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**The Seed Foundation Kenya**

**2018 Organization Implementation Business Plan**

**Seed Foundation Vision Statement.**

We nurture an environment where illiteracy will be history amongst the vulnerable children from the informal set-ups; the rural and marginalized areas of Kenyan.

**Mission Statement**

Our mission is geared towards transforming the vulnerable population intellectually with dignity by giving them the opportunity to formulate futurity informed decisions for the purpose of development and sustainability.

# Values

The Seed Foundation believes that each individual is naturally endowed with distinctive capabilities, talents and skills. This is why we believe in the spirit of teamwork. This brings about diversity and cohesion within the communities where we work with the aim of creating a great platform for accountability to achieve a transformed and professional society.

**Objectives**

1. Partner with the communities towards eradication of the spikes of poverty by fighting the root causes in this case illiteracy;
2. Strategically identify talents and skills from the community members and empower them to enhance independence and sustainability;
3. Economical and productive utilization of the scarcely available indigenous resources to fight poverty.

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# Program Background

The Seed Foundation is a community based organization registered in Kenya under the Ministry of Labour, culture and social services. In Kenya a Community Based organizations works and operates as an Non-Governmental organization but a step lower to the latter. Its penetration and diversification of activities to meet its scope determines its rise to a higher status as a fully fledged Non- Governmental organization. We have been in operation for the past eleven years initially working from the slums of Kibera. However, due the great need and great sense of optimism from project beneficiaries and the Key stakeholders; we now cover a second set-up from rural areas of Siaya County.

The Seed Foundation’s program is geared at transforming the lives of the most vulnerable children within the slums of the cities like Nairobi, the rural and marginalized regions. In informal setups; life’s conditions are harsh and wanting and especially for the young school going children who have no voice but to depend on the decisions of their guardians and parents.

We have been in existence from the year 2007. The Seed Foundation currently employs a total of fourteen members of staff. This is for both Seed School Kibera and Seeds of Hope Educational Centre in Siaya. We have four local volunteers from each of the two settings-ups of the projects.

Seed Foundation currently runs two mixed community schools giving both boys and girls equal opportunities for their futures.

**The Need**

Nelson Mandela once said that Education is the most powerful weapon which one can use to change the world. .Our program gears towards promoting the educational needs of the most vulnerable children within the communities in the slums of Kibera in Nairobi. This is an informal set-up which bears the heaviest burden of unemployment and poverty. Some of these people; due to rampant unemployment and inadequacy of resources have found their ways into the cities from their rural homes in search of casual jobs and end finding themselves in one of the most populous slums in Africa; Kibera slums. The most vulnerable children are identified and screened annually. Placements are made for them and once they get into the program we offer them quality education from the basic level alongside a feeding program. Health support programs and co-curricular activities are also periodically taught to enable them grow within a healthy and sanity within their environments. This helps in preventing stunting and other malnutritional diseases. The feeding program also enables them concentrate in their games and learning giving them self growth adequacy.

The guardians to these children are also incorporated in various integrated income generation and social empowerment activities. This provides them with a sole source of livelihood to meet some of their most basic needs.

The communities that we work in have highly recognized our efforts and are buying into what we have been doing over the years. They are eager to see us penetrate more into the deeper needs within the society and the community but due to the limited resources that we can raise things have been moving on at a relatively slow pace. The need has been overwhelming. This has currently forced our program activities to diversify to strive towards covering additional needs within the laid set-ups. With our initial activities significantly making key impacts in the initial designated areas we have to encounter additional needs to meet other challenges that fall within the margins of our objectives. In addition to provision of the academic needs to the children in these area there has been a greater imploration from our beneficiaries for us to delve more into other serious needs inflicting them deeper.

**The Set-up**

Most of the Nairobi city residents living in Kibera slum in Kenya lack access to basic social amenities in Kenya such as electricity, water and latrines. Land ownership in Kibera Slum in Kenya basically belongs to the government of Kenya.10 % of the people living in Kibera slum in Nairobi are shack owners while the rest are tenants who have sought accommodation on rental basis. The houses in Kibera slum in Kibra are made of mud walls, screened with concrete and roofed with tin and iron for the lucky few. The rent in Kibera slum in Kenya for these shanties range between KSH 700 and KSH 1,000 per month. W. Ann (2014)

This leads to majority of the residents consider education for their children a luxury as they strive to meet the most basic needs. As Abraham Maslow stated in his quest on "fully functioning person" or "healthy personality" this is pointed out in *The Search for Understanding* by Janet A. Simons, Donald B. et.al (1987).

The political scenario in Kenya has added to this amorphous situation leading to a total positively skewed milieu with the graph of dependency constantly rising. With sustainability and effective resource mobilization; the Seed Foundation believes that it has the structures to transform this narrative of communities’ dependency in Kibera.

