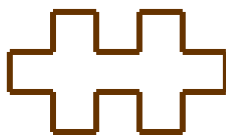


# SEEDS OF PEACE AFRICA (SOPA) INTERNATIONAL

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Strategic Plan, 2015 – 2019

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## INSTITUTIONAL OUTLOOK

**VISION OF SOPA**  
“Nurturing a friendly, just and peaceful world”

**MISSION OF SOPA**  
“To facilitate the empowerment of children and youth through conflict transformation, livelihood development, research and policy development using value based sports.

**CORE VALUES OF SOPA**  
Integrity, accountability and stewardship  
Professionalism  
Sensitivity and flexibility  
Shared mission, vision and non violent  
Transformative Leadership

**STRATEGIC OBJECTIVES**

1. Livelihood Development
2. Conflict Transformation and Peace Building
3. Research and Policy Development

## EXECUTIVE SUMMARY

Conflicts are an inevitable and an integral part of life. They occur at all levels from the intrapersonal to International and provide a mechanism for social adjustment and in some instances, positive change. However, if not well managed, conflicts can become violent and destructive. All it requires are skills, strategies and techniques to creatively and innovatively manage it.

The world today is experiencing, an unbreakable cycle of violence that perfects itself in the use of violent means by leaders and the adult members of the society as the way of solving social, intra / inter personal, economic, political, and security differences and conflicts. The use of violence as a means of solving conflicts has made people to equate conflicts with violence.

Children all over the world are increasingly getting involved in violent conflicts not only as victims, but also, very often as unwilling participants as well as perpetrators of violent conflicts and criminal acts against fellow children and other members of the society. They have increasingly become casualties of deliberate and systematic violence not only as targets but also its perpetrators press-ganged into government and rebel militaries alike and sometimes forced to commit brutal atrocities against members of their own families. (Africa Recovery Journal of April 2002 pg8).

Reported cases of violence among children both in and out of school is alarming – school children have murdered their colleagues in some of the most horrific scenes using such weapons like guns, knives, sticks and even stones. In war torn countries, such as Rwanda, Sudan, Uganda, Angola, Liberia and Sierra Leon child soldiers are reported to have committed some of the most heinous war crimes in history. In Sierra Leone they have been used to commit atrocious war crimes chopping off limbs of everyone including infants and babies. They were trained to become most ruthless cynical killers of citizens and hostile soldiers using knives and shooting at the back of the head, sexually violating victims and looting. Even though Kenya situation has not reached above levels, it has not been spared the agony of violent conflicts at personal, domestic, ethnic, communal and institutional levels. Between 1991 and 1997, there were cases of inter/intra community fights, mainly politically motivated, over resources (referred to as land clashes) over land in the rural areas, and housing in the urban areas, mainly slums. This resulted in numerous deaths (estimated in hundreds), and thousands were displaced from their lawful settlements, some are yet to be resettled to date. Other forms of violent conflicts in Kenya include; organised sect killings, and ethnic cleansing in specific localities, as has been the case with mungiki, which is credited with using crude weapons in maiming and killing it's victims. In other instances, if its not a man slaughtering the entire family then it is a few secondary school children locking up and setting fire using gasoline, to burn their sleeping colleagues in school dormitories, and destroying property. Street children are fond of terrorizing the public, and robbing motorists and pedestrians in broad daylight, so much that some streets in Nairobi have been taken over by street gangs, making them no go zones for ordinary people.

Insecurity and violent conflicts are wrecking havoc with detrimental effects on children, youth and women. They have increasingly become casualties of deliberate systematic violence not only as targets but also its perpetrators, both in government and rebel militaries alike at times forced to commit brutal atrocities against members of their own families. In relatively peaceful countries like Kenya the potential for violent conflicts exist in the streets and slums of major cities. This is manifested in survival instincts developed, by scavenging for basic needs like food and shelter, rampant drug abuse, street gangs. The problem is further compounded by open discriminatory tendencies and apathy towards them by the community, and if any intervention, often it is not appropriate. This has

developed into a vicious circle of poverty and insecurity. The current state of children's security and development is scary and gloomy at a glance. The picture reflects a risky future for children's security, peace and development, which currently are at the crossroads of pessimism and doom.

