

SINGLE MOTHERS ASSOCIATION OF KENYA - SMAK

STRATEGIC PLAN 2010 - 2015



Facing the Reality of Life

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ACKNOWLEDGEMENT

First, I would like to take this opportunity to thank the African Women Development Fund Management for having sponsored me for the certificate course in resource mobilization for non-profit organizations at the Ghana Institute of Management and Public Administration.

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Special thanks go to our secretary Jackline Ambunya for her tireless efforts in ensuring that this document is completed in time. The passionate commitment and dedication of Martine Okello an Intern from the University of Nairobi, Faculty of Communication and Development.

It is in my prayer and dream that as a team, we shall continue to focus on the disadvantaged groups in our communities by empowering all of them to take full responsibility of their lives as this plan tries to reinforce our core values in a non-judgmental, non-discrimination, empathy and youth empowerment.

BACKGROUND

Single Mothers Association of Kenya was formed in 1991 and legally registered under the ministry of culture and social services as a community based organization (CBO) committed to addressing major problems facing the single adolescent mothers and the vulnerable girls within the slums and semi-slums communities in Nairobi and other parts of the country.

The problems faced by the girls range from teenage pregnancies, school drop-outs, induced abortions, peer pressure, unskilled, illiteracy, unemployment, lack of information and knowledge on their reproductive health and rights, lack negotiation skills hence exposing them to sexual exploitation by both their peers and the adults, HIV/AIDS infection and deaths due to lack of youth friendly health services.

Our target are from very poor and needy families, majority being from single headed homes with poor economical status pushing them to early child prostitution and wanting to be like their peers from rich families (sex for material gains).

Since formation we have been able to enhance the social and economical well-being of the community by increasing access to social services e.g. formation of a youth friendly VCT and communal resource centre to enable the youth access free library services, information on all areas of their legal rights, counsel them for school re-enrolment after delivery, formation of a non-formal education, vocational skills training and equipping them with self employment skills of their choice including skills in entrepreneurship, registering them for the government grade test after one year of training and recommending them for revolving loans to enable them start and run their small income generating projects for self reliance, (job creation for poverty eradication).

Single Mothers Association of Kenya since formation has been actively involved in different but relevant school and community awareness campaigns through community mobilization e.g. day of the African child, world aids day, environmental day, water day, population day, polio day, women's week, youth week etc., besides providing facilitation services to schools, youth groups, women groups and other relevant voluntary services for the success of the campaigns.

Single Mothers Association Of Kenya consists of very hard working and committed full time volunteer staff and part time skilled board members who have big heart for the community and therefore Endeavour to impact a positive change. We hold a track record of great competitive quality services through education, vocational skill training, youth friendly VCT services, home based care for the infected/affected, support groups for the infected and the affected children, youth and adults etc.

The above mentioned activities and commitments have made us qualify and access donor funding from different donors both locally and foreign for different activities which we have been able to implement very successfully and awarded certificates of completion. We believe in and advocate for transparency and accountability in all our activities and services rendered.

Our integrity has also seen us win the following awards:

- Certificate from the National Aids Control Council's Financial Management Agency (NACC-FMA) on HIV/AIDs implemented projects in the year 2004-2005.
- Certificates of recognition of achievement and immense contribution during awareness campaigns on drug abuse, environment conservation, FGM, and gender issues organized by the GALLAMORO NETWORK (Period/date) 3 years.
- Certificates of participation and actively involvement in free medical camps organized annually by the PUMWANI COMMUNITY HEALTH COMMITTEE (Period/date) 5 years.
- Won three different UN-HABITAT MASHARIKI AWARDS e.g. 1st prize for the BEST COMMUNITY BASED ORGANIZATION within East Africa (period/date) 2006.
- RUNNERS UP as a gender sensitive organization (period/date) 2006
- PARTICIPATION AWARD just to mention a few(period/date) 2006.

We have continued to rely on our Core Values of Non- Discrimination, Non- Judgmental, Empathy and Youth Empowerment as part of our driving force in being the leading service provider vis-à-vis other community based organizations country –wide.

However, the full potential of SMAK has not been fully realized despite the impeccable track record from all the activities mentioned above because of lack of a formal organizational strategic plan to guide the organization's progress.

Other factors include lack of proper marketing strategy and weak financial base for the organization.

School drop outs, teenage mothers, orphans, unemployed, unskilled youth and PLWAs and women groups have been our key target audience.

In the area of nurturing local skills and knowledge into the current world, SMAK has been empowering these groups to be self reliant and fully responsible for their future. This has been successful through provision of vocational skills for the girls in dressmaking, tailoring, embroidery, knitting, bead and leather work, tie/dye, handcrafts, product construction and entrepreneurship. After one year trainees are enrolled for the government grade test and awarded relevant certificates upon successful examination.

The young boys are equip with skills in metal work, fabrication of stainless steel kitchen equipments, refrigeration, electrification, skills in entrepreneurship and after one year of training the students are enrolled for the government trade test.

We also run a youth friendly VCT and home based care services where both the infected and the affected are provided with emotional and psychological support to continue with their normal lives.

Due to the above mentioned skill training services, we have been able to successfully achieve our mission of integrating the disadvantaged teenage mothers/girls back into the society and equipping them with self employment skills which has since improved their individual wellbeing and that of their dependant's social economical status.