# Championing the Cause

**Target population**

According to the United Nations, Kenya is facing an increasing growth of informal settlements in the urban centres. Urbanization in Kenya grows at the rate of four per cent every year.

By the end of 2009, more than 71 per cent of the city’s population was living in the slums, which occupy less than four per cent of the city’s residential area.

The UN estimates that Kenya’s slums grow at the rate of five per cent per year, the highest in the world, and this is likely to double within less than a decade. With a percentage of the slum residents not having the ability to afford the most basic utilities, education for the vulnerable children in these slums remain a dream in the pipeline that making this a reality requires concertated efforts and an all inclusive participation from all the relevant players.

 **Economical Geographical and characteristics**

It is documented by the United Nations Habitat (2006), that half of the Nairobi population lives in at least 100 slums and squatter settlements within the

County. Although forecasts are difficult, it is generally agreed that this number is sharply growing in the absence of strongly policies and interventions. These trends underscore the importance of initiating educational and empowerment programs strategies for addressing these growing problems of urban poverty.

Kibera is a division of Nairobi County and is located approximately 5-7 kms from the city centre. Kibera is the largest informal settlement in Nairobi, and the second largest urban informal settlement in Africa. According to the 2009 Kenya Population and Housing Census. This is done after a duration of ten years. It is very clear that plannining is adequately lacking. According to the Institute of Economic Affairs (2017) development initiatives have not effectively been pursued. It also states that revenue collection has been missed by the tax collector by huge margins leaving a huge gap that has constantly depended on local and foreign borrowing in which statistics indicate that from the year 2012/2013; 33.9 pecent was to be raised borrowed while in 2014/2015 the rise in borrowing to finance the budget rose by more than 2.3 percent according to Development initiative International’s findings (2017).

**Demographic characteristics**

According to Kenya National Bureau of Statistics, (2010). survey report, the population in Kibera slum was 170,070 residents. However according to World Bank (2017) Kibera hosts about 350,000 people, or about a fifth of Nairobi’s population. The slum, which has been billed as Africa’s most populous, is mainly made up of shacks. The government has been at pains to admit the actual humanitarian crisis due previous donor support that has been donated to meet the need. This means that to win the poverty and illiteracy war here requires investing in grassroots projects let the policies be set by the government of the day.

Before the publishing of the census report, there was some uncertainty in

reports as to the population of inhabitants. The slum is divided into a number of villages, including *Kianda, Soweto East, Gatwekera, Kisumu Ndogo, Lindi, Laini Saba, Silanga, Makina and Mashimoni.*

The growing challenge of poverty in Kenya's urban areas has been a major focus in the development agenda by the government, private sector, civil society and other organizations for the last decade (Kamau H.W and Ngari J., 2002).

In 2001, the government recognized the need to focus on poverty alleviation by re-aligning its strategy towards achieving this by addressing the grim housing conditions through slum redevelopment. Kenya Central Bureau of Statistics (2009)**.**

Kibera slum dwellers depend by and large on services provided by NGOs, and community based organizations like The Seed Foundation that works with the communities from the grassroots.

Education is a major challenge in Kibera. Reports have pointed out the lack of public primary schools which has spurred the mushrooming of private and informal schools that are critically trusted to fill the gap and realize the dreams of many children who would otherwise liver their lives without any basic education.

The children and youths in Kibera find themselves in a rather hostile slum environment characterized by illiteracy, unemployment, poor housing, large family sizes and alcohol abuse, This situation subjects them to early sexual activities several years earlier and twice more likely to have multiple partners than their peers living in non-slum parts of Nairobi.

**Psychographics characteristics**

The population of Kenya is young. The latest census found that 43 per cent of all Kenyans are below the age of 15 years, often referred to as a ‘youth bulge’.

The young segment represents the future of the country. This fact is compounded by increasing urbanization which leads to a concentration of youth and children in cities. Deplorable conditions in the slums have left children and youths with a paranoia of the system established in place. Giving this genre an opportunity to exercise their creativity, explore talents to effectively enable them to bond in the society and build upon their hopes into the future. The seed foundation has effective packaged its programs to incorporate children and youth talent development strategies. This will open avenues for opportunities for them.

The elderly and the guardians of the children within the programs that we undertake have been incorporated into entrepreneurship and business skill advancement. This gives them the opportunity to redefine their futures and proliferate their hopes to prosperity.