In conclusion, most of the conflicts are based on lack of resources but mostly due to social relationships that can be resolved through negotiations, arbitration and discussions within the communities. Intervention based on encouraging the establishment of and strengthening intra-community and conflict resolution structures is crucial.

As an entry point, SOPA International has identified the need to put in place appropriate strategies to help children to grow and develop non-violent values and effective interpersonal skills that will enable them to respect and appreciate differences. Furthermore, they form the basis of providing a breakthrough in the cycle of violence, and hence avert the violence that the whole community is engulfed in. As potential future leaders children, youth and women are the ones that effectively become positive change agents for a better world.

Everyone who works for, or who hopes to work towards the improvement of the society needs to be equipped with some skills, techniques and knowledge on conflict identification, management and transformation.

## Summary

With the above analysis, SOPA will focus on the following focus areas:

- 1) **Livelihood Development:** To build the capacities of communities on alternative livelihoods for sustainable development.
- 2) **Conflict Transformation & Peace Building:** To facilitate peace education through value based sports among children and youth to become agents of change, peaceful coexistence and build positive relationships in the society
- 3) **Research and policy Development:** To improve accessibility of factual and credible information for policy advocacy.

## ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CRS	Catholic Relief Services
HIV	Human Immunodeficiency Virus
ICC	International Criminal Court
IEC	Information Education and Communication
PM & E	Project Management and Evaluation
SOPA	Seeds of Peace Africa
SP	Strategic Plan
PEST	Political, Economic, Social and Technology

## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	3
ABBREVIATIONS AND ACRONYMS .....	5
1.0 Background.....	7
1.1 The Mandate of SOPA .....	7
1.2 Beneficiaries .....	7
1.3 Geographical area of operations.....	8
2.0 REVIEW OF 2009-2014 .....	9
2.1 Summary Achievements and Challenges .....	9
2.2 Key lessons learnt from the 2009-2014 strategic plan .....	9
3.0 CONTEXTUAL ANALYSIS .....	10
3.1 Introduction to Contextual Analysis.....	10
3.2 External Analysis .....	10
3.3 PEST Analysis Summary.....	11
3.4 Summary of Opportunities and Threats .....	12
3.5 Internal Environment (Strengths and Weaknesses).....	13
3.6 Summary of strength and weakness, and proposed interventions for SOPA .....	14
3.7 Stakeholders Analysis.....	14
4.0 STRATEGIC DIRECTIONS .....	16
4.1 Mandate .....	16
4.2 Vision.....	16
4.3 Mission Statement .....	16
4.4 Core Values.....	16
4.5 Strategic Goals:.....	16
5.0 IMPLEMENTATION MATRIX .....	17
6.0 ORGANIZATIONAL STRUCTURE.....	21
7.0 CRITICAL SUCCESS FACTORS AND THINGS TO DO DIFFERENTLY .....	22
8.0 MONITORING, EVALUATION AND LEARNING .....	23
8.1 Introduction to Monitoring and Evaluation .....	23
8.2 Monitoring and Evaluation Methods .....	23

## 1.0 Background

SOPA International is a non-profit peace organization working for peace and non-violence; sustainable development and a friendly world. SOPA started operating as a Community Based Organization in Nairobi.

The review of the current SOPA strategic plan took place at the end of the first strategic plan. It was a collaborate initiative between SOPA and CORAT Africa, in which the latter was involved in facilitation process.

The review process subjected the current SOPA Strategic Plan, 2009-2013, to further re-examination due to the changing realities. The review entailed relooking at the historical path, visioning statements, both internal and external context, against the strategic directions, or broad goals. However, in terms of approach the facilitating team employed a participatory approach as well as review of various organizational documents that were relevant to the process.

### 1.1 The Mandate of SOPA

We are people who believe that there is potential for peace and effective relationships in every person. We believe that we have a sacrosanct duty to empower children and young persons with just, peaceful, and non-violent skills for positive relationships and personal development thus - **SOWING SEEDS OF PEACE** - facilitating the building of a peace movement targeting children, youth and women using non-violent means in conflict transformation, for the development of a friendly and peaceful society.