SMAK is increasingly taking a lead in assisting the targeted communities to anticipate and embrace change from the traditional top down leadership style to modern more participative and democratic leadership style. We are trying to embrace this area of focus through appreciating the role the junior and senior staff members can play to foster the organization's growth and the attainment of its goals and objectives.

As mentioned above, since the inception of SMAK as an organization it has never had any strategic plan before, but has somehow managed to survive through these years and managed to carve a name in the sector. Nevertheless, we have instead been having annual, semi-annual and quarterly work plans to guide our operations with stakeholders who include among others the donors, partners, groups and clients.

The organization has taken this substantive step to have a 5 year strategic plan following the lessons learnt by the project director during a certificate course she attended on RESOURCE MOBILIZATION FOR NON-PROFIT ORGANIZATIONS held at the Ghana Institute Of Management And Public Administration, sponsored by the African Women Development Fund- Ghana. The course revealed a very big gap that required urgent attention to development a 5 years organizational strategic plan.

VISION

To see a Kenyan society of self reliant youth.

MISSION

To integrate the disadvantaged youth into the society with special emphasis on the female youth through school replacement for continuous education and provision of vocational skill training.

CORE VALUE

Non – Discrimination.

Non – judgmental.

Empathy.

Empowerment of girls and women.

NOTE

SMAK is a gender sensitive organization working/involved in the empowerment of both the male/female youth through provision of self employment vocational skill training, youth friendly VCT services, reproduction health education and services, i.e. KNOWLEDGE AND EDUCATION FOR YOUTH RESOURCE CENTRE

SWOT ANALYSIS

The development of this strategic plan involved a thorough SWOT analysis to effectively determine the competitive position held by SMAK in the sector and give an informed way forward for maximized performance. This analysis is based on the assumption that an effective strategy comes from a proper link between an organization's internal capacities (strength and weakness) and its external situation (opportunities and threats).

The findings of SWOT ANALYSIS revealed the following:

Strengths

- * No rental payments apart from yearly rates as we own the project plot.
- * Favorable relationship with existing donors , administration , relevant government ministries and other partners.
- *Strong will of staff /board members as they feel accepted by the local community due to organizations Grassroots support.
- *Flexible services.
- *Ability to mobilize resources and implement community projects
- *Generation of funds from the services we offer e.g.
 - Non- formal community school and youth.
 - Vocational skill training for girls and boys.
 - Outside catering services.
 - Hiring out of our facility for meetings.
 - Hiring out of our plastic chairs, tables and catering utensils.
 - Sales from products made by our vocational skill training students.

Weaknesses

- *Donor dependency by our target audience.
- *Lack of marketing strategy for our student's products.
- *Weak administration due to continuous replacement of staff in search of greener pastures.
- *Lack of organizational strategic plan.
- *Short term volunteer board members due to retirement and moving to the rural areas.

Opportunities

- *Donor funding (short term).
- *We have several groups affiliated under us and several whom we network with.
- *Our project is unique country-wide.
- *We have potential volunteers.
- *We have ongoing income generating projects in place.
- *Wide recognition.

Threats

- *Understaffing.
- *Limited funds to cater for full time volunteer staff.
- *Irregular donations from well wishers.
- *Dealing with the disadvantaged groups who are not financially able to pay for rendered services
- *Lack of stable financial base.
- *Payments from students not promising yet it is our main source of income.
- *Community donor dependency syndrome.

These findings gave out the logical framework that guided a systematic discussion on the past experiences and the basic alternative available for the future. This is very important in identifying and formulating effective strategies that will re-engineer the organization and give it much needed competitive advantage in the market.

SMAK'S UNIQUE SELLING POINTS INCLUDE THE FOLLOWING

*Worn an East African UN-Habitat Awards as the BEST COMMUNITY BASED ORGANIZATION and 1ST PRIZE AWARD for being GENDER SENSITIVE. (2006)

*SMAK is the only organization in Kenya which provides a second chance to single adolescent mothers for continuous education and hence allowing them bring their babies with them to school.

*SMAK provides full day care/kindergarten services for babies and children of the misplaced teenage mothers to enable them concentrate effectively in their studies. We also run a feeding programme.

*SMAK has experts in what we do and we have track records in changing the life style of all the disadvantaged youths who have passed through our programmes. Most of them are now on their own. The acquired skill has also changed their lives as well as for their dependants both nutritionally and in social economic status.

*SMAK has been able to integrate young commercial sex workers (the twilight girls) from the street/slums into the programme and equipped them with positive self employment skills of their choice.

*SMAK encourages, sensitizes, educate and create awareness among the teenage mothers on the importance of breast feeding, anti-natal/post natal care and nutrition for a healthy living.

*SMAK organizes and facilitates outings for the teenage mothers and their babies in order to encourage and inculcate and/or nature parental love and acceptance as some of the pregnancies were got through rape by strangers.

*We have the acknowledgement of our peers as they believe we accepted them and gave them love and a sense of belonging.

*We believe as at now, there would be a huge vacuum if we never and/or no longer existed as there is no similar project in Kenya, the project is a leaf borrowed from The Women Centre For Jamaican Foundation.

PURPOSES OF THE STRATEGIC PLAN

The purposes of the organizational strategic plan for Single Mothers Association of Kenya are as follows:

*To outline all the current and future activities of the organization.

