



THINK
2008

IMPACT
2013

VSO Jitolee Strategy

vso  **jitolee**

EAST AFRICAN VOLUNTEERING



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LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
APRM	African Peer Review Mechanism
ARV	Anti Retroviral Drugs
AU	African Union
CBO	Community Based Organization
CBR	Community Based Rehabilitation
CDF	Constituency Development Fund
CSO	Civil Society Organization
DFID	United Kingdom Department for International Development
DPO	Disabled Persons Organisation
EC	European Commission
ERS	Economic Recovery Strategy
F4C	Focus for Change
FBO	Faith Based Organization
FDI	Foreign Direct Investment
FHI	Family Health International
HIV	Human Immuno- Deficiency Virus
ICT	Information Communication Technology
IEC	Information Education and Communication
IT	Information Technology
IV	International Volunteering
Jitolee	A Swahili word that means “give of yourself” and pronounced “Jitoley”
KISE	Kenya Institute for Special Education
K-REP	Kenya Rural Enterprise Programme
LATF	Local Authority Transfer Fund
LINKS	Learning through Information, Networking and Knowledge Sharing
NACC	National AIDS Control Council
NASCOP	National AIDS/STI Control Program
NEPAD	New Partnership for Africa's Development
NGO	Non Governmental Organization
NV	National Volunteering
PAP	Programme Areas Plans
PMTCT	Prevention of Mother to Child Transmission
PPA	Programme Partnership Agreement
PRSP	Poverty Eradication Strategy Paper
PWD	Person's living with Disabilities
SNE	Special Needs Education
UN	United Nations
UNV	United Nations Volunteers
VCT	Voluntary Counseling and Testing
VSO Jitolee	Voluntary Service Overseas Jitolee
VSO	Voluntary Service Overseas
WHO	World Health Organisation



PREFACE

Over the last year, we have been reviewing our work, our mandate and role given the changing social, political and economic landscape. We have endeavored to remain relevant to the needs and aspirations of the poor and the disadvantaged sections of the society.

This strategy, *Think Impact*, is the result of extensive collaboration and comprehensive feedback from our partners, key stakeholders and the VSO global community. *Think Impact* has borrowed heavily from the pre-merger strategic plans for VSO Kenya and Jitolee, as both plans are still relevant to the development context within which we operate. In consolidating the two strategies, we have also taken into account more recent national and global issues impacting or likely to impact on our work.

Think Impact outlines our potential based on our strengths and competencies to contribute to tackling development challenges facing our country. It will also create an entry point for us to deal with other emerging issues like climate change and its impact on secure livelihoods particularly for the poor as well as the high incidence of youth unemployment. It has been pointed out that youth unemployment and urban discontent loom as potentially Kenya's greatest political risks as evidenced in the recent post election violence. VSO Jitolee will position itself to leverage on opportunities that allow us to be part of the solution in addressing some of these challenges.

We have developed *Think Impact* with a lot of flexibility to allow us to undertake work in an innovative and creative way - whilst at the same time strengthening our impact in the programme areas that we are currently engaged in. We will naturally use volunteers as our main approach but will also employ other interventions. *Think Impact* inspires our confidence in our key partners, supporters and communities that VSO Jitolee will continue to make a demonstratable impact in all of our work.

The implementation period is for five years beginning mid 2008 and it is expected that it will be one of the key enablers that will allow us to realize our vision of being a significant and relevant player both in the region and globally in tackling poverty and disadvantage.

We welcome your support and partnership in making a difference to the lives of the poor.

Ben Ngutu
Executive Director

VSO Jitolee will undertake programmes that support the broader goals of corporate VSO while remaining true to its legislated mandate and relevant approaches to local, national and regional requirements.

The purpose of Think Impact is threefold;

1. Firstly it expounds the role of VSO Jitolee in fighting global poverty;
2. Secondly, it provides the mandate and guidelines for VSO Jitolee's work in the next five years;
3. Thirdly it shares the broad focus of the work to our internal and external stakeholders.

The development of Think Impact was informed by our understanding of poverty, the volunteer sector, the needs of the poor and disadvantaged particularly women, youth, disabled and children orphaned by HIV & AIDS as well as by Kenya's development agenda as documented in the Government of Kenya's new strategy Vision 2030.

We see development as a complex and continuous process that empowers people and communities to fight disadvantage, take control of the future and fulfill their potential. Human rights including the right to education, health care, livelihood, and safe environment, right to participation in decision-making and equal access to opportunities are all vital in the development process. VSO describes lack of access to these fundamental human rights as a disadvantage, a pre condition for poverty to thrive.

We acknowledge that fighting disadvantage means promoting inclusive development, thus ensuring that all groups of society who are at risk of marginalisation and exclusion have access to their fundamental rights. As our contribution to sustainable development, we will promote human rights in a non-discriminatory way and allow the broadest participation possible. Working in an inclusive way means finding strategies to proactively include all marginalised and excluded groups of society in all aspects of our work. We are committed not to discriminate against and exclude people on the basis of their sex, gender, disability, religion, age, ethnicity, economic class, sexuality and HIV status.

We are committed to tackling these disadvantages in the next five years through the implementation of various programs in Kenya and the East African region by contributing both financial and volunteer resources to the VSO International Federation. Kenya being strategic in the East African region, we will support the Uganda, Tanzania and Rwanda country programmes in growing their National Volunteering programmes as well as recruitment of International Volunteers.

We intend to focus on five areas in Disability, HIV & AIDS, Secure Livelihoods, National Volunteering and International Volunteering. Participation and Governance will be mainstreamed in all the five programme areas (disability, HIV & AIDS, Secure Livelihoods, National Volunteering and International Volunteering).



We will partner with other organizations to undertake advocacy and lobbying on critical policy issues that impact on the disadvantaged. We will progressively strengthen our internal capacity and that of our partner organisations to engage effectively on issues related to good and accountable governance. We believe that participation and governance will enable the poor and the disadvantaged to effectively contribute in decisions that affect them.

We will enhance relationships and harness the skills and experiences of returned volunteers in creating global awareness and understanding of development issues with an aim to influencing policy, processes and practices that affect people's lives. We will build on the experiences of volunteers and partners by supporting and encouraging innovative global awareness and advocacy projects that advance people's rights.

We plan to upscale and mainstream the national volunteering programme in all our programme areas during this period. We will support our partners and especially the corporate sector to strengthen their employee volunteering as well as their corporate social investment programmes. With the current high youth unemployment in East Africa, national volunteering will give the youth the much needed skills and exposure to contribute to individual and national development. Together with other like minded organizations, we will lobby and advocate for enabling policy and legal environment conducive to the growth of indigenous volunteering initiatives

International Volunteering is at the heart of VSO's contribution to development. We will continue to respond to the needs of our partners at the national and international level. We will undertake periodic labour market surveys to determine skills available. We plan to recruit a diverse range of volunteers to support VSO partners working across the VSO goal areas in disability, education, health, HIV & AIDS, participation and governance and secure livelihoods.

VSO Jitolee is not a direct implementer of projects; hence we will work with and through volunteers, partners and other key stakeholders. We will partner with Civil Society Organisations (CSO), the corporate sector, Pan African and international organisations and relevant government ministries and departments for the successful implementation of this plan.

We will maintain a vibrant learning culture and continually strive to grow as a learning organisation. We will undertake periodic research to inform our operations and interventions. We will document learning and ensure ongoing reflection and learning amongst staff, volunteers and partners. We will maintain a robust monitoring and evaluation (M&E) framework that is consistent with the VSO international M&E framework.

Since the successful merger between VSO Kenya and Jitolee - East African Volunteering we have been able to undertake key structural reforms focusing on board, staff, building an open and enabling culture and strengthening our



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Since the successful merger between VSO Kenya and Jitolee - East African Volunteering we have been able to undertake key structural reforms focusing on board, staff, building an open and enabling culture and strengthening our performance management systems. We will continue to focus on delivering cost effective programmes and strengthen systems that will ensure efficiency in all our operations.



We shall invest in building leadership competencies at all levels and performance management of our staff will be a key focus. We believe that a strong, motivated workforce is key to success and hence we will actively create opportunities for staff growth and development and ensure that the environment and culture enables staff to innovate and develop new and better ways of working. We will strengthen management and governance structures as well as develop a strong brand positioning within the development and voluntary sector in East Africa by increasing our visibility and by learning and sharing with key players in the sector.

A robust resource mobilisation strategy is requisite for this strategy. We will explore opportunities for integrated programme funding as well as employ a multi-pronged approach in fundraising that will target trusts, foundations, corporate and institutional donors. There will be deliberate efforts to ensure a mix between VSO (budget support) on one hand and other funding (corporate, foundations and institutional donors) on the other hand on a 50:50 ratio. This will call for a sharper attention in the engagement and maintenance of funding partners and sources.



2.0 OUR UNIQUE IDENTITY, VISION, MISSION, VALUES AND OUR APPROACH

Who we are

VSO Jitolee is registered in Kenya under the NGO Coordination Act of 1990 as an international NGO with the core mandate of promoting volunteerism to address global poverty and enhancing the participation of the disadvantaged members of the society in socio-economic and political development. As part of the VSO federation, VSO Jitolee shares a common identity, mandate, vision and core values of VSO globally.

Vision

A world without poverty in which people work together to fulfill their potential

Mission

VSO promotes volunteering to fight poverty and disadvantage. We bring people together to share skills, creativity and learning to build a fairer world.