### 1.2 Beneficiaries

SOPA International has identified its primary focus group as children and youth (3-18years of age) both in and out of school, young people - who have been or are potentially victims of violence and women. These include those in difficult circumstances, as well as those in 'normal' situations, but are living under the threat of violence. We believe that by investing on providing peace education and non-violent values and skills to children and young persons, we shall build families, communities, institutions and a world where justice, peace, harmony, respect for God, humanity, life and rights are the foundation for sustainable development.

Initially, children were considered as victims of these wars, but this has changed in the recent times when they have become unwilling participants as well as perpetrators of these endless wars in Africa. Insecurity and violent conflicts are wrecking havoc with detrimental effects on children, youth and women. They have increasingly become casualties of deliberate and systematic violence not only as targets but also its perpetrators press-ganged into government and rebel militaries alike and sometimes forced to commit brutal atrocities against members of their own families.

As a result of these painful realities, SOPA International is aware of the physical, psychological, social and spiritual effects the violence has on the children that are, either never addressed or have received minimal attention. As an entry point, SOPA International has identified the need for appropriate interventions to help children to grow and develop non-violent values and effective interpersonal skills that will enable them to respect and appreciate differences. It becomes imperative that they should be of primary concern and benefit from Peace building education and conflict transformation training programs. Empowerment of youths to get involved in sustainable development activities was identified as a necessary point of entry in breaking the cycle of violence.

Though the primary focus group is the children, youth and women, SOPA International will strive to help individuals, communities and organizations to support their members in their endeavour to rebuild relationships; clarify personal and organizational visions; see reality more clearly; develop and maintain creative conflict; and act with empathy, patience, integrity, and courage in the process of disengaging from the violence that surrounds them. Seeds of Peace believe in the potential of peace in every individual, including children. However those targeted are the most disadvantaged and the most vulnerable to violence.

### **1.3 Geographical area of operations**

SOPA International undertakes various projects directly related to peace building and conflict transformation within and across the borders of Kenya, Uganda and Sudan. The Kenya/Uganda/Sudan Cross Border peace and sports programme; The Siaya based alternative livelihoods initiative for the Youth and Women around Lake Kanyaboli.



## 2.0 REVIEW OF 2009-2014

The implementation of the Strategic plan 2009-2014 was characterized by growth in terms of the institution SOPA and programmes but also challenged by a number of factors. The summary below presents the achievements, challenges and lessons learnt.

### 2.1 Summary Achievements and Challenges

Achievements	Challenges
<ul style="list-style-type: none"><li>• Proactive planning</li><li>• Positive feedback from community and partners.</li><li>• Earned Respect and integrity</li><li>• Consistent staffs with pay</li><li>• Transparency and accountability to beneficiaries and partners</li><li>• Growth of resources, human financial, and material</li></ul>	<ul style="list-style-type: none"><li>• Need for structures to support partnerships</li><li>• Non- vibrant Board of Directors</li><li>• Resource mobilization challenges</li><li>• Ownership of activities- SOPA doesn't feature much on the ground through the programs implemented by its partners</li><li>• Donor constraints- towards use of funds on issues not stipulated on the proposal.</li><li>• Emerging policy issues</li></ul>

### 2.2 Key lessons learnt from the 2009-2014 strategic plan

- The need to have a vibrant Board for effective running of the programmes.
- From implementation of its programmes, SOPA has identified best implantation model.
- That trust and accountability is key in promoting good relations with beneficiaries and development partners.
- The need to factor in the unforeseen events in the proposals
- The need to develop a brand
- Need for clear structures, roles and responsibility
- Human financial and material resources

### **3.0 CONTEXTUAL ANALYSIS**

#### **3.1 Introduction to Contextual Analysis**

Contextual analysis provides insights of the environment in which SOPA operate. The environment is twofold: internal and external which influences the operations of the organization

#### **3.2 External Analysis**

During the review, SOPA International was able to identify opportunities to function and make its contribution. Initially, children were considered as victims of these wars, but this has changed in the recent times when they have become unwilling participants as well as perpetrators of these endless wars in Africa. Insecurity and violent conflicts are wrecking havoc with detrimental effects on children, youth and women. They have increasingly become casualties of deliberate and systematic violence not only as targets but also its perpetrators press-ganged into government and rebel militaries alike and sometimes forced to commit brutal atrocities against members of their own families.