The seed Foundation has strategically incorporated a highly youth friendly and flexible structure that will enable the stakeholders adapt to their various needs as they explore their talents alongside and youthful sportainments activities. In the past programs have been laced with a lot of rigidities that would otherwise prevent flexibility of members with and open minds from performing their mentally gifted capabilities. The Seed Foundation values the freedom of expression from each one and this is why we are endeavoring at tapping the uniqueness and value of the benefits from each of the individual person. We recruit and incorporate perceived vulnerable children of any gender into our school program. The youths benefit from our voluntary and vocational training programs and the elderly are incorporated into adult education, empowerment and entrepreneual program development. This gives them soft skills and the technical knowhow off how best to utilize any forthcoming opportunities within their environment.

**SWOT Analysis**

We have a lean team of staff who thirst and hunger for the purpose of achieving a renewed for of transformation. Our team is focused and dedicated to giving out their best despite the hardships and challenges. Seed Foundation recognizes that monetary support alone into the program does not add up to the prospects of having the buy in kind of initiative.

**Strengths**

1. Our team of advisers is lean and committed towards using the program mission in transforming the dependency narrative in this setup.
2. We are backed up by a cohesive training program from Cultivate International a globally renowned organization that has taken us through Non profit management and leadership trainings.
3. We have a community goodwill as the beneficiaries of our program are our key stakeholders.
4. Our program is customized from the beneficiary’s perspective.

**Weaknesses**

1. Funding to enhance our program expansion and diversification has remained a major challenge;
2. It has been a major challenge recruiting professional volunteers who can spend their time in terms of program development. This is because graduates from colleges and universities are always looking for immediate paying jobs in Kenya due to economical inclination;

**Opportunities**

1. We have a significant backing for the community
2. The program has been in existence for over a decade now.
3. Projects being undertaken are positively impacting on the community members and the key beneficiaries

**Threats**

1. Program support resources are remained scarcely available.
2. Children from the seed school need to join other schools upon their graduation from our program but few institutions are willing to offer similar support.
3. Lack of ground space for expansion

**Marketing and communication plan**

Once Kenya gained independence in 1963, autocratic leadership, poor governance and planning structures adopted by the African elite served to further entrench class segregation and social exclusion of the poor (Huchzermeyer, 2011). This has since entrenched systematic dependency syndrome leading to a constant increase in the resource ownership and possession.

The Seed Foundation has continued to partner with the grassroots stakeholders working hand in hand in identifying their greatest needs within our visionary scope. This we do through listening to their stories and spearheading the challenge to alleviate the sufferings that they experience in various circumstances. We are also working with the cooperate entities such as the local financial institutions; Insurance agencies and different business agencies. Through this we encourage them to diversify their humane and social responsibilities to reach the unreached especially in the most informal settlements with the counties.

Through dynamism and heuristical processes; we engage the local community members to rediscover their strongest areas and become creative in applying their talents in different scenarios for resourceful productivity. Karl (2000) asserts that participation assures better targeting of benefits to the poor, increases the impact and ensures that the development gains are equitably distributed. It is through this that we systematically train then in handicraft production and the general creativity of utilizing their unique talents. In addition to the laid down academic programs and curriculum. All our programs are designed with community participation as a key element.The World Bank maintains that participation is an effective mechanism for poverty reduction capable of achieving immediate and lasting results at the grassroots level (Dongier et al., 2002b). There are several ways in which participation makes projects more effective.

**Management and governance**

**Operational plan**

The seed foundation designs its program activities to be more participatory centered for eventful benefit of the beneficiaries. This gives adequate room for timely feedback, easier monitoring and simplicity in evaluating as recollection of experiences is always tantamount for future phase designs.

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| --- | --- | --- | --- | --- |
|  | **Levels** | **Activities** | **Human resources** | **Tools and techniques** |
|  | Transformation | The children selected from the communities are enrolled into a systematic pedagogical program with relevancy to the laid down government curriculum. In Kenya the educational system is set up by the relevant Ministry and is covered in phases of three terms per year for each level. | 1. Program Director
2. Teachers
3. Community facilitators
 | 1. Curriculum syllabuses;
2. Oral communication skills;
3. Registers for class /events participation
 |
|  | Inspiration | 1. Individual and group appraisal
 | Teachers, guardians and parents, care givers | 1. Examination papers;
2. Oral evaluations;
3. Report books
 |
|  | Growth | Training and refresher courses. | 1. Community members,
2. Teachers;
3. Project team;
4. Community facilitators.
 | 1. Graduation program plans**;**
2. Scholarship program plan;
3. Availability of soft skills/technical acquired
 |

**Governance plan**

The Seed Foundation has a lean board of voluntary professional advisors. The team of five who come from diverse professionals and have committed to spearhead the course of transformation in line with our vision.

**Seed Foundation Board of Advisors**

1. Aouki Patrick Odongo Founder and Director
2. Virginia Mugure Kihoro British American Insurance Asset Manager
3. Michelle Forsthy Principal Early Learning Brook House Schools
4. Lucy Karuga Eldovile Dairies

### Rob op de Beek Data Video

**Human Resources Plan**

**Staff Profiles**

The Seed Foundation employs teachers, community mobilizers, project facilitators cooks and works closely with volunteers in our outreach programs to meet its laid down objectives.