Values

- ✦ We believe that everyone must be able to exercise their fundamental human rights
- ✦ We believe that people working together can achieve positive and lasting change
- ✦ We value diversity and cross - cultural understanding
- ✦ We value partnerships based on honesty and respect
- ✦ We value the innovation and creativity generated by shared endeavor
- ✦ We value openness to learning

Our Approach

Our approaches to achieve the development goals are as important as achieving the goal themselves. Within the VSO International family, we have identified three areas, which will be crucial to how we work.

Commitment to learning : We will actively learn so that our work builds on skills, knowledge and understanding gained from our experience

Empowerment: We will work to empower people, communities and organisations with whom we work with.

Partnerships : We will work in partnerships in order to maximise our effectiveness and impact. We will endeavour to enhance the ability and capability of our partners to achieve our mutual goals and aspirations.

Our Over all Goals

Working mainly through volunteers and other interventions, whilst at the same time being able to respond to emerging issues, we will;

1. Support the participation and active involvement of persons with disabilities in the economic and socio-political life of the society.
2. Contribute to a reduction in individual and organisational vulnerability and susceptibility to HIV & AIDS.
3. Contribute to poverty reduction through increasing capacity of the poor and disadvantaged to effectively develop and sustain their livelihoods.
4. Develop an effective national volunteering programme to support the public, private and civil society partners so that citizens can participate actively and be given formal recognition for the development of their own communities, improving the quality of life for poor and marginalized groups.
5. Develop an effective international volunteer programme, enabling East African professionals to share skills and learning with communities and organisations, in order to address global poverty and disadvantage.
6. Strengthen the ability and capability of the disadvantaged and their organisations to participate and influence policies and decisions that affect them.
7. Position ourselves to respond to new and emerging issues

Who we are

Vision

Mission

Values

Our approach

Commitment to learning

Empowerment

Partnerships

3.0 CONTEXT ANALYSIS

3.1 SOCIAL CONTEXT: POVERTY AND DISADVANTAGE IN KENYA

The government of Kenya defines poverty, as a measure of inadequacy or inability to meet basic needs, rights and lack of access to productive assets as well as social infrastructure and markets. According to the Central Bureau of Statistics, (Republic of Kenya, 2005a) poverty is associated with lack of land, unemployment, inability to feed oneself, lack of adequate housing, poor health, and inability to educate children and pay medical bills.

Recent findings (Readings on inequality in Kenya; 2006) confirm that unequal distribution of land and related resources the main contributor of poverty in Kenya (Republic of Kenya 2001:21). Rural communities are dependent on land for production, but many are landless or squatters. Other manifestations of poverty are low productivity in crop and livestock farming, rural and urban unemployment, general insecurity fuelled by ethnic conflict, gender imbalance, high incidence of HIV & AIDS and lack of access and control of property by women. The unequal power relations between men and women at all levels of the society are a significant cause of poverty.

The poor in Kenya are those that can hardly secure a socially defined minimum level of well-being. They lack access to land, education, water, health and food. The poor include children orphaned by HIV & AIDS, people living with disability and HIV & AIDS, subsistence farmers, categories of fishermen/women, casual labourers, the youth and the unemployed.

According to the Kenya Integrated household budget survey 2006, the proportion of people living below poverty line declined from 52.6% in 1997 to 46.6% in 2005/06. The fall in poverty was greater in urban than in rural areas. The proportion of urban dwellers living in absolute poverty dropped from 50.1% in 1997 to 34.4 % in 2005/06 while the percentage of rural inhabitants who are poor fell from 53.1% to 49.7%. The geographic spread of people living in poverty are 31% in central Kenya, 48% in the Rift Valley, 54% in Western Province, 54% in North Eastern 65% in Nyanza, 74% in parts of Eastern and Coast provinces and 44% in Nairobi with the highest incidents in the slums.

The youth (18-30 years-old) in Kenya comprise of over 70% of the population. They are widely referred to as the forgotten population. Low post primary education transitional, retention and completion rates, low levels of entrepreneurial, technical, managerial, creativity, leadership and life skills characterize this age bracket. There is high youth unemployment, which is estimated at 75%, high level of young convicts (16-25 Yrs) at 57% in the Kenya prisons. According to the Central Bureau of Statistics "Kenya's facts and figures", 2005, about 1.8 million people are employed in the formal and another 6 million are working in the informal sector. It is estimated that half of primary school leavers are unable to join secondary schools, these are young people who enter the job market each year and are estimated at 500,000 and many are said to remain without jobs.

According to the World Health Organisation, an estimated 10% of any population has disabilities. In Kenya, with a population of over 35 Million, about 3.5 million persons have disabilities, with an estimated 1.3 million children aged between 0-15 years having disabilities. The National Development Plan, 2002-2008 indicates that approximately 1.8 million people aged between 0-19 years have disabilities. Further, statistics show that people with disabilities account for 6 out of every 10 poorest people. In the education sector, only 1.4% of the children with disabilities are enrolled in schools and only 0.6% are identified.

Kenya does not have a policy on children with special needs and this contributes to a lack of coherence on strategies that target children with disabilities. The country lacks teachers with special skills such as autism programming, speech and communication therapy and deaf blindness. The Kenya Institute of Special Education (KISE), which provides training for teachers of special schools, has limited capacity to offer these specialised trainings. People with disabilities infected by HIV & AIDS are more vulnerable and often lack access to care and treatment.

There have been efforts by government to recognise the plight of people with disabilities. By signing the UN convention on rights of persons with disabilities, the establishment of the People with Disability Policy, and the Disability Act 2003, the government has demonstrated commitment to supporting people with disabilities; the challenge remains in making these policy frameworks operational.

Like many sub-Saharan countries, Kenya has had a fair share of the HIV & AIDS pandemic. At least 1.2 million Kenyans are infected; two thirds of whom are women. There is an estimated 100,000 children living with the virus. A further 2.4 million children are orphaned by AIDS and 56% of these orphans are under the care of the elderly. According to the National AIDS Control Council (NACC) statistics of August 2007, the national HIV & AIDS programme has registered a significant progress in the last one year (2006-2007). The current data shows an estimated adult HIV prevalence of 5.1 % in 2006 compared to 5.9% in 2005. The annual number of adults AIDS deaths in Kenya reached a peak of about 120,000 in 2003. Treatment has reduced the annual deaths to about 85,000 in 2006. There has been a drop in the rate of new infections. Incidence rate was estimated at 55,000 in 2006, a drop from 60,000 in 2005. Most of the new infections were occurring among young people.

Patients with HIV & AIDS related illnesses occupy 60% of ward beds in the government hospitals. While 200,000 people are in need of anti retroviral treatment, only 54,000 have access due to shortages of essential drugs and

human resources to dispense the Anti Retroviral Drugs. Further, the existing health personnel are inadequately equipped and are exposed to the virus. Health facilities are few, far apart and ill equipped thus affecting public health care and treatment especially for HIV & AIDS related ailments. The pandemic now accounts for nearly 19% of total years of life lost due to disability or premature mortality.

The disparity between men and women cannot be overemphasized. 52% of Kenya's population comprises women and it is estimated that more than half of the women live below the poverty line. There is a huge purchasing power disparity between Kenyan men and women with low numbers of women at decision-making positions at all levels. Women also lack access to productive resources such as land. Though the government has established a policy framework that gives women 30% of all public appointments, a move that will likely change the involvement of women in decision-making, its aspirations are yet to be realised.

Adult literacy rates for men and women are 78% and 70% respectively. This confirms that Kenya's inequality has gender dimensions. Women have less years of schooling, earn less in formal employment and work longer hours. A World Bank report indicates that women work for 13 or more hours compared to 8 hours by men. Access to credit from banks and microfinance institutions has until recently been targeting the male clientele and especially because of use of land as collateral which most women have no control of.

Climate change remains a big challenge for Kenya; its resultant effects have been frequent droughts and severe floods that have severely affected many livelihoods due to losses associated with these disasters. Kenya lacks adequate preventive, adaptation and response measures to mitigate the effects of global warming and climate change. There is a knowledge gap on the impact of climate change and global warming as well as trained human resources to deal with this new development challenge.

To offer redress to the many challenges facing the poor and disadvantaged, the non-profit sector is increasingly embracing volunteerism. However there are no legislative instruments that would provide the requisite impetus to realise its full potential. Consequently volunteerism has been perceived to be a source of cheap labour. Further, lack of appropriate policies, inadequate research, weak volunteer management systems, supervisory support and commitment to support national volunteers has made the sector unattractive and undervalued.

3.2 POLITICAL CONTEXT

When Kenya attained independence in 1963, it embarked on a path to economic growth and infrastructure development. Three key challenges were defined as the government priorities, poverty, ignorance and disease. These priorities still remain a development challenge after 45 years of independence. Currently there exists a huge gap between the rich and the poor. As a matter of fact, Kenya as a country is rated amongst the most unequal countries in the world; with about 20% of its population controlling 80% of national resources (Readings on Inequality in Kenya, 2006). The outcome of poor governance particularly in the allocation of national resources in Kenya has been blamed for the regional inequalities. This has largely fuelled political and ethnic tensions that Kenya witnessed overtime and more pronounced following the 2007 general elections.

The country became a multi-party state in early 1990's. Though this has resulted in significant gains towards the realisation of democratic governance, it also brought forth many political parties that were clearly based on negative ethnicity a fact that has been recognised in the New Partnership for Africa's Development (NEPAD), African Peer Review Mechanism (APRM) 2006 report on Kenya. Political parties as witnessed in the 2007 general election have a strong ethnic base and issues fronted by the political parties are overshadowed by ethnic inclinations and biases.