As a result of these painful realities, SOPA International is aware of the physical, psychological, social and spiritual effects the violence has on the children that are, either never addressed or have received minimal attention. As an entry point, SOPA International has identified the need for appropriate interventions to help children to grow and develop non-violent values and effective interpersonal skills that will enable them to respect and appreciate differences. It becomes imperative that they should be of primary concern and benefit from Peace building education and conflict transformation training programs. Empowerment of youths to get involved in sustainable development activities was identified as a necessary point of entry in breaking the cycle of violence.

This will have the advantage of providing career development for both the target group (children and the young people), and the volunteer staff in the organization, and engender hope for the hopeless children in difficult circumstances. The skills development will necessitate the youth to engage in community projects and set up rehabilitation and reintegration programs for the children and youth who have been through difficult circumstances. Furthermore, they form the basis of providing a breakthrough in the cycle of violence, and hence avert the violence that the whole community is engulfed in. As potential future leaders children, youth and are the ones that effectively become positive change agents for a better world. Everyone who works for, or who hopes to work towards the improvement of the society needs to be equipped with some skills, techniques and knowledge on conflict identification, management and transformation.

SOPA International has also identified some of the main threats that exist in addressing the various issues as identified. The culture of violence in the society and social institutions is so entrenched and intertwined. It was noted that there is limited government policies on issues concerning children and youth and any assistance from the government is very minimal. It is compounded by the serious problem of corruption within the society, as it marginalizes or reduces the impact and effectiveness of the assistance provided. In addressing the issue of children and youth in difficult circumstances, there is lack of physical space and homelessness for the children on the streets and the slums. Even if the skills are improved, the youth are disillusioned by the limited employment opportunities available. Rampant poverty within the target group has tended to encourage relief aid assistance, leading to the dependency syndrome.

This leads to false expectations among the target groups, if they see that there are no immediate benefits for their participation in group activities. The children thus look at the empowerment process as time wasting and are likely to fall back to begging on the streets.

Some of the cultural beliefs / norms hamper the smooth implementation of certain aspects of empowerment, especially gender related issues. There is widespread occurrence of domestic violence, and this continues to have a profound effect on the children and youth especially in the slums, which will directly negate efforts of in-calculating conflict transformation skills in the children and the youth.

Illiteracy levels are very high within the target groups for peace education to take effect, religion / moral issues are not well developed. The biggest threat to children, youth and women now, is the HIV / AIDS pandemic in the slums and streets, this reduces the impact of any intervention once some of the beneficiaries are either infected or affected. The same target groups are the most users of drugs, hence high instances of drug abuse/sex abuse. Another phenomenon that reduces the participation of the children on the streets in SOPA International activities include the problem of “godfathers” (gangs), who are only willing to work with agencies that provide direct aid in terms material assistance in the form of donations. There are divisions and conflicts among the groups being assisted by more than one agency, especially when the agencies are seen as being in competition and their approaches are different within the same location. Negative attitudes amongst children in difficult circumstances, especially in slums, also are likely to reduce the impact of the intervention. SOPA has also noted that the society is apathetic to the plight of the children and the young and youth, and this reduces the amount of interest and assistance provided.

SOPA International recognizes that the issue of violence is a social, political and economic problem that is deep rooted in the society, that it requires a multi-sectoral approach, and an integrated program intervention in addressing the problem. SOPA International has limited financial resource base to undertake such an initiative. Currently most of the staff are volunteers, and this volunteerism, leads to low productivity and reduced commitment to the mission. For long-term appropriate interventions that are effective, there is need for mobilisation of all-purpose resources. These will include: staff development, development of project proposals, organizing fund raising activities – including undertaking consultancies, seek for funding from the private sector, locally and Internationally, seek physical resources that will enhance SOPA International’s activities.