*To provide a basis for resource mobilization and allocation to all branches/outreaches country-wide.

*To provide a frame work for programs planning, implementation, monitoring, and evaluation of performances.

*To make available a tool for negotiation and engagement with donors, government, partners and other key stakeholders.

STRATEGIC ANALYSIS

This strategic plan is developed and has to be launched for the next five years 2009-2013 as an overall framework for systematic planning and implementation of our programmes. It will form the basis for resource allocation on various programmes and activities of this organization.

During the development of this plan, attempts were made to capture and build on the best practices and lessons learnt since inception in the year 1991. Reports from the previous meeting that have been held to deliberate on the organization's activities were also considered during the development of the plan. Staff and board members, our clients, beneficiaries etc, were among the key groups that were fully involved in the making of the plan. Wide consultations and participatory approach were our main driving force towards the realization of this document.

It acknowledges the fact that SMAK is a respected and trusted partner in the provision of excellent quality services in the areas of job creation, counseling on drug abuse, alcoholism and information on pre-marital sex, teenage pregnancy,

induced abortion, HIV/AIDs among others. It further notes the incredible steps achieved through its decades of existence and managing to steer its way amidst growing competition from local NGOs, CBOs and other self help groups.

However, for us to realize our rightful position in this growing and competitive environment there is need for realignment of our vision and mission, programmes and activities. To be specific, this strategic plan considered the following key issues:

***Increased Competition**

The external environment is always growing competitively hence the need to always strategically align SMAK in an effective manner to leverage itself with the market through continuous improvement in service delivery.

***SMAK's mission.**

We have to redefine our unique purpose that set us a part from other organizations of our type and also our scope of operation.

***SUSTAINABILITY**

We need to look at our long-term focus and the prospect of continuing to be the market leader through self sustaining efforts. By the end of the final year of this strategic plan-2015, we should have made numerous steps as per the set goals and objectives.

ORGANIZATION POLICIES

Goal

To improve the organization's performance through the creation of various policy guidelines.

Objective

To formulate, disseminate and implement the following policies by the end of 2015.

Activities

- *Communication policy.
- *Funding/donations policy.
- *Corporate policy.
- *Administration and management policy.
- *Board policy.
- *Internship/volunteerism policy.
- *Children's policy.
- *Education/student's policy.
- *Youth policy
- *PLWAs policy
- *Persons with **Disabilities** policy
- *Staff dress code policy
- *Hold discussions with the affected parties to formulate policies.
- *Educate the staff members on all the formulated policies.
- *Organize a meeting to agree on the implementation plan.

STRATEGIC GOALS, OBJECTIVES AND ACTIVITIES

FINANCE AND ADMINISTRATION POLICY

Goal

To ensure that SMAK is fully sustainable in an effort to reduce donor dependency and ensure proper administration of finance.

Objective 1

Introduce or expand our current income generating activities and especially those targeting PLWHIV / AIDs who are members of our support group.

Activities

- *Replicate our girls and boys vocational skill training in other parts of the country.
- *Source for and find both local and foreign market for our products.
- *Recruit more students for our training programmes.
- *Introduce our graduates for revolving loans from financing agencies.
- *Replicate our youth friendly VCT/health services in other areas country-wide.(replication).

Objective 2

To mobilize and exploit the relevant resources to regularly fundraise both locally and internationally.

Activities

- *Develop and launch a website to help in fundraising.
- *Write and send proposals to potential donors.
- *Invite well wishers to support our projects.
- *Hold fundraising events locally.
- *Create partnership with corporates for fundraising purposes.

Objective3

To have a transparent and accountable financial system for good financial management within one year.

Activities

- *Have experienced persons to manage the finances.
- *Preparing of regular financial reports.
- *Preparing annual and quarterly budgets.
- *Have an audited plan.
- *Develop plans and activities pegged on budget line.
- *Have an audited financial report.

COMMUNICATION POLICY

Goal

To improve the organization's communication capacity for smooth running of the organization and explore our potential in raising funds.

Objective1

To create more communication venues within the organization by the end of 2014.

Activities

- *Provide a working telephone services in each office.
- *Have at least one computer with internet connection in each office.
- *A general notice board where various announcements can be made.
- *An interactive get together party for all the staff members as a way of appreciating their efforts and learn from each other.
- *Have an active suggestion box.
- *Build staff capacity that will enable them to use communication effectively.

Objective 2

To use communication to fundraise regularly.

Activities

- *Launch the organization's website.
- *Submit proposals to donors and well wishers.
- *Submit reports to donors and well wishers
- *Mobilize people to participate in organization's fundraising events.

Objective 3

To popularize and advance the organization's activities regularly.

Activities

- *Production of brochures.
- *Production of yearly news letters.
- *Printing and distribution of annual reports.
- *Proper management of organization's website.
- *Production of simple IEC materials on the organization's work.
- *Revival of Mshauri Magazine

PARTNERSHIP AND NETWORKING POLICY

Goal

To partner and network with other like minded organizations in an effort to realize our vision and mission

Objective1

To expand our activities in the country by the end of five years term.

Activities

- *Register with relevant and willing groups, CBOs, NGOs etc.
- *Establish such activities among our already existing partners.

Objective 2

To get the necessary support for lobbying and advocating on various injustices done to children, youth women and other vulnerable groups.

Activities

*Undertake joint awareness and publication efforts.

