant operations and to retain some daily income for WODEC. The volume of sales may-be delayed because of the re-usability of the products where clients will have to take more time in using the product before they opt for a new one. In such case WODEC shall utilize its reserves to keep the operations of the plant.

**Institutional sustainability**

As earlier mentioned within this proposal, WODEC staff will be trained on the operations of the machinery and product handling purposely to keep her operational costs at minimum. This will ensure that the organization has the technical staff to manage the operations of the business case, WODEC and her partners will also put to maximum utilization the warrantees that will be offered by the seller of the needed machinery to make sure that we have obtained maximum capacity to handle and progress the operations. Currently we have high skilled and experience personnel to manage the project implementation stuff and we would only need capacity on the machines and the business part of the project.

**Environmental Sustainability**

 Owing to the kind of products that we will be producing (biodegradable) and re-usable, the extent to which pollutions accruing from poor disposal is at minimum and if it occurs such material shall decompose naturally. As for the machines WODEC shall give instructional details on the kind of machine to procure to ensure that it is environmentally compliant to avoid huge emissions into the atmosphere.

**Technical Sustainability**

WODEC and her project partners shall select a number of staff to be trained of the maintenance, repair and handling of the new machinery and in such a case staff capacity development shall be a continuous exercise and WODEC shall mobilize resource in invest in this to make the operations of the plant are not affected by staff exits. By having more of our staff getting enough technical ability to operate the plant we are sure our technical sustainability will be taken care of.

**Social Sustainability**

With the high volume sanitary ware producing machines and enough technical skills to avoid any breakdowns, WODEC is sure that we will be able to make our girls and young women happy by making the need available in times of need. Thus, our target populations are assured of their social sustainability.

### 4.5 Results and indicators

* Marketing and sales strategies are assessed and proven
* Number of pads produced (2400)-during the first six months
* Percentage increase of girls attending schools during monthly periods
* Percentage decreased in number of days girls missing schools in a term.
* Number of customers acquired through social media strategy 8000 sanitary pads ( target )
* Number of customers girls utilizing the introduced product 10,000 (target).
* Number of girls acquired after having been introduced to the product through school talks 10,000 (target).
* Number of girls trained on the use and management of new product through school talks 10,000 (target) at end of project.
* Number of girls purchasing the product repeatedly after having been introduced to it by one of our teammates in person.

Table 2: Monitoring Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Result** | **Objective** | **Activities** | **Timeline/Frequency** | **Responsible** |
| Daily workday targets achieved | Production targets adhered to, tools and materials being utilized properly | Marked work norm registersOn-site technical book to capture technical project issues | 3 days a week | Business Development Officer |
| Weekly production targets achieved | Productions targets adhered to, Work plan adhered to, tools and materials being utilized properly | Production list produced and actual amount of work done  | Once a week in all sites | Production assistant/project coordinator |
| Project Implementation on-going as per the work plan and technical standards being achieved | Production progressing, Supervisors carrying their duties efficientlyCapacity building done, Tools and materials being utilized properlyTechnical designs being followed | Reports  | Continuous | Project coordinator/ Business development officer |
| Mid-Term and Final Evaluations | Assess project progress; production status; acceptability of sanitary pads, reusability of padsInform project designs | Reports | One year and two years later | WODEC, VIA and related NGOs |

### 4.5 Cooperation in Learning Community and Communication

We will involve low-income groups as consumers, producers, distributors and employees. We aim to share lessons learnt through periodic and final reporting to VIA community and other relevant stakeholders through appropriate medium. During the project period we will document and report through articles and a blog on the progress of the activities, successes, failures, lesson learnt and findings in all phases of the project implementation. We envisage to have a face book page to offer on real time basis the happenings of the project as it rolls out. We will utilize the same page to get feedback from our customers and stakeholders on the impact of the new product.

The product will be subject to national standards of Kenya. We will establish a manufacturing and training facility with accommodation and training space.