Corruption remains endemic although the government has instituted measures to fight the vice with the establishment of institutions and legislations such as the Kenya Anti Corruption Authority, the Public Procurement Oversight Authority and the Public Officers Ethics Act. There have been substantial political and economic reforms in the country aimed at improving service delivery such as the disbursements of devolved¹ funds at local levels. While this is a good step to realise desired change and development at the grassroots level, the management of these funds has been characterised by lack of adequate participation of the communities, political manipulation and lack of adequate accountability mechanisms.

The 2007 post election crisis that saw the displacement of an estimated 350,000 people is expected to give impetus to a renewed constitution review process and resolve the current structural and institutional challenges in the country. Politics, youth unemployment, negative ethnicity, land reforms, inequalities and past injustices are critical challenges facing Kenya that need to be addressed urgently if Kenya is to transform into a prosperous and stable democratic society. The signing of the National Accord that ushered a grand coalition government is expected to bring forth strong issue based governance that would deliver constitutional reforms, effective and efficient service delivery. It is expected that since the opposition parties have joined the government, the backbenchers, civil society and the media will provide necessary checks on excesses of the government.

Kenya as a country
is r ated amongst the
most unequal
countries in the
world; with about
20% of its
population
controlling 80% of
national resources

¹ Constituency Development Fund (CDF), Local Authority Transfer Fund (LATF), bursary fund, Constituency AIDS committee Fund, Road levy, etc are some of the devolved funds that would be accessed by communities at the grassroots level.



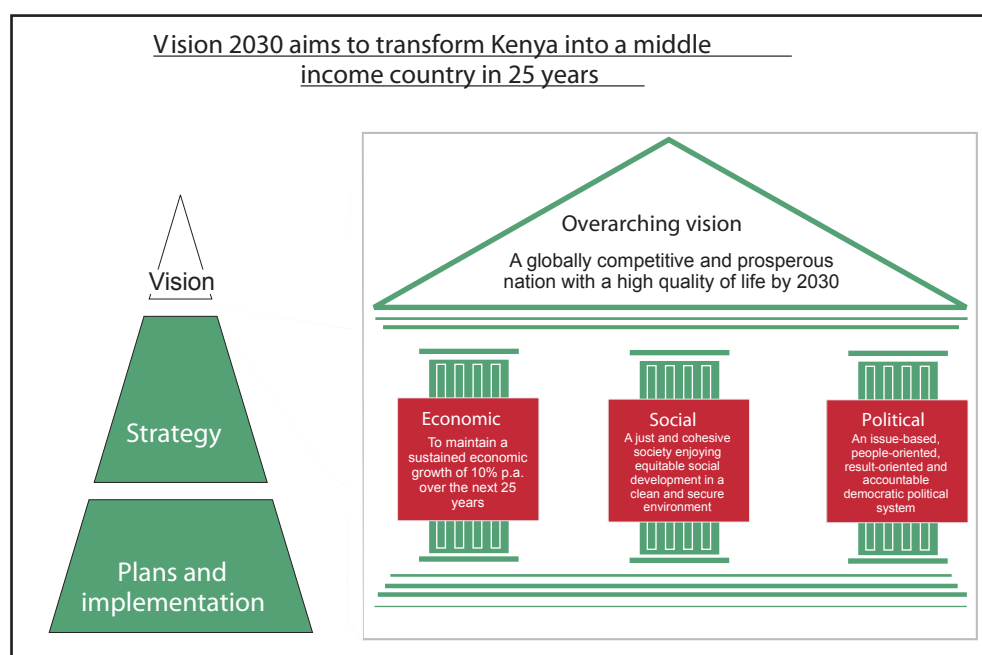
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3.3 ECONOMIC GROWTH

The Government of Kenya's response to fight poverty and catalyse economic development was the development of a 15 year National Eradication Poverty Plan in 1999, which brought in a new budgetary mechanism- the Medium Term Expenditure Framework in 2000, which led to the Poverty Reduction Strategy Paper (PRSP). The government brought in the participation of the civil society and the business community in developing the strategy which later on formed the basis for the Economic Recovery Strategy for Wealth and Employment Creation (ERS) 2003-2007. The ERS came to an end in December 2007 and a new strategy the 'Vision 2030' which was launched in May 2008 succeeded it. Vision 2030 spells out three pillars (Economic, social and political) to make Kenya a middle-income country by 2030.

The thrust of the strategy is to maintain a sustained 10% economic growth over the next 25 years, realise a just and cohesive society enjoying equitable social development in a clean and secure environment; and to attain an issue-based people centred, result-oriented and accountable democratic political system.

A summary of Vision 2030



Source: Kenya National Economic and Social Council.

A summary of Vision 2030



The implementation of vision 2030 will be done through detailed five-year programs, which specify priority projects in each of the three pillars. In order to achieve growth rate of 10% per year by 2012, the government has identified projects in tourism, agriculture, wholesale and retail trade, manufacturing, business outsourcing and financial services. In order to create a just and cohesive society, programs in education, health, water and sanitation, environment and social protection will be undertaken. On the promotion of a democratic political system, the government is targeting efforts to strengthen the rule of law, electoral and political processes, democracy and security.

The robust economic restoration and progress witnessed from 2003-2007 has been systematically halted and in some areas completely wrecked following the post election violence. While the economy was performing well (up to 6% per annum) in the last five years and a projection of 10% per annum, this will be unlikely as there will be need to rebuild the destroyed livelihoods and infrastructure and to restore the country to normalcy.

The 2007 short rains were deficient in several parts of the country and up to 70% of the crop failed, which will further exacerbate the already difficult situation combined with increased global fuel and food prices. There are high possibilities that Kenya will have a national food crisis during the year 2008-2009. In addition, the post - election crisis has impacted on all sectors and sub sectors of the economy coupled with loss of confidence from would-be investors will negatively impact Foreign Direct Investments (FDI) flows and foreign earnings from tourism.

In order to create a just and cohesive society, programs in education, health, water and sanitation, environment and social protection will be undertaken



4.0 RELEVANCE OF VSO JITOLEE AND **OUR COMPETITIVE ADVANTAGE**

Poverty in Kenya has remained endemic and it is estimated that over half of the population live below the poverty line. There are a lot of opportunities for VSO Jitolee to be a key player in tackling developmental challenges affecting Kenya. We have access to hundreds of skilled professionals, which offers us an excellent opportunity to recruit and post international volunteers to various parts of the world as our contribution towards tackling global poverty. (See the diagram overleaf that summarises our competitive advantage).

VSO Jitolee is a leader in volunteerism in the East African region and has demonstrated capacity to recruit and place volunteers both at the national and international levels. VSO Jitolee also uses skilled volunteers for its programming work in Kenya. As part of the larger VSO federation, we are equipped with an effective Volunteer management system. Further, VSO Jitolee has demonstrated capacity in mobilising volunteer involving organizations in East Africa towards an enabling policy environment and the establishment of National Volunteer policies.

VSO Jitolee has over the years been an authority in the Disability sector, which gives us a competitive advantage on disability programming. We have played a major role in policy development and specifically initiating and launching the 2004-2009 African Decade Plan of Action for Kenya, and contributed directly in the education article at the UN convention on the rights of the people with disabilities. Our partnerships with the Ministry of Education through the Education Assessment and Resource Centres in 20 districts in Kenya has provided an opportunity to work with schools and provide community based rehabilitation services in increasing access to education for children with disabilities. The government of Kenya recognises our role on issues related to disability in both the national and international levels.

VSO Jitolee has experience in building the capacities of local Civil Society Organisations (CSOs) and strengthening partner organisation's HIV & AIDS workplace policies and HIV & AIDS programmes. Further, through skilled professional volunteers in HIV & AIDS, we have been able to strengthen laboratory standards, food production and economic development for people living with HIV & AIDS.