*Undertake joint trainings/workshops to have a common voice on issues like FGM, GBV, Stigma etc.

*Establish links with professional bodies i.e. government ministries, hospitals, KCHR etc.

STAFF DRESS CODE

GOAL

To make sure that all the staff are neat and well groomed

OBJECTIVE

To make sure that all our staff are in official wear including name tags including individual job description for easy identification.

ACTIVITIES

*Budgeting for staff's full uniforms, budes.

*Insuring that all staff abide with the laid down rules and regulations.

Appendix v

CHILDREN'S POLICY

GOAL

To protect and fight for all the rights of the minors

OBJECTIVE

To report all cases of neglect, abuse and exploitation to relevant agencies for legal action.

ACTIVITIES

*Take history of all children during admission

*Provide full day care and kindergarten services to the babies and children

*Running a feeding programme

*Organize nutrition demonstrations for the baby mother (balanced diet).

*Invite different speakers to give talks on the importance of breast-feeding, child care and mother-hood etc.

HEALTH POLICY

GOAL

*To provide treatment of minor diseases e.g cough, diarrhea and de-worming.

OBJECTIVE

To refer children to health facilities for injectables and other treatments e.g immunization, malaria, lumonia etc.

ACTIVITIES

*Taking and keeping record of children's temperatures each day they come for day care.

*Informing parents of their babies health and conditions and recommend for treatment when need arises.

YOUTH EMPOWERMENT POLICY

Goal

*To strengthen the youth's source of income by supporting them in income generating activities as well as creating new opportunities for them.

Objective 1

To assist our graduates in marketing their products by finding markets for them throughout the 5 years period.

Activities

*Approach various local community schools to lobby for uniform supplying tenders.

*Advertise to potential buyers.

*Expand our workshop and show room to sell our products.

Objective 2

To empower youth to be self reliant by engaging them in income generating activities as well as allowing them to have access to youth revolving loans and other loan schemes within the organization.

Activities

*Train girls in tailoring and dressmaking, embroidery, knitting, tie/dye, leather, bead-work, product construction, entrepreneurship, peer educators and as trainer of trainers.

*Train boys in metal work, fabrication of stainless steel kitchen equipments, electricals, and refrigeration and entrepreneurship.

*Conduct adult learners classes for teenagers who dropped out of school.

*Train youth in catering. Relevant modules shall include laundry, housekeeping, child care, first aid, and cookery, home based care etc.

*Introduce and train youth in IT courses.

*Introduce and conduct language classes for the target group and the general public

*Give revolving loans to our graduates at affordable interest rates.

*Recommend our graduates for small scale business loans from ministry of youth affairs, Kenya youth business trust, Kenya women finance trust, mama cash, African women development fund etc.

Appendix (VI)

VOCATIONAL TRAINING STUDENT'S POLICY

1. Each student MUST go through counseling and complete history form before admission
2. Each student is required to attend classes daily from Monday – Friday as from 8am – 3.30pm
3. Students must be punctual. Morning prayers conducted at 8am daily and if for any reason a student is late, a reasonable explanation will be expected. If sick provide a duly completed sick off form.
4. Students are not allowed to leave the compound without permission from their instructor(s)
5. Visitors are not allowed during class time apart from lunch and break-time.
6. All students are requested to bring two passport six photos, plus ID copies
7. Students must always be well groomed.
8. Students must be smart.
9. Students are expected to display good manners and respect to the authority.
10. Money or any personal valuables are kept at owner's risk. Theft will not be condoned and will be dealt with firmly and decisively.
11. Cleanliness is next to Godliness. All students will participate in cleanup activities.
12. These areas are out of bound:- Secretary's office - unless with permission, Kitchen, Nursery, Watchman's cottage.
13. The center should be informed when a student will be absent, where this is not possible, a written explanation should be sent in from parent/guardian.
14. Every Friday is a major clean-up day, whereby all students are expected to participate in the washing of the toilets, windows, sweeping the compound, washing curtains etc.

15. Any student wishing to be away from school must first see the teacher concerned to sign a leave out form.
16. A leave-out form will be granted for very good reasons.
17. Any sick student requiring treatment is advised to report to the office for sick-sheet, gate pass or any referral document.
18. Any student with a complaint is advised to forward to their teachers but not directly to the Administrator or Director.
19. Students are requested to pass through the secretary before they see the Administrator or Director.
20. The language to be used by all students should be English and Kiswahili and respect should be portrayed by each and every student.
21. No physical exchange or insults between students.
22. Any student who damages or loses any school property will be required to pay and the school management will enforce this accordingly.

Ihave read carefully and clearly understood what is required of me by the school management. I promise to abide by the rules and regulations and accept punishment for any offence committed.

STUDENT'S SIGNATURE.....

PARENT'S SIGNATURE.....

REPRODUCTIVE HEALTH POLICY

Goal

To raise the community's awareness on reproductive health.

Objective

To sensitize and educate the community on reproductive health.

Activities

- *Hold educational outreaches on reproductive health within schools and communities.
- *Recruit peer educators and build their capacity as community based contraceptives distributors.
- *Lobby for capacity building programs for our staff from the relevant bodies e.g. ministry of health reproductive health department, population health international, Path, family life international etc.