### 3.3 PEST Analysis Summary

Political	Impact on SOPA’s work	What SOPA can do
Devolution	May facilitate/hinder community development	Lobby and advocacy on political fairness and democracy
International relations i.e. ICC	May hinder funding opportunities	
Terrorism and Insecurity	Withdrawal of foreign aid	
Direct influence from local leaders	Negatively/ positively influences the project’s effectiveness	
New policies i.e. Public Benefit Organization Bill	NGOs operations may be hindered.	
Political party affiliation	May weaken advocacy	

activities		
<b>Economic</b>	<b>Impact on SOPA's work</b>	<b>What SOPA can do</b>
Weakening of Kenya shillings	Means more/ less money for SOPA	Identify sustainable approaches for programmes i.e. alternative livelihoods
Economic meltdown in the global North	Reduced/Increased project funding	Fund raise locally through CSR
Inflation	Affects the level of service delivery	Work on sports and cultural complex
<b>Social</b>	<b>Impact on SOPA's work</b>	<b>What SOPA can do</b>
Intra/ Inter-communal conflicts	Increases violence that negatively impact on SOPA's work	Advocacy research and policy influence on social issues
Religious radicalization	Escalates violence and tension which reduces impact in societies.	Create networks and conduct awareness trainings
Social media disturbance	Increases tensions	
Negative ethnicity and tribalism	Discrimination, nepotism and tribal branding of programmes	
<b>Technological</b>	<b>Impact on SOPA's work</b>	<b>What SOPA can do</b>
Advancement of social media	Increases visibility of SOPA's work	Upgrade staff with technological skills to be digitally compliant
ICT	Facilitates information acquisition, sharing and research	Train staff on social media marketing, develop email and print publications develop mailing list for potential partners, enhance online data base: videos, reports, pictures
	Social networking and fundraising	Interactive social media and website presence
	Easy communication	Online fundraising

### 3.4 Summary of Opportunities and Threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Use of sports in Peace and development work</li> <li>• Unique target group i.e. cattle warriors</li> <li>• Platforms for knowledge sharing at international level</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging issues i.e. devolution</li> <li>• Inadequate donor funding</li> <li>• Technological development</li> <li>• Politically trends</li> </ul>

- Institutional development
- Trust and integrity
- Shift to business orientation

### 3.5 Internal Environment (Strengths and Weaknesses)

Through the SWOT analysis, SOPA International identified its strengths as: availability of existing resource materials for continuing the endeavour of peace building education, resource persons who are experienced in peace building, community development and capacity building issues, and excellent staff commitment. Even though all the staff are now working as volunteers, there is potential for development i.e. the staffs are enthusiastic in facilitating the empowerment process for the target groups, and there is room and space for one to realize full potentials.

SOPA International has already established an existing partnerships and good relations with other organisations. Structurally, it is open to change and positive to critique from stakeholders. There already exist a culture of creativity and flexibility within the organization, and the capacity building concept is already in-built within the projects. There exists a problem learning approach in implementing projects and identifying lessons learnt. Additionally there is understanding of overall approach and knowledge of our clients-especially children and youth.

SOPA International has remained focused to empowerment and non-violence as a tool of bringing positive change, and has the ability to mobilize and organize resources for implementing projects, for achieving its noble mission and vision – that is already developed.

The main weaknesses of Seeds of Peace were identified as: limited administrative and management structure in place due to the limited resources, Limited / weak reporting and accounting system for community space in place, as the organization is still developing, limited skills for peace and conflict transformation facilitators among the field team of volunteers. There is also the problem of limited facilities and space in Siaya - especially office and community meeting rooms for carrying out the project activities, limitations of policy and procedures in handling the target groups' needs, limited financial support and resources, and there exists a gap between consultancy team of volunteer experts and the rest of the volunteer field team due to limited information sharing.