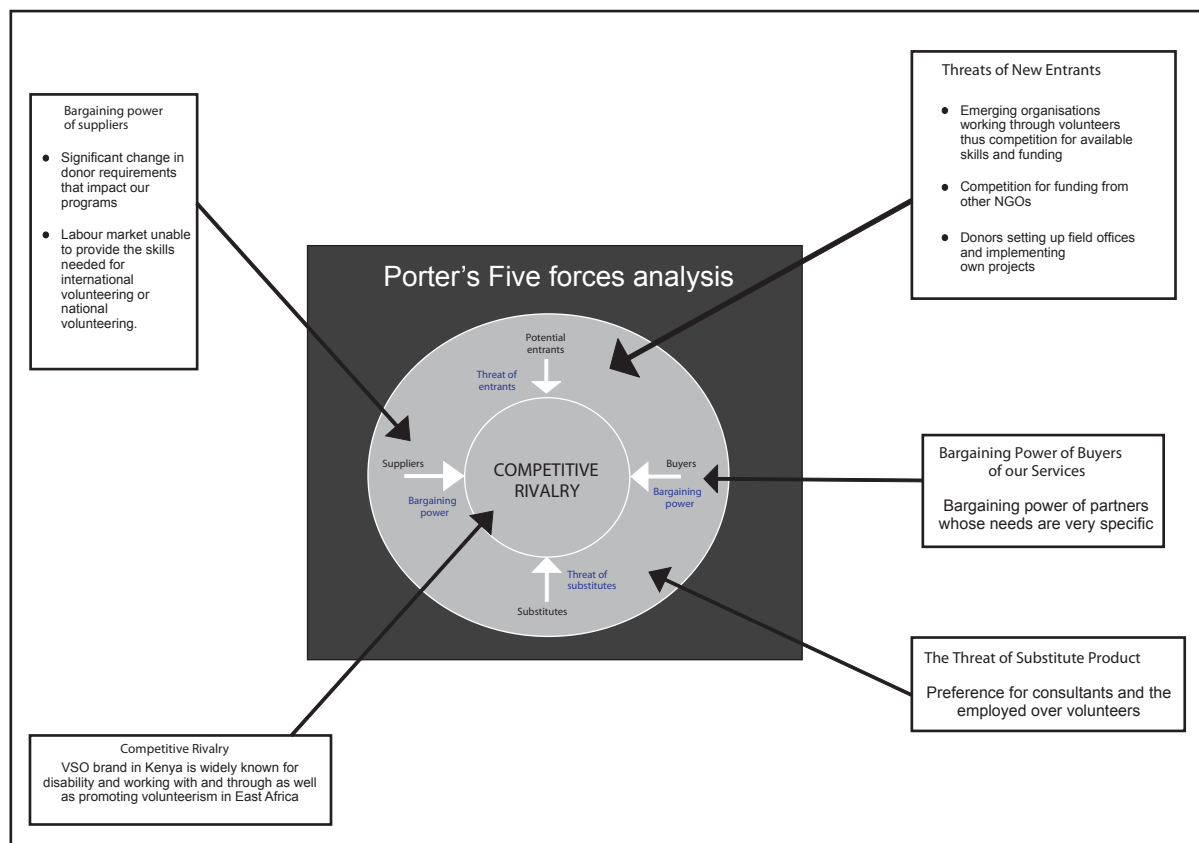
The Secure Livelihoods program has brought together key players such as the Kenya Rural Enterprise Program (K-REP) bank to access credit to the most vulnerable groups such as the disabled and women. The program has linked communities with local and international markets where they can sell their products. VSO Jitolee has established strong ties with the Ministry of Youth



Affairs (MOYA) in the development of key policy documents such as the draft Youth Polytechnic Policy and a more effective Youth Polytechnic training curriculum. The curriculum is currently being piloted in 15 districts with a view to rolling it out countrywide.

The government of Kenya through tax concessions has established a mechanism that encourages donations to charity from the corporate sector. Coupled with the positive economic growth that the country has experienced in the last five years (2003 - 2007), the corporate sector is increasingly giving resources and staff skills to support community work in disadvantaged communities. There has been increased interest from the corporate sector to set up social investment programs. This is an emerging role for VSO Jitolee to support the growth of volunteering in the corporate sector focusing on employee involvement programs.

Porters Five Forces of Competitive Positioning



4.2 VSO JITOLEE ACHIEVEMENTS AND CHALLENGES

4.2 VSO Jitolee Achievements and Challenges

The following tables illustrate VSO Jitolee achievements and current challenges.

Secure Livelihoods Programme

- ✍ VSO Jitolee facilitated market expansion where partners in Kenya were linked to 3,000 clients in the Netherlands where they sell handicrafts. Other markets established through this programme were Randstad, Netherlands where a Disability organization was able to export over 16,000 pieces of handicrafts through the Fair Trade Federation of Kenya;
- ✍ We partnered with K-REP in the establishment of micro finance projects for the vulnerable and people with disabilities. This programme has reached out to many poor people in rural areas. The success of this programme influenced K-REP to begin to roll out this product to the rest of the country.
- ✍ We contributed significantly to the development of the youth polytechnic training curriculum by publishing two training manuals that have been adopted by the Ministry of Youth Affairs and currently in use throughout Kenya. We also participated in the development of the draft policy on youth polytechnics.

HIV & AIDS Programme

- ✍ We have successfully implemented HIV & AIDS workplace programmes and policies amongst eight Partners under the Right to Life project;
- ✍ Through the Right to Life Project, we have effectively mainstreamed disabled person's needs into HIV & AIDS programmes;
- ✍ We have established strong Partnerships with National AIDS/STIs Control Programme (NAS COP) and the Ministry of Health through the placement of volunteers to strengthen laboratory standards, outreach services, organizational capacity strengthening and economic empowerment for people living with HIV & AIDS;
- ✍ We have developed a working partnership with Family Health International (FHI) to strengthen the capacity of Provincial Health Medical teams in the Rift Valley, Coast and Eastern provinces of Kenya, to improve the capturing, transfer, utilization and sharing of data at the local, regional and national levels. This has enabled the collation of available data at the national level to influence policies related to Reproductive Health, Family planning and HIV & AIDS in Kenya.

Secure livelihoods programme

HIV & AIDS Programme



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Disability programme

- ✍ We contributed directly in the formulation of the education article at the UN convention on the rights of people with disabilities in New York;
- ✍ We made immense contributions in drafting a manual for the World Health Organisation (WHO) on Community Based Rehabilitation (CBR); and
- ✍ We have supported the development of draft Special Needs Education (SNE) Policy as well as the national policy on disability.

National Volunteering Program

- ✍ The National Volunteering programme has been incorporated in overall programming and now has a strategic Plan developed for the next five years;
- ✍ We have established various successful partnerships with private companies and jointly established employee volunteering programmes; and
- ✍ We have successfully run a Global Exchange programme that has benefited youth from Kenya and the UK;
- ✍ We have offered volunteer management training to CBO's, Faith Based Organisations (FBO's) and NGO's in Kenya.

International Volunteering

As a federation member, VSO Jitolee has recruited over 650 professionals with diverse skills from Kenya and Uganda to serve as volunteers in 35 VSO country programmes mostly in Africa and Asia over the last 7 years. Currently we are recruiting an average of 120 volunteers every year from Kenya and Uganda.

Disability programme

National volunteering
 program

International
 Volunteering

Organizational development

The Merger between VSO Kenya and Jitolee was successfully concluded in mid 2007. As part of the establishment of an effective organization, we have strengthened our governance structure by constituting a governing board, defining our corporate culture and values as well as systems and policies of enhancing cost effectiveness, human resources and performance management. We now operate as a single, strong, unified organization that is in a better position to make greater impact in Kenya and the East African Region.

Our challenges

- ⌘ Our Monitoring and evaluation (M&E) systems have not been strong. We will continue to build and strengthen these systems during this strategy period.
- ⌘ The programme funding needs viz a viz resources remain a challenge in achieving program quality largely because of limited funding. We will intensify resource mobilisation efforts in Kenya to meet our funding gaps.
- ⌘ Documentation has been a major challenge. Over the years, we have not been able to adequately document our experiences and lessons learnt, an area that we plan to strengthen during this period.
- ⌘ We are shifting to long term and strategic partnerships, yet we do not have an assurance on sufficient volunteer and financial resources to support such partnerships. We will continuously survey the skills market and invest in resource mobilization.

Organizational development

Our challenges



VSO Jitolee aims at delivering quality programmes that will have immense positive impact on the lives of the poor and disadvantaged people that we serve. In respect to our first value, “We believe that everyone must be able to exercise their fundamental human rights”, we acknowledge that fighting disadvantage means promoting inclusive development, thus ensuring that all groups of society who are at risk of marginalisation and exclusion have access to their fundamental rights. As our contribution to sustainable development, we will promote human rights in a non-discriminatory way and allow the broadest participation possible. Working in an inclusive way means finding strategies to proactively include all groups of society who are at risk of marginalisation and exclusion in all aspects of our work. We are committed not to discriminate against and exclude people on the basis of their sex, gender, disability, religion, age, ethnicity, economic class, sexuality and HIV status.

Volunteering remains in the heart of our contribution to tackling challenges and catalysing development. Through placement of volunteers amongst strategic partners, we will bring together people from diverse cultural backgrounds and knowledge thus enabling them to share skills and learning. It is noteworthy to say that neither VSO Jitolee nor volunteers will deliver development. As a catalyst, we will join with different stakeholders with whom we have shared vision.

We shall remain committed to addressing the existing challenges of disability, HIV & AIDS, Livelihoods and the lack of community participation in decisions affecting the poor and disadvantaged. This is based on our inherent competencies, experience gained over the years and the need to remain consistent with the current development needs and challenges in Kenya.

Participation and governance will be a key focus in all our programme areas (Disability, HIV & AIDS, secure livelihoods and volunteerism) while providing a platform for engagement at the micro and the macro levels. We recognize that rights of citizens are critical in the realisation of desired change in people's lives. The right to participation in decisions affecting their lives will be particularly an area that VSO Jitolee will continue to progressively strengthen. We will embrace fully the Rights Based Approach in all our programmes.

As we focus on our core programme areas we will remain alive and sensitive to emerging issues such as climate change, in which we will partner with organisations that have comparative competence to address them. We will mainstream women, persons with disabilities and youth issues in all programmes.



CONT...

5.1 Strategic Priorities

VSO Jitolee's intention in this strategic period is to strengthen our leadership role in tackling five main programme areas; Disability, HIV & AIDS, Secure livelihoods, National and International Volunteering while participation and governance will provide us with a platform for policy engagement at the national and international levels.

5.1.1. Disability

Disability remains a significant challenge to about 3.5 million people in Kenya, most of whom (60%) are regarded as poor. Further persons with disabilities including children; have been left out of the mainstream of socio-economic and political development. Existing Policy and legislative frameworks have not caused in any significant change in the lives of persons with disability.