NON-FORMAL COMMUNITY SCHOOL AND YOUTH CENTRE'S POLICY

Goal

To revive, expand and improve the quality of education in our non-formal community school and youth centre.

Objective 1

To ensure conducive learning environment at the RIZIKI ACADEMY within one year of it's revival.

Activities

*Using well trained teachers to offer high and competitive quality of education.

*Carry out publicity efforts/advertise to the community.

*Expand the level of education from kindergarten to lower primary and upper secondary by the year 2012.

*Enrolment of more orphans, disadvantaged children and youth in our school yearly.

*Subsidize the cost of learning at the centre to enable each and every child and youth access education by year 2014 in line with the millennium development goals.

Objective2

To offer high quality of education to our students.

Activities

*Recruit more teachers as the number of students' increases.

*Employment of qualified teachers.

*Availing relevant and modern teaching materials to the students.

*Forge partnership with other willing schools to have regular and common test/exams to gauge our performance.

*Motivate the teaching and non teaching staff by improving their monthly allowances

STAFFING AND ADMINISTRATION POLICY

Goal

To strengthen administrative units for smooth running of the organization.

Objective

To ensure adequate staffing, short courses in capacity building, adequate and modern office equipments.

Activities

*Recruitment of more appropriate and experienced staff members.

*Recruitment of relevant and qualified volunteers/interns who are willing to offer their services to the community and train them on organization's activities.

- *Introduce and establish a new office (M&E OFFICE) and recruit/fill the position with qualified staff.
- *Improvement of the administration support services in areas such as office services, cleaning, transport, security, communication, public relation etc.
- *Periodic recruitment of board members.
- *Decentralize and delegate duties to other staff members i.e. have a specific person to oversee fundraising efforts, a specific person to manage projects, a specific person to look at M&E of various projects and the organization's activities among others.

PLWA'S POLICY

Goal

To promote HIV/AIDS preventive activities and educate PLWHIV/AIDs on home based care.

Objective 1

To support capacity building programs for our VCT staff to enable them improve the quality of services to their clients.

Activities

- *Hold workshops to retrain our VCT staff on the current HIV/AIDS demands.
- *Organize for visits to other health institutions and VCT sites to enable them learn from colleagues.
- *Upgrading of the VCT to provide improved and adequate services.
- *Attending different but relevant seminars, workshops, forums on HIV/AIDS.
- *Organizing regular meetings and home visits.

Objective 2

To undertake regular preventive campaigns against HIV/AIDS.

Activities

- *Hold outreach and community programs on HIV/AIDS.
- *Marketing the use of condoms by increasing their distribution points.
- *Produce and circulate IEC materials on HIV/AIDS.
- *Carryout campaigns against HIV/AIDS risk behaviors.

Objective 3

To equip HIV/AIDS infected and the affected groups with skills on HBC to help mitigate its impact.

Activities

- *Identify the infected/affected families and train them on HBC skills.
- *Educate our VCT clients on HBC skills as they come.
- * Introduce gym for the VCT.
- *Sensitive projects touching on HIV/AIDS, RH, FGM, GBV, etc will have to be tested before full implementation.

Monitoring and Evaluation Office

- *Create an independent M&E office to oversee the implementation process.
- *M&E office shall be charged with the responsibility of monitoring and evaluating all the implemented goals of the entire plan.
- *It shall periodically prepare and present progressive reports through the 5 years term.

IMPLEMENTATION PLAN

The proposed strategic plan has to be fully implemented in the organization to achieve all the set goals and objectives at the end of the 5 years term.

Successful implementation of this plan is expected to

- *Improve the financial base of the organization.
- *Address the understaffing threat.
- *Improve the organization's management.
- *Widen our geographical coverage and expand our services to other areas nationally.
- *Raise the literacy level among children, youth and adults through provision of adults classes and non-formal education.
- *Improve the organization's management.
- *Attend to more PLWHIV/AIDs through home based care, VCT services and support group.
- *Reduce the rate of spread of HIV/AIDS through our preventive activities for our targeted communities.
- *Increase the level of knowledge on reproductive health among our target groups.
- *Strengthen the organization's voice in lobbying and advocacy issues.

Through wide consultation, participation and involvement of relevant parties, SMAK's management has to:

- *Assess the organization's financial, human and material capacity to implement the above mentioned plan.
- *Prioritize these goals depending on the organization's resource capacity for easy and possible implementation.
- *Prepare annual, semi-annual or quarterly work plan that will see the realization of the set goals and objectives.
- *Use the proposed goals and objectives to design projects and seek donor funding.
- *Sensitive projects touching on HIV/AIDS, RH, FGM, GBV etc will have to be tested before full implementation.
- *Create an independent M&E office to oversee the implementation process.
- *M&E office shall be charged with the responsibility of monitoring and evaluating all the implemented goals of the entire plan.

*It shall periodically prepare and present progressive reports through the 5 years term.

The organization Structure

The highest decision making organ of our organization is the executive board, headed by an elected chairman for a period of 3 years.

The board is assisted by the National Project Director, Assistant National Coordinator and the General Administration Manager. They all ensure good functioning of the organization.

Other office positions seen in the organizational structure chart are considered to fall under the management team at the headquarters and the outreaches based in the rural areas.

The board plays the governance and supervision role to the affairs of the management team. The director plays a role of directing the management staff and facilitating formulation of all programs and activities of the organization.