### 3.6 Summary of strength and weakness, and proposed interventions for SOPA

#### Strength

Governance	Communication	HR & Finance	External Relations	Branding
Office space	Internet access	Existence of HR manuals	Exchange programs	Value- based sports
Leadership	Office Equipments	Transparency & Accountability	Reports	Sports for Peace and development
Committed Staff		Audited financial reports	Partnerships	Name (SOPA)
Organizational structure				

#### Weaknesses

Governance	Communication	HR & Finance	External Relations	Branding
Inadequate field officers	Need for more equipments	Inadequate fundraising	Partnership challenges	No strong brand
	Low quality reports	Staff capacity building	Emerging policy/Govt. Issues	
Limited Board Member participation		Donor dependency		

### 3.7 Stakeholders Analysis

In the execution of the organization's mandate, SOPA need to build strong network and appreciation of various stakeholders. Below are the key stakeholders and their interests

Stake Holder Basic Characteristics	Interest and Roles how they affect the Programmes	Capacity and Motivation to bring Change	Possible Actions to address stakeholder Interests
1. Children and Youths	Recipients Implementation Educate Needs identification Ownership	Skills and Knowledge to learn and influence	Positive attitudes Behavioral change Enhance development Agents of change
2. Development Partners	Funding Visibility Implementation Recipient	Information hub Skills, knowledge sharing Visibility Resources Mutual Relations	Facilitate Realization of goals Service delivery Agents of change
3. Faith Based, Community Based Organizations	Social change Mediators Implementers Funding Grassroots reach	Information Sharing Mentorship Institutional capacity	Facilitate Agents of change Social audit and accountability Bridging role

		building	
4. National and County Government	Legislative Control and Management Conflict management Funding	Research Capacities Policies Advocacy and lobbying	Joint fund raising Disbursement of funds Control and management
5. Co-operates	Visibility Business Implementations	Resource Mobilization Grass roots reach Research Lobby and advocacy	Fund disbursements for CSR Public relations
6. Community	Recipients Good will Grass root support Awareness Baseline Gatekeepers	Information Hub Mediation Negotiation Research Beneficiaries	Trainings Lobbying and advocacy Funding Resources
7. Service Providers	Visibility Business Implementations	Resource Mobilization Grass roots reach Research Lobby and advocacy	Fund disbursements for CSR Public relations
8. Institutions	Research Awareness Baselines surveys Good will	Resources Information	Partnerships and linkages Resources Knowledge sharing

## 4.0 STRATEGIC DIRECTIONS

In order to consolidate the gains and experiences, SOPA needs to focus and expand its work in Peace education, sports for development, livelihood, advocacy, collaboration and partnerships while strengthening management, monitoring and evaluation. Through the planning period the organization plans to consolidate and put systems that will ensure sustainability and develop a clear vision and mission statement that defines the reason for existence, its niche and core competences.

### 4.1 Mandate

We are people who believe that there are potential for peace and effective relationships in every person. We believe that we have a sacrosanct duty to empower children and *youth*

### 4.2 Vision

A sustainable movement structured to realize peaceful coexistence.

### 4.3 Mission Statement

To facilitate the empowerment of children and youth through conflict transformation, peace building, alternative livelihoods, development of institution and promotion of value based sports.

### 4.4 Core Values

“Seeds of Peace Africa International” was founded on values, which are the guiding principles for every judgment made, and every action taken.

1. **Integrity, accountability and stewardship**  
We are accountable and reliable to the beneficiaries and development partners.
2. **Professionalism and staff development**  
We hold ourselves to high standards by continuous evaluation and staff capacity building
3. **Sensitivity and flexibility**  
We respond to others in a non-violent, tactful and understanding manner so as to build positive relationships.
4. **Shared mission, vision and non violence**  
We share common purpose, coherence and like mindedness and uniformity in our work.
5. **Transformative Leadership**  
We promote peace and inspire communities through our leadership

### 4.5 Strategic Objectives:

Based on the current situation analysis, SOPA strives to realize the following Objectives:

1. **Livelihood Development:** To build the capacities of communities on alternative livelihoods for sustainable development.
2. **Conflict Transformation & Peace Building:** To facilitate peace education through value based sports among children and youth to become agents of change.
3. **Research and policy Development:** To improve accessibility of factual and credible information for policy advocacy.