VSO Jitolee, through skilled volunteers, plans to work in partnership with disabled persons' organizations (DPO) who provide greater outreach for their members while at the same time undertake joint actions in lobbying for their inclusion in mainstream development.

Goal: To support the participation and active involvement of persons with disabilities in the economic and socio-political life of the society

Overall the disability programme will focus on the following:

1. Strategic partnerships with key government departments and Disability Persons' Organisations (DPO) in providing services to Persons with Disability in the country through community led initiatives;
2. Provide institutional capacity development services to the DPO and focus on governance, systems and effective programme delivery through placement of volunteers
3. Organizational capacity building of DPO to participate in socio-economic and political processes;
4. Economic empowerment for people with disabilities to start, manage and sustain income-generating activities and link them to sources of finances;
5. Partner with DPO to increase access to education for children and youth with disabilities;
6. Mainstream HIV & AIDS in the disability program;
7. Strengthen the capacity of DPO to lobby for enactment and implementation of disability friendly policies; and
8. Build in gender considerations especially the rights of women and girls with disabilities.
9. Mainstream National Volunteerism as a resource to disability programming

Strategic priorities

Disability



Expected Outcomes

VSO Jitolee expects that these interventions will lead to:

- ✍ Quality community based services provided jointly by VSO Jitolee and partners;
- ✍ Improved governance, efficiency and effectiveness of DPO;
- ✍ Increased involvement of persons with disabilities in political and economic activities;
- ✍ Increased access to relevant information and services on HIV & AIDS for persons with disabilities;
- ✍ Improved access to education for youth and children with disabilities;
- ✍ The enactment and implementation of disability friendly policies and legislations; and
- ✍ The rights of persons with disabilities are protected.
- ✍ Increased contribution of national volunteers towards disability programming

5.1.2 HIV & AIDS

The Kenya National HIV & AIDS Strategic Plan 2005-2010 focuses on government's priorities to prevent new infections among vulnerable groups (youth, women, and children) and the general population. Another focus is to improve the quality of life of people infected and affected by HIV & AIDS and mitigating the socio economic effects of the pandemic.

VSO Jitolee response to the AIDS pandemic in Kenya will focus on prevention, treatment and care, orphans and vulnerable children, gender related interventions as well as fighting stigma and advocating for the rights of those infected and affected by HIV & AIDS. Through skilled volunteers, our key focus will be to strengthen institutions offering HIV & AIDS services.

Goal: To contribute to a reduction in individual and organisational vulnerability and susceptibility to HIV & AIDS.

Specifically the response will be to:

1. Mainstream HIV & AIDS in all programs and support the development and the strengthening of HIV & AIDS work place policies;
2. Strengthen the organisational capacity of HIV & AIDS service providing organisations especially those managed by persons living with HIV & AIDS;

Expected Outcomes

HIV & AIDS

3. Strengthen the capacity of organisations to provide effective and accessible information on HIV & AIDS to persons with disabilities by linking disabled persons' organisations with HIV & AIDS training providers;
4. Support orphans and vulnerable children by promoting sustainable livelihoods for the care givers and or guardians;
5. Advocate and lobby for the development of appropriate Information Education and Communication (IEC) materials and outreach services on HIV & AIDS information amongst unreached communities;
6. Build strategic partnerships with organisations working with the youth and the disabled in their HIV & AIDS interventions;
7. Support efforts to address unequal power relations between men and women as well as cultural orientations that enhance vulnerability to HIV & AIDS;
8. Build coalitions to lobby stakeholders for increased access to essential services that guarantee longevity of life for PLWHA and reduce new infections; and
9. Lobby for the enactment of policies that guarantee rights, access to treatment, care, support and reduction of stigma.
10. Mainstream National Volunteerism as a resource to HIV and AIDS programming

Expected Outcomes

- ✍ Increased number of partner organizations that have institutionalized HIV & AIDS workplace policies;
- ✍ Partner organisations have improved capacities to deliver quality services to people living with HIV & AIDS and those with disabilities have access to information on the pandemic;
- ✍ There is increased access to preventive, treatment and care services such as ARV, VCT and PMTCT services;
- ✍ Persons with disabilities have access to information on HIV & AIDS and DPO have established working partnerships with HIV & AIDS training providers;
- ✍ Improved and sustainable livelihoods for the infected, care givers and orphans;
- ✍ Appropriate Information Education and Communication (IEC) materials and outreach services on HIV & AIDS information amongst unreached communities;
- ✍ The establishment of policies and legislation that ensure access to appropriate and quality treatment and care services; and
- ✍ The enactment and implementation of HIV & AIDS policies and legislations that guarantee the rights of people infected and affected by HIV & AIDS.
- ✍ Increased contribution of national volunteers towards HIV and AIDS programming

Expected outcomes



5.1.3 Secure Livelihoods

According to the Kenya integrated household budget survey 2006, the proportion of people living below poverty is estimated at 46.6% in 2006. There is high unemployment that is compounded by increased numbers of youth leaving schools and unable to find gainful employment, high inequalities in income distribution, lack of access to capital, inequity in gender, considerable disparities in development among different regions, low savings and investment rates and over reliance on agriculture and export of primary products.

The secure livelihoods programme will work with women, those infected and affected by HIV & AIDS, youth and persons with disabilities by improving access to micro-finance Support services and Business Development Services (BDS) training. Through skilled volunteers, our focus will target sections of the communities that have been socially, politically and economically excluded of which women, youth and persons with Disability are a significant part.

Goal : To contribute to poverty reduction through increasing capacity of the poor and disadvantaged to effectively develop and sustain their livelihoods.

Specifically the response will be to:

1. Strengthen partner organization's capacity and provide advisory services in business development services, through the whole value chain approaches.
2. Build capacity of partner organisations to lobby for reforms and enabling laws that influence the support of enterprise development.
3. Partner with finance institutions to increase access to finance capital services to the disadvantaged for micro enterprise development;
4. Network and strengthen public - private partnerships to promote best practices within the sector;
5. Support appropriate environmental conservation measures; through capacity building of partner organizations on disaster preparedness, and strengthening community resilience on the effects of climate change.
6. Mainstream National Volunteerism as a resource for promotion of secure livelihoods

Expected Outcomes

- ✍ Enhanced capacity and knowledge of partner organisations on business development services and the whole value chain approaches.
- ✍ Improved levels of knowledge and skills in product value chain addition for market access at local, national and international levels.

Secure Livelihoods
Expected Outcomes

- ✘ Improved levels of market chain value analysis for niche marketing amongst the disadvantaged.
- ✘ Laws, policies and regulations that affect the participation of the disadvantaged in the enterprise development sector are addressed.
- ✘ Increased market opportunities and linkages for the disadvantaged;
- ✘ Increased access to financial capital for micro enterprise development.
- ✘ Increased employment opportunities and incomes levels, amongst the disadvantaged.
- ✘ Best practices in the enterprise development sector enlisted and shared amongst actors;
- ✘ Initiatives focusing on environmental management and effects of climate change established.
- ✘ Strengthened capacity of community resilience and improved knowledge levels of disaster preparedness in effects of climate change amongst communities.

5.1.4 National Volunteering

The voluntary sector in East Africa is widely known within the not for profit sector. However there are no legislative instruments that define who a volunteer is and how they relate to the agencies where they volunteer. Due to the lack of a policy framework on the use of volunteers, there is a tendency to exploit volunteers as they are seen as a source of cheap labour. Further, lack of policies, volunteer management systems, supervisory support and commitment to support volunteers has made the sector unattractive.

VSO Jitolee recognises that volunteers can mobilise citizens in pursuit of development and in strengthening civil society to participate effectively in the national development process. With the currently high youth unemployment in the East African region national volunteering will give the youth the much needed skills and exposure to contribute to individual and national development.

During this strategy period, national volunteering will be up scaled and mainstreamed in the other goal areas of Disability, HIV & AIDS, and Secure Livelihoods and contribute to participation and governance

Goal: To support the public, private and civil society partners to enable citizens to participate actively in and be given formal recognition for the development of their own communities, improving the quality of life for poor and disadvantaged groups;



Specifically the response will be to:

1. Strengthen corporate partnerships by providing support and guidance on their corporate social investment initiatives as well as employee volunteering programmes;
2. Strengthen volunteer development and management systems in partner and Volunteer involving organizations in Kenya;
3. Undertake research to inform volunteer innovations and initiatives
4. Lobby the Kenyan government for enabling legal framework on volunteerism;
5. Support the strengthening of existing and new volunteering innovations and initiatives e.g. Global Exchange,
6. Strengthen the integration of National Volunteering in HIV & AIDS, Secure Livelihoods and Disability and participation and Governance in Kenya;
7. Through strategic partnerships with organisations that have comparative competence, respond to emerging volunteering issues including, but not limited to, education and health, emergencies, peace building and gender initiatives in Kenya;
8. Strengthen networks of volunteer involving organisations while also exploring other strategic partnerships in reaching wider disadvantaged groups within Kenya; and
9. Support learning and experiences sharing amongst volunteers and volunteer involving organisations in the region.