PERSONS WITH DISABILITIES POLICY

GOAL

To ensure reasonable access to all places, public transport and information.

OBJECTIVE 1

To be treated with dignity and respect and to be addressed and referred to in a manner that is not demeaning.

ACTIVITIES

*Assist them access educational institutions and facilities for persons with disabilities that are integrated into society to the extent compatible with the interest of the person.

*Using of sign language, Braille or other appropriate means of communication.

*Access materials and devices to overcome constrains arising from the person's disability.

OBJECTIVE 2

To give equal opportunities to persons with disabilities within our organization (client/ student/staff.)

ACTIVITIES

- Hold outreach programs for both parents/guardian and the disabled persons within our organization.
- Organize talks and inviting professionals to give talks to guardians/parents of persons with disability

OBJECTIVE 3

To equip persons with disability with skills of their choice according to individual disability after undergoing counseling for acceptance.

ACTIVITIES

Identify persons with disabilities within our target areas.

Empowering their parents/guardians through assisting them acquire revolving loans to enable them be financially able to care for their disabled persons.

BOARD MEMBERS POLICY

GOAL

To separate ownership and control

OBJECTIVE

To create shareholder value and be the Agent of the owners who are the principals

DUTIES AND FUNCTIONS

All departments should be headed by an effective board member, who can lead/direct and control the department.

QUALIFICATIONS FOR BOARD MEMBERSHIP

- Ability and intelligence to make sensible business decisions and recommendations
- Ability to see the wider picture
- Ability to ask technical questions
- High ethical standards
- Total commitment to interest of organization

Willingness and ready to provide their professional services voluntarily.

ROLE OF THE BOARD

- Accountability
- Governance
- Sustainability

ROLE OF THE BOARD

The Specifics:-

- Director

- Human Resource – Staffing
- Delegation and Monitoring
- Budgeting and Planning
- Policies and Compliance
- Reporting to stakeholders and other shareholders

LIST OF BOARD MEMBERS

- | | | |
|--|---|------------------|
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| 3. AGNES MAKORI (Retired Teacher) | - | TREASURER |
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| 10. MARGARET OGETO (Librarian) | - | MEMBER |
| 11. ALEX OYOLO (Retired Engineer) | - | MEMBER |
| 12. JANE AREMI (Human Rights Activist) | - | MEMBER |

DONORS

1. AFRICAN WOMEN DEVELOPMENT FUND
2. KRAINICH AIDS IN AFRICA
3. GLOBAL FUND FOR WOMEN
4. COADAIDS
5. FORD FOUNDATION
6. NATIONAL AIDS CONTROL COUNCIL

THE BOARD

The Board Must:-

Develop code of conduct for itself and

Code of ethics for the employees

CONCLUSION

The Board must play a leadership role. Leadership is the catalyst for paradigm shifting.

Leadership is cause, everything else is effect.

When you lead well, you enable others (staff) to face challenges and create the future that you all envision

FUNDRAISING POLICY (APPENDIX VIII)

GOAL

To improve the financial base of the organization

OBJECTIVE

To assess the organization's financial, human and material capacity to implement and locally sustain the above mentioned plans and policies.

ACTIVITIES

- Use the following means in fundraising for the organization
- Developing a payroll giving pledge Forms
- Organize work-place giving campaigns
- Organizing African Dance Aerobics
- Mail fundraising
- Organize a charity Forum (Big day event e.g. Tree planting)
- Legacy fundraising
- Website fundraising
- Earning from income generating activities
- Donation Bases (Supermarkets)
- School out-reach fundraising
- Diaspora fundraising
- Face to Face fundraising

- Use of Media and Daily Newspapers
- Organizing sporting, Dinner dance, Fashion shows
- Involving corporate partnership
- Submitting a fundraising presentation to a Company

Appendix (vi)

INTERNSHIP/VOLUNTEERISM POLICY 2010 – 2015

Introduction/Background

Volunteerism is the willingness of people to work on behalf of others without being motivated by financial or material gain. Volunteers may have special training from various fields of specialization but only those whose area of specialization relates with our activities shall be recruited. This program will run under a type of volunteerism called skill-based volunteerism whereby such volunteers make use of their professional skills. This is in contrast to generic volunteerism where specific skill are not necessary.

Many organizations in Kenya have been able to minimize their administration problems through the use of volunteers/interns in their administrative duties. Organizations such as Kenya National Commission on Human Rights, United Nation and Development Programme, UNDP, Transparency International Kenya and institutions like NEMA, KBC, KTN etc are just but a few that have discovered the power of volunteerism/internship.

In economics, voluntary employment is unpaid employment. It may be done for altruistic reasons, for example charity, as a hobby, community service or vocation, or for the purpose of gaining experience. This is exactly what Single Mothers Association of Kenya (SMAK) expects from all the interns/volunteers that will be recruited thereafter.

Situational Analysis

SMAK started in the year 1991 and was registered under the ministry of gender and cultural heritage as a community based organization. Since then, the organization has been and is still running home based care services to PLWHIV/AIDs, VCT center for the general community members, vocational skills training for teenage mothers especially school dropout in dress making, tailoring, tie and dye, leather and beadwork, knitting and handcraft. Metal work training for teenage boys in metal work fabrication,

domestic and commercial kitchen equipment like fryers, ovens, dishwashers and warmers. Kindergarten for OVCs, advocacy and lobbying for the rights of women whom the society has been treating as a minority group.