## 5.0 IMPLEMENTATION MATRIX

	KEY STRATEGIES	ACTIVITIES	OUTCOMES	INDICATORS
1.	<b>INSTITUTIONAL CAPACITY DEVELOPMENT:</b> To enhance the capacity of SOPA to execute its mandate in capacity building of Seeds of Peace movement and its partners, and for community based organizations in promoting peace and sustainable development.			
a)	<b>Governance</b>	<ul style="list-style-type: none"> <li>• Board recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Increased presence of Board</li> </ul>	<ul style="list-style-type: none"> <li>• No. Of Board members recruited.</li> </ul>
		<ul style="list-style-type: none"> <li>• Training on policies</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge on policies</li> </ul>	<ul style="list-style-type: none"> <li>• No. Of board meetings held in a year.</li> </ul>
		<ul style="list-style-type: none"> <li>• Relationship building between the Board and management</li> </ul>	<ul style="list-style-type: none"> <li>• Increased relationships of the board and the management</li> </ul>	<ul style="list-style-type: none"> <li>• Positive relations among staff and board members</li> </ul>
b)	<b>Human Resource</b>	<ul style="list-style-type: none"> <li>• Capacity building on policies; HR, finance, governance, child protection and SEA.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge, awareness.</li> <li>• Attitude and responsiveness towards policy</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and procedures in place.</li> </ul>
		<ul style="list-style-type: none"> <li>• Clear orientations framework</li> </ul>	<ul style="list-style-type: none"> <li>• Increased organizational knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Good organizational representation</li> </ul>
2.	<b>BRANDING</b>			
	<b>Branding and communication</b>	<ul style="list-style-type: none"> <li>• Website updates and development.</li> <li>• Logo, color and identification.</li> <li>• Print and identification electronic media.</li> <li>• Develop and distribute communication materials</li> <li>• Annual reports developed</li> <li>• One pager publications</li> </ul>	<ul style="list-style-type: none"> <li>• Updated and active website and other social media platforms.</li> <li>• Increased visibility of organizational activities</li> <li>• Increased partnerships.</li> <li>• Nomination and winning in awards.</li> </ul>	<ul style="list-style-type: none"> <li>• No. of views and likes</li> <li>• No. of Partnerships formed</li> <li>• No. of awards</li> </ul>