Expected Outcomes

- ✍ Increased engagement with the corporate sector in growing their corporate social investment and employee volunteering programmes;
- ✍ Strengthened volunteer management capacity of Community Based Rehabilitation (CBR) groups and Disabled Person's Organisations (DPO);
- ✍ Friendly policy and legislative framework that bolsters volunteerism in Kenya;
- ✍ Increased involvement of National volunteers in providing services in institutions and communities in the rehabilitation and support to People with disabilities, those living with HIV & AIDS and support to Secure Livelihoods;
- ✍ Strengthened capacity of partners and Volunteer involving organizations to implement effective volunteer programs;
- ✍ Care and support to those affected by HIV & AIDS will be increased by strengthening and supporting national volunteering within AIDS service organisations, service delivery institutions and the community; and
- ✍ Increased sharing and adoption of good practices in volunteerism amongst volunteer involving organizations
- ✍ Capacities of community based and CSO improved to provide support services for direct improvement of livelihoods of disadvantaged people.

Expected Outcomes



CONT...

5.1.5 International Volunteering

East Africa has enormous skills and potential that has not been wholly harnessed; yet there exists unending demand for such skills in other parts of the world where VSO works. Further, there exists an untapped potential for strengthening development work through the sharing of skills and expertise.

The International Volunteering programme creates and offers unique opportunities for East African professionals to share their skills and knowledge in business, management and IT; community and social development; Health and HIV & AIDS; technical and natural resource management, while learning from their experiences in different parts of the world.

Goal: To develop an effective international volunteering programme, enabling East African professionals to share skills and learning with communities and organisations, in order to address global poverty and disadvantage.

Specifically the response will be to:

1. Undertake labour market surveys in the East African region to determine availability of skills and link them to areas of need;
2. Maximize VSO Jitolee's contribution to international volunteer placements by recruiting volunteers to support partners' needs across VSO goal areas;
3. Strengthen systems and processes for efficient and effective volunteer recruitment, delivery and resettlement;
4. Build on volunteer experiences and commitment to create awareness and understanding of development issues with the aim to influence policy, processes and practices that affect people's lives; and
5. Strengthen partnerships with National and Regional networks to support volunteer recruitment.

Expected Outcomes

- ✗ A comprehensive understanding of the labour market in East Africa;
- ✗ Different types of volunteers recruited to support partners' needs;
- ✗ Effective and efficient systems developed to support volunteer recruitment, training, delivery and resettlement;
- ✗ Increased involvement of volunteers in supporting the global development agenda;
- ✗ Successful partnerships that support volunteer recruitment developed at the national, regional and pan African level.

International Volunteering
Expected Outcomes

5.1.6 Participation and Governance

Good governance is key contributor to economic well-being and poverty reduction. Poor governance in Kenya manifests itself in corruption, inadequate policy and legal frameworks, inadequate participation of the poor and disadvantaged in decision-making, inefficient management of public resources and inadequate delivery of services. The outcome of poor governance particularly in the allocation of resources in Kenya has been blamed for the regional inequalities and the growing gap between the rich and the poor.

Participation and governance will be mainstreamed and a key focus in all our programmes. Through international and national volunteers, we will work with partners in strengthening their ability to participate in their communities and influence policies and decisions that affect them. We will progressively strengthen our internal capacity as well as that of partner organisations to engage effectively with governance processes, to ensure the participation of the poor and the disadvantaged in decisions that affect them and that there exists an enabling policy environment for the enjoyment of rights and entitlements. Participation and governance as core area provides us with a platform on which to engage in policy debates at the local, national and international level.

Goal: To strengthen the ability and capability of the poor and disadvantaged and their organisations to participate and influence policies and decisions that affect them.

Participation
and Governance

CONT...

Specifically we will mainstream participation and governance in our work by:

1. Strengthening the capacity of partner organisations to effectively engage with government on various governance issues and ensure inclusion of the poor and disadvantaged;
2. Strengthening VSO Jitolee's and partner organisations accountability mechanisms with their respective key constituencies;
3. Lobbying for the enactment and implementation of policy framework on volunteerism, Disability, HIV & AIDS and Secure Livelihoods;
4. Undertaking research to inform our advocacy and lobbying agenda to ensure that our engagement is evidenced based;
5. Lobbying for inclusion of women, persons with disabilities, the youth and the disadvantaged in key decision making frameworks in all spheres of development;
6. Progressively build our capacity in lobbying and advocacy; and
7. Promoting learning and experiences on national and global issues through networks, coalitions and the media.

Expected Outcomes

Increased accountability and responsiveness of government and public institutions to needs of the poor and disadvantaged;

- ✍ Increased participation of the poor, the excluded and disadvantaged in decision making within public institutions;
- ✍ Increased accountabilities of VSO Jitolee and partner organizations with respective constituents;
- ✍ Enactment and implementation of enabling policy frameworks in volunteerism, disability, HIV & AIDS and secure livelihoods;
- ✍ Research on topical issues of our work (volunteerism, disability, HIV & AIDS and secure livelihood) undertaken to inform policy;
- ✍ Increased number of the excluded, women, persons with disabilities and the youth in decision making positions;
- ✍ Enhanced internal capacity to engage effectively in governance processes in Kenya
- ✍ Strong networks and coalitions that promote learning and inclusion of the excluded and marginalized.

Expected Outcomes

6.0 PARTNERSHIP DEVELOPMENT

VSO Jitolee is just one of the many players involved in causing desired change in the lives of the poor and disadvantaged in Kenya. We have to work in partnership with others to maximize our effectiveness and impact.

We will work more closely with and through strategic partners in the civil society, government and the corporate sectors to effectively deliver this strategy. We will develop mechanisms of strengthening partnerships beyond placement of volunteers. Our partnership shall be consistent to shared values and informed by our mutual strategic needs.

Partnerships shall be developed at the local, regional and national levels in order to mobilize resources, expertise and influence. As such we will endeavour to engage in coalition and movement building, partnerships for resource mobilisation, operational support, knowledge and learning as well as collaborative partnerships.

While recognizing the role of volunteers in influencing development, we will identify new and better ways to maximize our engagement for instance engagement of returned and national volunteers in global education and policy change influencing

7.0 KNOWLEDGE MANAGEMENT

VSO Jitolee will maintain a vibrant learning culture and continually strive to grow as a learning organisation. We will document our experiences and undertake reflection and learning sessions with staff, volunteers and partners. We will set up systems to capture, document and disseminate these lessons and establish relevant technology that will enable effective and efficient knowledge management. We will endeavour to publish our experiences, best practices and innovations during this strategic period with a view of causing replication and movement of ideas.

8.0 MONITORING AND EVALUATION

VSO Jitolee will endeavour to strengthen its monitoring and evaluation (M&E) process both internally and with partners, and consistent with VSO International M & E frameworks and existing best practice. We will further strengthen mechanisms that will involve self-assessment of each department and programs, active reflection, learning and planning. This process will encourage openness, innovation and exploration of other effective ways of undertaking future interventions. Through our annual reviews, peer reviews, programme area reviews, quality framework reporting, mid term and end term evaluations, we will continually reflect on our program effectiveness to respond to the needs and aspirations of the poor and disadvantaged sections of the society, and embrace changes and new ways of working. We will regularly assess, measure our impact and effectiveness of our programmes against our vision and operational plans. .



9.0 ORGANIZATIONAL DEVELOPMENT AND IMPLICATIONS

Since VSO Jitolee was established in 2007 upon the merging of VSO Kenya and Jitolee - East African Volunteering, we have been able to undertake reforms that focused on staff, culture change, establishing an effective structure and established a performance management system. We will continue to focus on delivering cost effective programs and operations. We shall invest in building leadership competencies among our staff for improved performance.

This strategy requires strong management and governance structures, policies and practice. These are critical capabilities that we have to continually build in order to propel VSO Jitolee as a key actor in development within the region. We will grow areas such as partnership development as we believe that we cannot achieve all we have planned without working with and through others. We will develop strong and strategic partnerships to increase the impact of our work.

We believe that a strong, motivated workforce is key to success and hence we will actively create opportunities for staff growth and development and ensure that there is an enabling environment and culture where staff can innovate and develop better ways of working. Nonetheless, the key enablers to the success of this strategy is enhanced performance management, knowledge management, learning and sharing, functional institutional systems and processes as well as a learning and dynamic governance structure. We shall design supportive, reliable and responsive systems and processes in Human Resources, Information Technology, Finance, Planning, Monitoring and Evaluation.

This will only be possible if this strategy is implemented in an empowering organisational culture where our corporate values become the point of reference of our actions and where all staff provide leadership in all spheres of their work.

We shall build strong brand positioning within the development and voluntary sector in East Africa. This will be achieved through participation in the wider development forums, dissemination of best practices based on our experience, policy influencing and an active voice related to our core thematic areas (HIV & AIDS, Disability, Secure Livelihoods, and Volunteering).

9.1 Management

The Governing Board, the Executive Director and the Leadership Team will provide the overall oversight in the implementation of this strategy. The board will be involved in ensuring that the organisation remains committed to its overall vision and purpose and provide an appropriate policy framework for the implementation of this strategy.



The Executive Director together with the Leadership Team will provide overall support to staff and continually reflect on any changes in the operating environment. These changes will be used to refocus our programmes.