To effectively serve these groups of people, SMAK needs a team of staff that have professional qualifications on all Key areas that it deals with. To get such professional offering their services well may as well mean paying them well.

According to the SWOT analysis done in the year (2009) for this five year strategic plan, SMAK acknowledges that it cant afford to pay its staff members a reasonable salary due to the weak financial base that the organization has. This has left all the staff members of SMAK to work as volunteers since what they earn as their monthly allowance is so meager and cannot be referred to or classified as a salary thus all the staff members of SMAK are volunteers and not salaried employees.

In the same SWOT analysis, SMAK identified weak administration as one of their weaknesses. This was attributed to the problem of understaffing that the organization faces today. To address this threat, SMAK resorted to strengthening its administrative unit for smooth running of the organization. This was to be done through adequate staffing and building the capacities of such staff to deal with organizational duties competently. Here, they were to recruit more appropriate and experienced staff members, recruit relevant and qualified volunteers/interns who are willing to offer their services to the community and train them on organization's activities among other activities.

It is from this baseline that SMAK has decided to prepare an internship/volunteerism policy to formalize the use of volunteers/interns in this organization. This policy is expected to permit SMAK to recruit as many volunteers/interns as stated in it.

POLICY STATEMENT

To provide opportunities for students enrolled in a certificate, diploma or degree programme to undertake an internship at SMAK so as to enhance their educational experience through practical work assignments.

THE POLICY PURPOSES

- To serve as one of the strategies to meet SMAK's staffing needs.
- To provide important practical work experience to students pursuing their studies at a certificate, diploma and first degree levels of education so as to enhance their own individual field or specialization

- To give a well defined framework that will guide and give direction to the management of the internship programme within SMAK.

Goals

- To create an opportunity for students who have just finished their studies and/or those in the process of completing to familiarize themselves with the working environment and gain practical experience as they help to strengthen the administrative unit for smooth running of the organization.

OBJECTIVE

To ensure adequate staffing by recruiting at least 4 interns on yearly basis in an effort to address SMAK's understaffing threat as well as giving these interns an opportunity to strengthen their field of specialization through practical application of their skills and knowledge.

ACTIVITIES

- Advertise any vacant internship position as they arise. This can be done through interpersonal or written communication.
- Recruit relevant and qualified volunteers/interns who are willing to offer their services to the community and train them on organization's activities
- Prepare various assignments on key programs of SMAK to guide appropriate recruitment of interns

GUIDING PRINCIPALS

- The normal duration of an internship shall be 4 months, which can be extended for an additional 4 months. The total duration may be exceptionally extended beyond a period of 8 months if need be.
- The internship programme is normally on a full-time basis. The interns are expected to work five days a week in their respective department under the supervision of the present office bearer.
- Internship will be offered only in line with SMAK's programs and activities.
- At most four {4} interns would be allowed at SMAK at any given time for a period not less than 4 months before giving way to new ones unless extended as mentioned above.

- In a situation where there are many students seeking for internship, a short list and interviews of candidates shall be conducted and managed by a panel composed of one Board member, the Director, Administrator and any other persons identified by the director to be part of the panel. Such persons must be employees of SMAK. The panel will have the responsibility of determining internship assignments based on competencies and prevailing organizational needs.
- Internship applications may be submitted via mail, postal address or physically/personally delivered to our offices.
- In cases where there are many applicants, this internship will be offered in 3 sessions of 4 months every year i.e January – April, May – August, September – December. All applications for any of these sessions will have to be made at least one month prior to the start of that particular session. This will give the organization an ample time to make a decision on the applications and effectively communicated to successful applicants.
- Interns will be assigned to relevant managers for supervision throughout the internship period but such managers and their respective interns will work under the overall director.
- Each programme at SMAK:-
 - Shall make a provision to accommodate its interns
 - Shall ensure that interns have work to do and are afforded quality supervision
 - Shall agree to it that allocating the intern lesser or no administrative tasks enhances professional competencies of the intern in his/her field of specialization.

Kenyan students will be given the first priority to any vacant internship opportunity.

LOCATION OF INTERNSHIP ASSIGNMENT

- Internship assignments shall take place at SMAK offices in Nairobi and at other SMAK's branches country-wide (out-reaches).

TYPE OF ASSIGNMENTS

Many assignments involving the programs and activities of SMAK are based in Nairobi where the main offices are found. Such assignments may include, but not limited to areas of:-

- Project formulation

- Monitoring and evaluation
- Research
- Making of organization brochures
- Campaign programs against Gender Based Violence, Female Genital Mutilation
- Website or database design and maintenance
- Day care services
- Teaching {at Riziki academy}
- Field work/ visits
- Home based care
- Advocacy and lobbying programs
- Out-reach programs
- Metal work etc.
- Vocations training in dressmaking and tailoring etc.

LANGUAGE REQUIREMENTS

The two working languages at SMAK are and/or shall be English and Kiswahili. All the interns shall have to be fluent in at least one of the two working languages.

MEDICAL AND HEALTH

SMAK shall not accept any responsibility for cost arising from accidents and/or illness incurred during an internship. All applicants shall therefore be encouraged to acquire their own medical insurance cover from an insurance firm of their choice. The insurance cover will have to be submitted to the management of SMAK upon arrival and before starting an internship.