At the Seed School Kibera we have a total of seven staff members. Four teachers, two cooks and an administrative secretary.

The teachers play a key role in the pedagogical implementation process. This ensures that children systematically cover the laid down curriculum for their different levels in class. They also spearhead out of class and extra curricula programs. This ensures that the children utilize their talents and are able to identify their strongest points early in life for it’s effective cultivation and development.

We regularly engage the services of community facilitators to spearhead the outreach and counseling services for the families and children involved in our programs. This is adequately important as it helps in lessening the spikes of sufferings and emotional turmoils that some of the family members living in diverse emotional scars go through.

Kenya’s high poverty rate exerts its most extreme effects on the welfare of children, limiting their right to access clean water, healthy food, medical care, education, and child protection. The situation is exacerbated by Kenya’s high population annual growth rate which strains the support capacity of state and non-governmental relief resources, particularly as the highest birth rates are recorded among the lowest income segments. (UNICEF 2014)

The prickles of poverty go deep down the households where most of our program beneficiaries come from. This makes it difficult or virtually impossible for most families to support clothing and feed their children the required meals; leave alone any nutritious meals in a day. This is the key reason why we initiated the school feeding program. The cooks within our program ensures that the c hildren are catered for by preparing their porridge and lunch with locally available and nutritious meals. This prevents them from stunting alongside enabling them to fully concentrate in their learning program. Our administrative secretary ensures that all communication and the program information are effectively distributed throughout the entire system. The secretary ensures that the right tools and methodological approaches are effectively and efficiently applied to ensure that all remain on track. This ensures effective program fulfillment within schedule, scope and meeting the predetermined quality state.

**Financial plan**

**Expenses projections**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Category** | **Monthly recurring goal** | **One time goal** | **Total year goals** |
|  | **Project Administration and related costs** * Annual program documentation renewals;
 |  |  | Kshs10,000 |
| **USD $ 100** |
| * School county renewals
 |  |  | Kshs 5,000 |
| **USD $ 50** |
|  | * Bank transaction deductions and charges;
 |  |  | Kshs 4,800 |
| **USD $ 48** |
| * Airtime, internet and letters
 | Kshs 4000 **x** 12 |  | Kshs 48,000 |
| **USD $ 480** |
| * Public transport and deliveries
 |  |  | Kshs 50,000 |
| **USD $ 500** |
| * Program supplies and equipment acquisition
 |  |  | Kshs 200,000 |
| **USD $ 2,000** |
| **Sub Total** |  |  |  |
|  | **Program activities and events** |  |  |  |
| School Program and Staff salaries |  |  | Kshs 1,100,000 |
| **USD $ 11,000** |
|  |  |  |  |
| Feeding program |  |  | Kshs 600,000 |
| **USD $ 6,000** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Staff trainings |  |  | Kshs 50,000 |
| **USD $ 500** |
| Office equipment and stationery  |  |  | Kshs 140,000 |
| **USD $ 1,400** |
| **Sub Total** |  |  |  |
|  | **Fundraising activities** |  |  |  |
| Events and workshops organization |  |  | Kshs 250.000 |
| **USD $ 2,500** |
| Publicity, marketing, campaigns and publications; |  |  | Kshs200,000 |
| **USD $ 2,000** |
| Online publicity and fundraising activities; |  |  | Kshs 30,000 |
| **USD $ 300** |
| Co |  |  |  |
| **Sub Total** |  |  |  |
|  | **Grand Total**  |  |  | **Kshs 2,687,800** |
| **USD $ 26,878** |

**Income generating activities**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Activity**  | **Set goal** | **Annual events**  | **Total annual targets** |
|  | Annual walk |  | **Seed school Walk**  | Kshs 200,000 |
| **USD $ 2,000** |
|  | School fees  | **Kshs 20,000 per term x 3** |  | Kshs 60,000 |
| **USD $ 600** |
|  | Beads and jewelry sales |  | **Annual Christmas sales** | Kshs 50,000 |
| **USD $ 500** |
|  | Individual support |  |  | Kshs 50,000 |
| **USD $ 500** |
|  | Online fundraising activities |  |  | Kshs 50,000 |
| **USD $ 500** |
|  | Others sources  |  |  | Kshs 100,000 |
| **USD $ 1,000** |
|  | Overseas donor support |  |  | **Kshs 2,177,800** |
| **USD $ 21,778** |
|  | **Grand Total** |  |  | **Kshs 2,687,800** |
| **USD $ 26,878** |
|  |  |  |  |  |