Staff will be expected to ensure that our commitment to tackle poverty is done in the most efficient and innovative way. They will also ensure that our work is informed by our partner needs and changes in the external environment. A vibrant, open and enabling culture will be a key building block for the successful implementation of this strategy. See Annex 3, 4, 5 and 6

9.2 Funding and Resource Mobilization

VSO Jitolee has recognized the need to change gradually to programme funding from project based funding. In so doing, we will explore opportunities for integrated programme funding, which will broaden our outreach and enhance our efficiency and impact. The Fundraising strategy will focus on three main lines: trust and foundations, corporate and engagement with institutional donors for direct funding and influencing leverage. This strategy also recognises VSO's strategy 2005-2010 (F4C) spirit and aspirations and as such VSO Jitolee aims to double its income through diverse funding streams to meet the programme requirements. Over the strategy period we expect to increase our restricted income and reduce our dependency on the unrestricted subvention over this strategy period. There will be deliberate efforts to maintain a mix between VSO subvention (budget support, largely from DFID's PPA) on one hand and other funding (corporate, events, institutional donors) on the other hand at 50:50 ratio. This will call for a sharper attention to the engagement and maintenance of existing and new funding partners and sources.

9.3 Communication and Profile Raising

In order to realise the aspirations of this strategy, there is need to consistently demonstrate VSO Jitolee's development impact through volunteer involvement processes, both internally and externally. To do this, we will utilize more effective and appropriate media to significantly create awareness and understanding of our contribution towards development in Kenya and the East African Region. Different media will be used to enhance engagement with communities, donors, volunteers and partners. Further, we will revamp existing internal communication that would promote knowledge management and promote sharing and functional linkages within the organisation.

Funding and
Resource Mobilization

Communication and
Profile Raising

10.0 ASSUMPTIONS AND RISKS

This strategy requires commitment of staff and the governing board to consistently reflect and make improvements on how we intervene to fight poverty. This includes the flexibility to effectively respond to new and emerging opportunities and challenges for which VSO Jitolee has capacity.

The plan has been developed when there is a serious threat to national stability due to the recent post election conflict occasioned by the 2007 general elections. We hope that the political and ethnic crisis will not affect our work in the long run. We also assume that the healing process will be fast enough to guarantee effective program delivery and the current global crisis on the escalating fuel and food prices will not seriously affect our programs and result to increased poverty and hopelessness among the people that we serve.

We hope that the mainstream micro finance institutions will continue to support the poor to access credit and ensure more products are developed to meet the needs of the youth, women, persons with disability and people living with HIV & AIDS for improved livelihoods. It is also hoped that the Micro-finance Act and related regulations will be implemented to ensure easy access to credit to the poor.

The success of national volunteering in Kenya and other East African Countries depends on the willingness of stakeholders and especially governments to establish requisite legislative frameworks that would enable volunteerism to develop and expand.

Some of the organisations working directly with the poor tend to have weak systems of governance and management. While it is an opportunity to work with them, there are inherent risks on accountability and this may compromise VSO Jitolee's reputation and credibility.

The skills, capacity and the demand for volunteers have been difficult to match. This may make it difficult to meet our demands and supply within the larger VSO Federation.

Staff turnover is a risk that is likely to affect our programme. We are committed to maintaining a dedicated and motivated team and an enabling organisational culture and work environment.

VSO Jitolee's core funding is from DFID under the Partnership Program Agreement (PPA) which we will still be expecting to be remitted in modest incremental amounts to support programs. However, over-reliance exposes VSO Jitolee to huge risk, especially in the wake of reduced or withdrawal of funds. Through the Fundraising function, we will endeavour to grow and diversify funding as well as ensure prudent management of existing ones.