ADMINISTRATION OF THE POLICY (INTERNSHIP)

- SMAK shall enter into a contract with an intern following a successful application. The contract will be binding to both parties for the duration of the internship

- Applicants will have to accompany their internship application by a supporting letter from their institution.
- The contract period shall range between a minimum of four (4) months and a maximum of eight (8) months
- Interns must receive a proper orientation on how they shall be expected to relate with SMAK employees and also on all the programs and activities of SMAK
- Interns cannot represent SMAK at any public events without the prior consent of management
- Interns will be expected to adhere to all SMAK's regulations, policies and procedures

Roles of SMAK

- SMAK shall implement this policy to the maximum
- SMAK shall provide the intern with a conducive working environment
- SMAK shall provide the intern with a good working space
- SMAK shall provide requisite equipment for her/his internship and necessary mentoring
- SMAK shall ensure that an intern's assignment(s) is related to his or her field of study, meaningful for both the organization and the intern
- SMAK shall prepare at the end of the internship period, a written evaluation of the intern's performance and share it with the intern to build consensus

ROLES OF THE INTERN

- The intern shall demonstrate willingness to fully and actively participate in the learning experience in SMAK by planning their programme with the "boss"
- The intern shall avail himself/herself for relevant activities planned by SMAK
- Observe all applicable rules, regulations, instructions, procedures and directives of the organization to the maximum
- Refrain from any conduct that would adversely reflect negatively on SMAK and will not engage in any activity which does not agree with the aims and objectives of SMAK

CONDITIONS OF INTERNSHIP

- Interns shall receive no remuneration from SMAK unless the organization finds it necessary
- Transport cost and accommodation plus other daily living expenses shall be the responsibility of the intern or their sponsoring institution
- Interns shall not represent SMAK in any official capacity without the organization's permission
- Interns will be expected to work five days per week (full time) from 8am to 4.30pm under the supervision of the office bearer to which they will be assigned
- Applicants for internship must show proof of valid medical insurance coverage to the management before starting to serve the organization
- SMAK shall accept no responsibility for any claims by any parties where the loss of or damage to their property, death or personal injury was caused by the actions of the interns during their internship

BENEFITS

- **Allowances** – Interns may be paid a small monthly allowance for the duration of the internship WHERE AGREED. Such amount shall be based on need and relevant experience as may be deemed fit by the management.
- **Certificate of Attendance** – Upon completion of the Internship Programme, the candidate shall be awarded a certificate of attendance
- **Recommendation letter** – SMAK shall offer recommendation letters to any person who will have served will have served it for a period of four months and above
- **Trainings** – Interns may also benefit from an in-service training in relevant fields they are in or other relevant fields they may come across. Here, SMAK remains the sole determiner of who to attend such trainings

APPLICATION PROCESS

- Applicants may either write directly to SMAK through our physical address or email their application to : Angelina30ke@yahoo.com OR smakwomen@yahoo.com

- Applicants should submit a letter explaining their interest in working with SMAK and outlining any other relevant experience they may be holding
- A Curriculum Vitae detailing education, work experience and any other relevant technical skills should be attached
- A supporting letter from the Applicant's institution shall be mandatory.
- The director shall confirm acceptance of the interns through letters, phone calls, e-mails etc.

QUALIFICATIONS

- Applicants must, at a minimum, be enrolled in a relevant certificate, diploma or degree programme in a well-recognized institution
- Applicants should be well organized, self-motivated and reliable, with a strong interest in serving the community
- Basic computer skill are required
- Relevant course-work results will be highly desirable
- Knowledge of foreign languages will be treated as a plus

STAFF DRESS CODE (Appendix iii)

GOAL

To make sure that all the staffs are neat and well groomed

OBJECTIVE

To make sure that all our staff are in official wear including having name tags bearing individual's details and position for ease of identification.

ACTIVITIES

Budgeting for staff's full uniforms, budges and making sure that all staff abide by the prevailing laid down rules, procedures and regulations.

Appendix v

CHILDREN'S POLICY

GOAL

To protect and fight for all the rights of the minors

OBJECTIVE

To report all cases of neglect, abuse and exploitation to relevant agencies for legal action.

ACTIVITIES

- Take history of all children during admission
- Provide full day care and kindergarten services to the babies and children
- Run a feeding programme on daily basis
- Organize nutrition demonstrations for the baby mother (balanced diet).
- Invite different speakers to give talks on the importance of breast-feeding, child care and motherhood.

HEALTH

GOAL

To provide treatment of minor diseases e.g. cough, diarrhea and de-worming.

OBJECTIVE

To refer children to health facilities for injectables and other treatments e.g immunization, malaria, measles, Pneumonia etc.

ACTIVITIES

- Taking and keeping record of children's temperatures each day they come for day care.
- Informing parents of their baby's health and conditions and recommend for treatment when need be.

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- | | | |
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| 9. GABRIEL OFULA (Retired Electrical Engineer) | - | MEMBER |
| 10. MARGARET OGETO (Librarian) | - | MEMBER |
| 11. ALEX OYOLO (Retired Engineer) | - | MEMBER |
| 12. JANE AREMI (Human Rights Activist) | - | MEMBER |
| 13. Carolyne Mufira (Nutritionist) | - | Member |
| 14. Nyende (Advocate) | - | Member |