**5. 0: Business references/Contacts**

|  |  |
| --- | --- |
| **Fedinah Chepchumba****Jumuiya Women Group** **Po Box 713****ELDORET, 30100****KENYA** **jumuiyawomengroup@yahoo.com**+254 720319294 | **DAVID CHEMEI****Finance Director****Neighbours In Action****Po Box 80****BURNT FOREST, KENYA****0727758748** |

**Budget 1**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **Activity**  | **Budget Item**  | **No. Units**  | **Unit Cost (EURO)**  | **Description**  | **Amount (EURO)** | **Amount (Kshs.)**  |
| 1 | Preliminaries for takeoff  | Local napkin manufacturing machine  | 2 | 5,000 | 2 x 5000@ | 10,000 | 1,000,000 |
|  |  | Transportation (from Mombasa) | 2 | 150 | 2 x 150 @ | 300 | 30,000 |
|  |  | Assorted materials (Start-up) |  | 1500 |  | 1500 | 150,000 |
|  |  | Installation costs  |  | 500 | 500 | 500 | 50,000 |
|  |  | Clearance and taxes  | 2 | 250 | 2 x 250@ | 500 | 50,000 |
|  | **Sub-Total**  |  |  |  |  | **12,800** | **1,280,000** |
| 2 | **3-day -staff capacity development**  | Full board accommodation  | 10 pax | 50 | 10 x 50 x 3 days  | 1500 | 150,000 |
|  |  |  | once | 100 | 1 x100 @ | 100 | 10,000 |
|  |  |  | 2 | 50 | 2 x50 @ 3  | 300 | 30,000 |
|  |  |  | 10 | 20 | 10 x20@ | 200 | 20,000 |
|  |  |  | 1 | 100 | 1 x 100 @ | 100 | 10,000 |
|  | **Sub-Totals**  |  |  |  |  | **2200** | **220000** |
| 3 | **12 learning institutions outreaches**  | Transportation (Staff) | 1 | 50 | 1 x 50 x 12 days  | 600 | 60,000 |
|  |  | Padiem (Lunche and communications  | 4 | 30 | 4 x 30 x 12 days  | 1,440 | 144,000 |
|  |  | Refreshments  |  | 50 | 50 x 12 | 600 | 60,000 |
|  | **Sub-Total**  |  |  |  |  | **2640** | **264000** |
| 4 | **baseline Research, prototype development and piloting** |  |  |  |  |  |
|  |  | Beneficiary /market share mapping  | 4 | 500 | 4 x 500@ x1 | 2000 | 200,000 |
|  |  | Data collectiors/consultancy  | 4 | 200 | 4 x 200@ x 3 days  | 2400 | 240,000 |
|  |  | transport costs  | 4 | 30 | 4 x 30 x 4 days  | 480 | 48,000 |
|  |  | materials/stationery  | once  | 100 | 100 | 100 | 100 |
|  | **Sub-Total**  |  |  |  |  | **4980** | **488100** |
| 5 | **women training on product and sales** | Stationery  | once  | 100 | 100 | 100 | 10,000 |
|  |  | facilitation costs  | 2 | 50 | 2 x 50@ | 100 | 10,000 |
|  |  | transport costs (local) | 30 | 20 | 30 x20  | 600 | 60,000 |
|  |  | Venues  | 1 | 100 | 100 | 100 | 10,000 |
|  |  | meals  | 30 | 10 |  10x 15 x 3 | 450 | 45,000 |
|  | **Sub-Total**  |  |  |  |  | **1350** | **135000** |
|  | **Total Project Costs**  |  |  |  |  | 23,970 |  |
|  | Administrative Costs  |  |  |  |  |  |  |
|  | Project Staff support  |  |  |  |  | 1,515 |  |
|  | Rent Support  |  |  |  |  | 1,015 |  |
|  | **Grand Total**  |  |  |  |  | **26,500** | **2,650,000** |
|  | **Amount requested from Via Water**  |  |  |  |  | **25,000** | **2,500,000** |
|  | **WODEC** |  |  |  |  | **1,500** | **1,500,000** |

1. [↑](#footnote-ref-1)