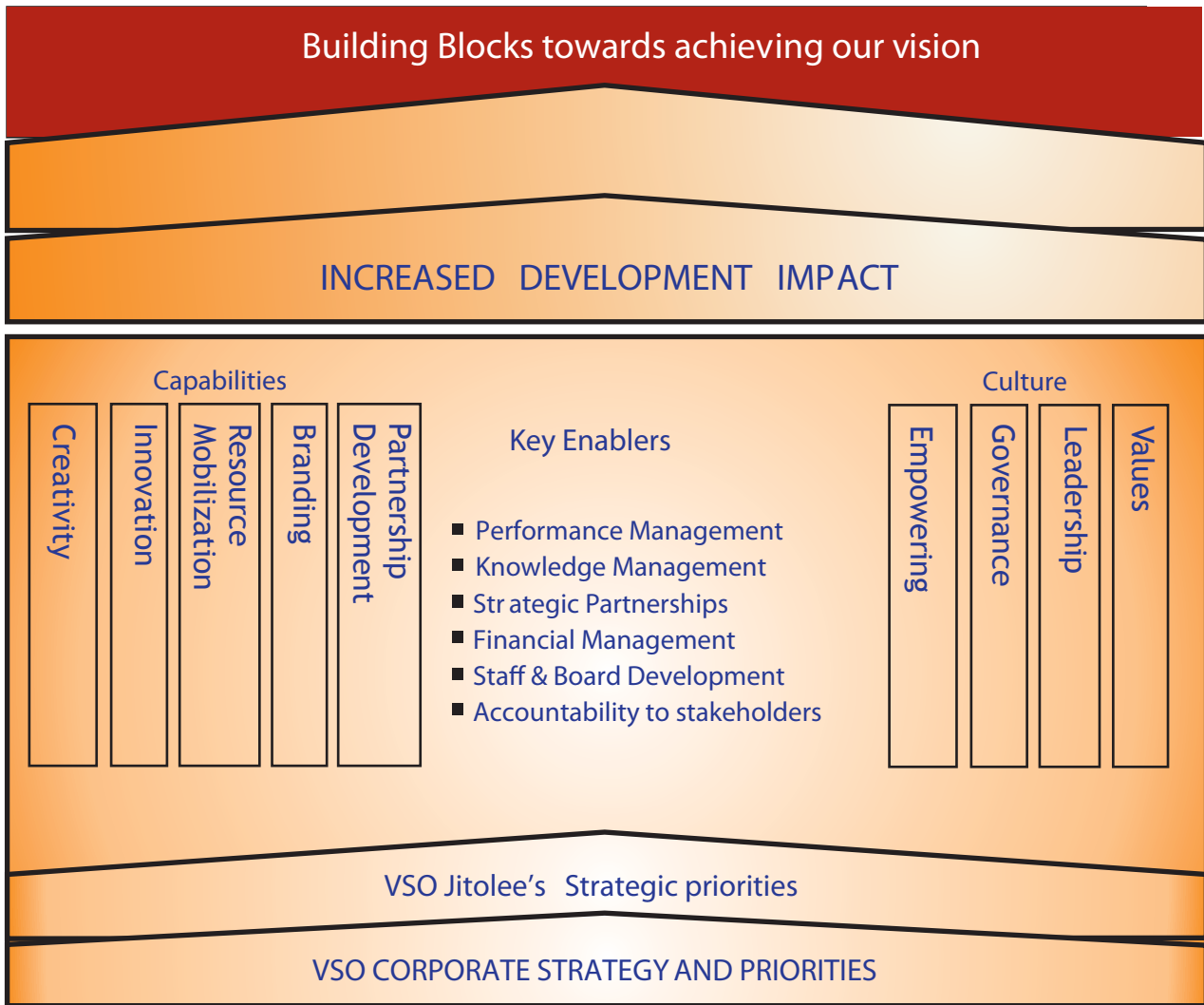


ANNEX 1: RISK MATRIX

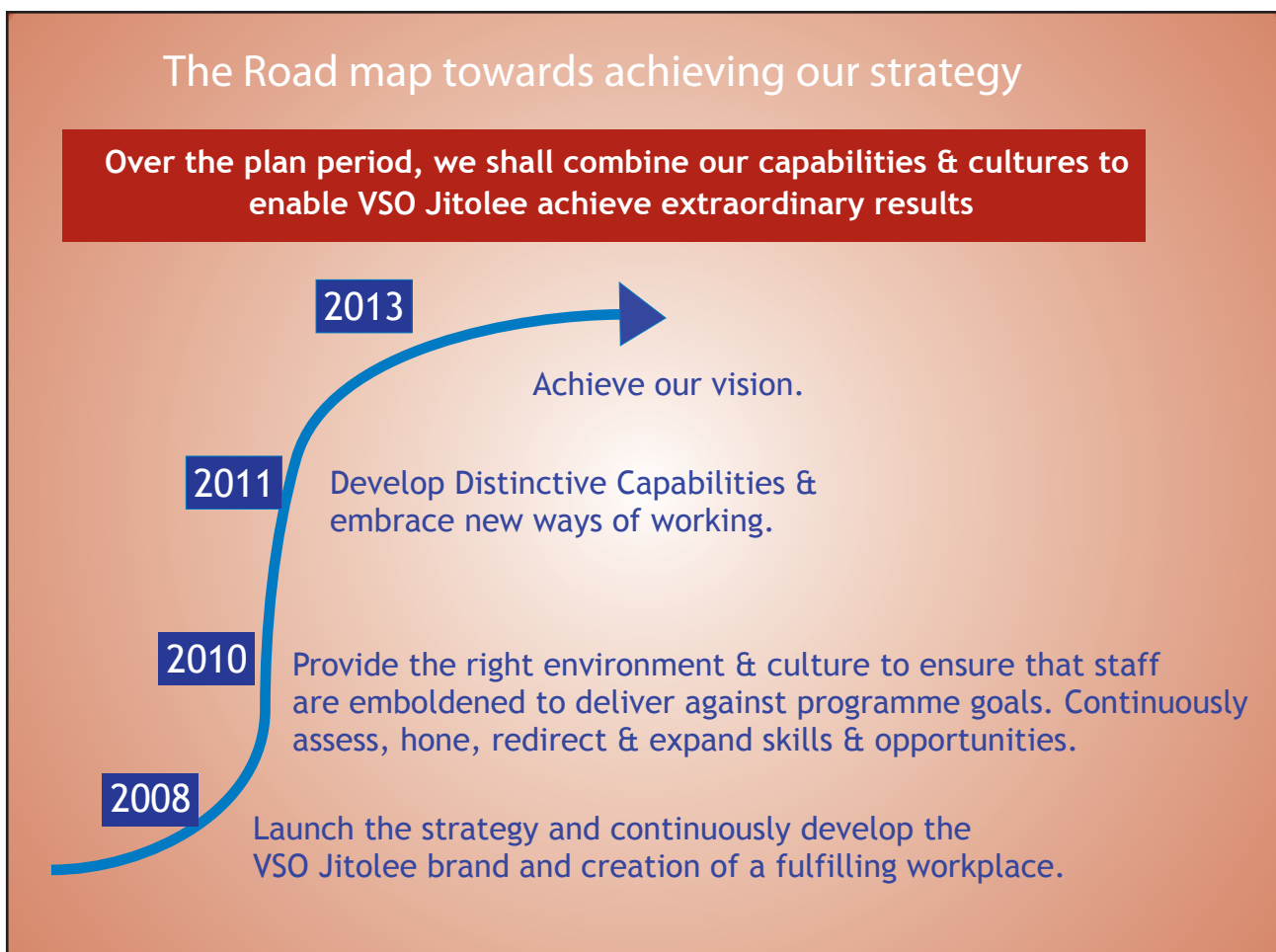
Function	Risk	Magnitude (high, medium, Low)	Mitigation mechanisms	Risk owner
Human Resources & Organisational Development	High staff turnover	High	Ensure a highly motivated staff, adequately remunerated, and continuous growth and development	Board, Executive Director, HR Manager
Fundraising and External relations	Inadequate funding to meet program needs	High	Diversity funding streams as well as prudent management of existing donor funds	Board, Executive Director, and Head of Fundraising
Recruitment	Non attainment of highly skilled volunteers	Low	Ensure continuous mapping of skills in East Africa	Executive Director, Head of Recruitment
Program development	Non attainment of quality programs	High	Ensure evidenced based programming, strengthen M and E systems	Executive Director
Finance and Services	Ineffective and in efficient use of organisational finances and resources	High	Continuous implementation of administrative finance related policies and procedures to ensure cost effectiveness at all times	Head of Finance and Services
Organisation governance	Conflict between the governing board and the Secretariat and thus stifling internal processes	Medium	Regular consultations and clear roles and responsibilities	Chair of the Board and Executive Director



ANNEX 2: BUILDING BLOCKS TOWARDS ACHIEVING OUR VISION

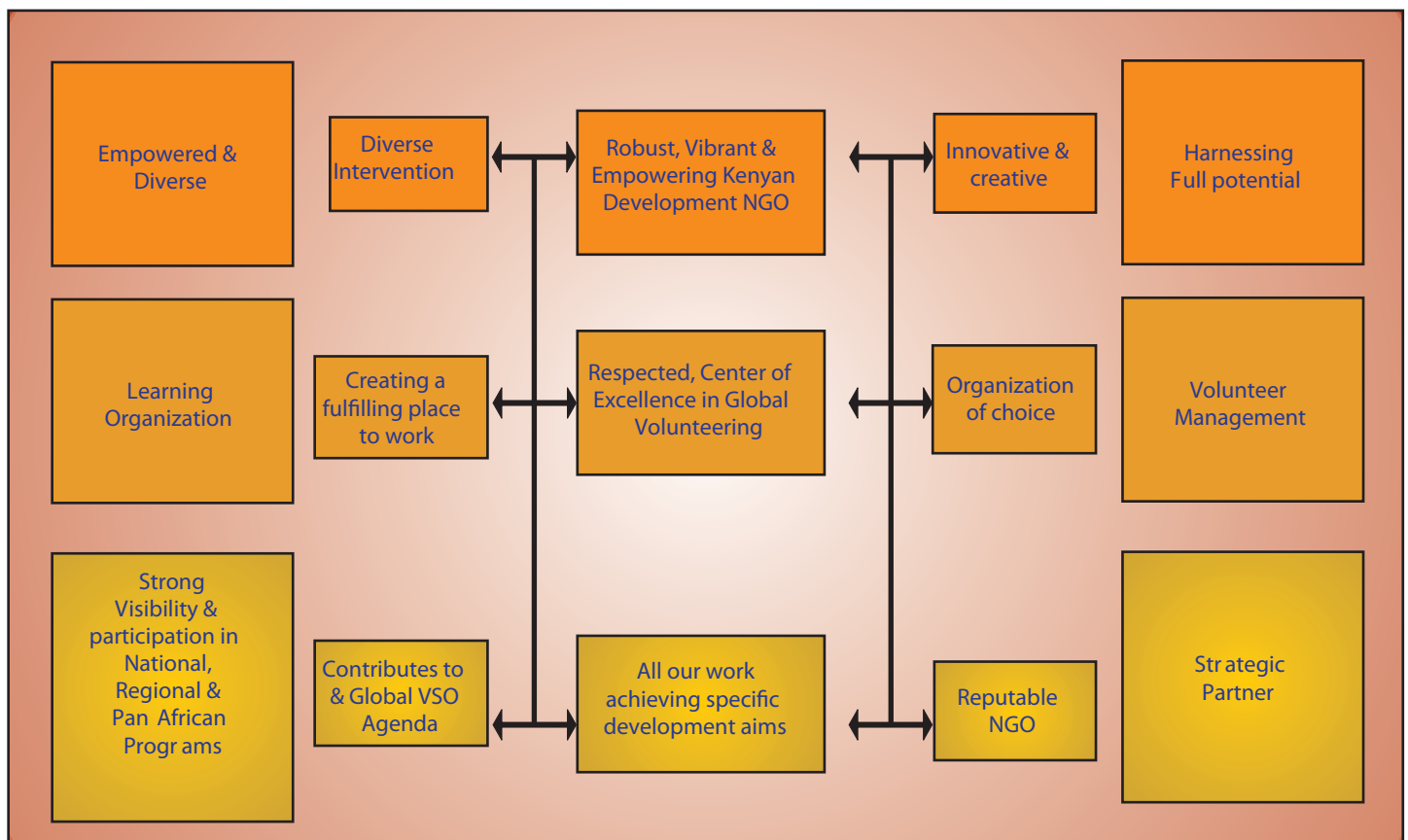


ANNEX 3: ROAD MAP TOWARDS ACHIEVING OUR GOALS



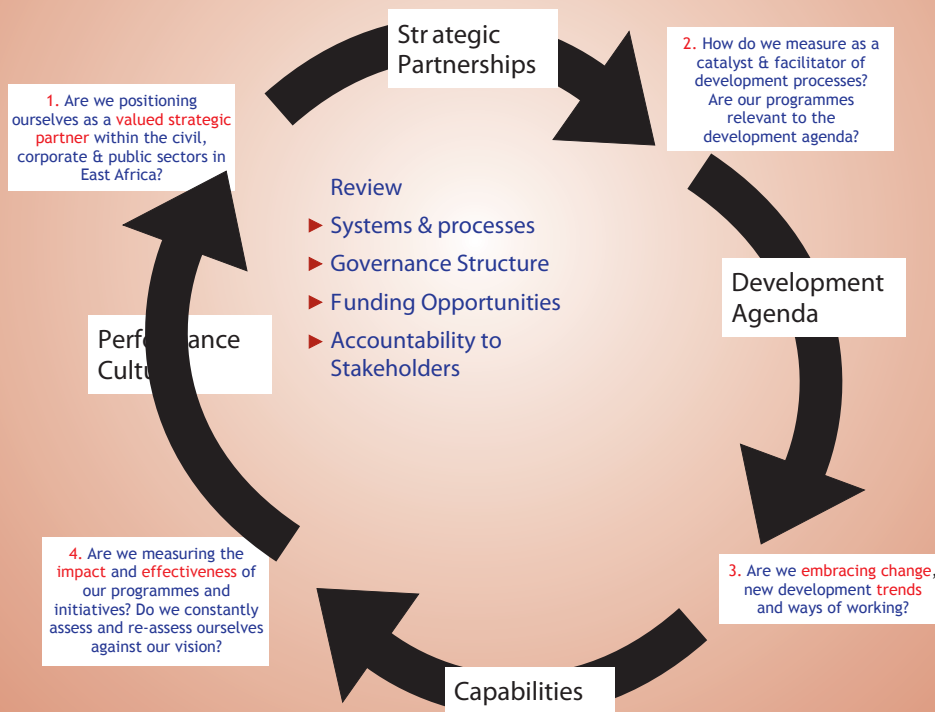


ANNEX 4: VSO JITOLEE BY 2013



ANNEX 5: MANAGING OUR PERFORMANCE

These are the questions that all at VSO Jitolee will continuously ask to ensure we maximise on opportunities and mitigate likely challenges





THINK IMPACT
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Members of the VSO Federation and International Recruitment Bases:

VSO Bahaginan	www.vsobahaginan.org.ph
CUSO-VSO	www.cuso-vso.org
IVO India	www.ivoindia.org
VSO Ireland	www.vso.ie
VSO Jitolee	www.vsojitolee.org
VSO Netherlands	www.vso.nl
VSO UK	www.vso.org.uk

VSO Jitolee is a member of the VSO Federation and is registered in Kenya as an NGO number OP 218/051/2005/0114/3633



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