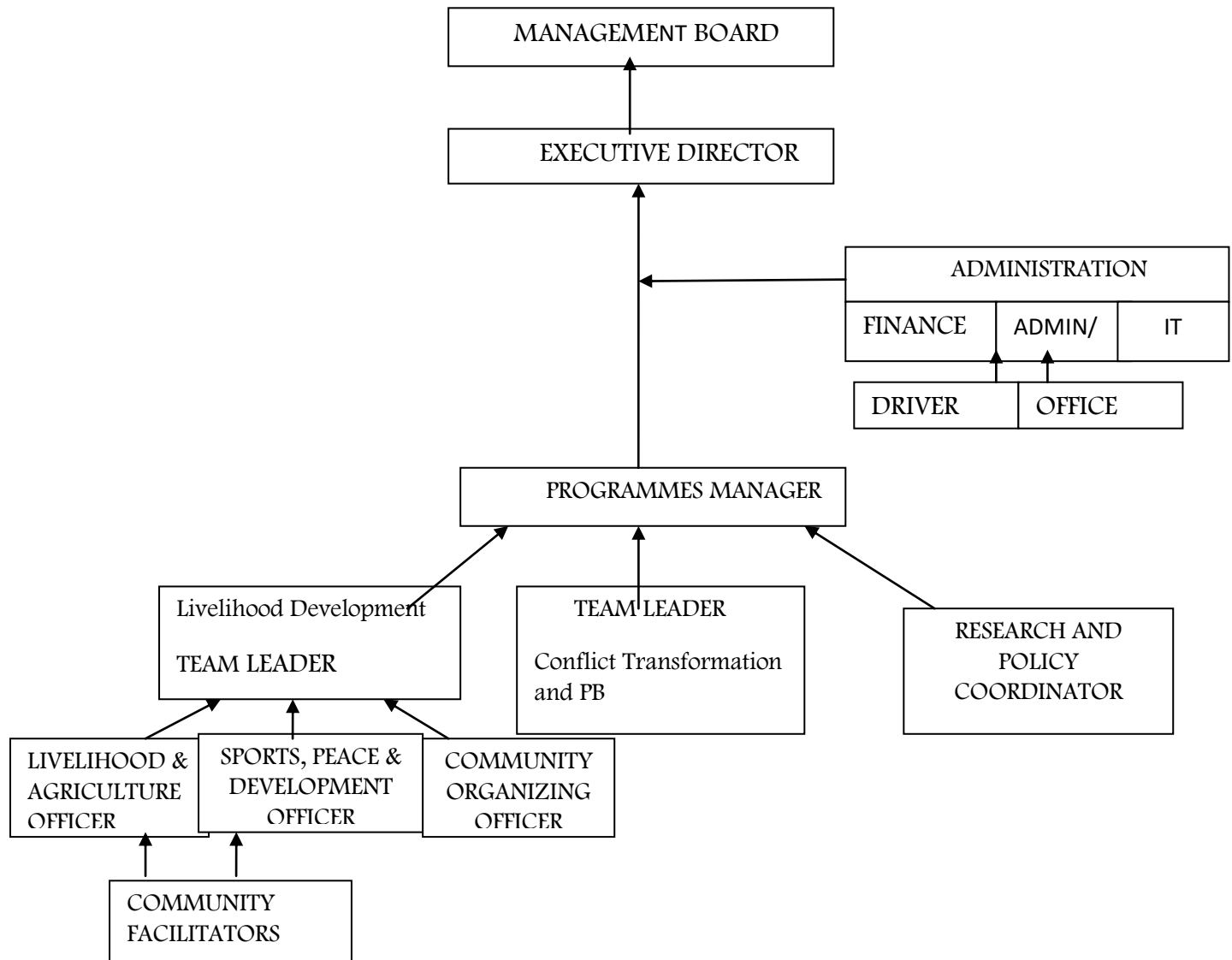
		<p>cattle warriors/ rustlers</p> <ul style="list-style-type: none"> <li>• Lobby for non-violent conflict resolution among raiding communities.</li> </ul>	<p>harmful behaviour.</p> <ul style="list-style-type: none"> <li>• Reduces cases of cattle raiding</li> <li>• Increase in number of reformed cattle warriors</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased instances of violence.</li> </ul>
	<p><b>Siaya Sports &amp; Play Programmes</b></p>	<p>Conduct Sports and play activities in schools.</p> <p>Develop Benjamin Limo site to nurture young people's talents.</p>	<p>Increased skills and knowledge through value based sports. Improved performance of children in schools.</p> <p>Strengthened participation of young people in sports for development.</p>	<p>% of children with improved performance.</p> <p>% of young people use the Benjamin Limo site</p>
6.	<b>RESEARCH AND POLICY DEVELOPMENT:</b> To improve accessibility of factual and credible information for policy advocacy			
	<p><b>Research and Policy analysis</b></p>	<ul style="list-style-type: none"> <li>• Baseline survey on the impact of our programmes in communities.</li> <li>• Formation of research partnerships with learning institutions and organization through programmes</li> <li>• Update ourselves on current global trends on policy analysis, research on violence and conflict.</li> <li>• Lobby county government to use</li> </ul>	<p>Identification of gaps and areas of intervention</p> <ul style="list-style-type: none"> <li>• Generation of new ideas knowledge, skills</li> <li>• Increased effectiveness on delivery by staff</li> <li>• Implementation of recommendations</li> <li>• Formulation of new networks</li> <li>• Increased staff capacity awareness</li> <li>• Bills and act addressing</li> </ul>	<ul style="list-style-type: none"> <li>• Results of baseline/ data</li> <li>• Research reports and findings</li> <li>• Project reports</li> <li>• No. of increased partners</li> <li>• Existing manuals, policy documents relevant to organization</li> <li>• Annual reports indicating success of organization</li> <li>• Increase in policies</li> <li>• No. of beneficiaries increased.</li> </ul>

	<b>Lobby &amp; Advocacy</b>	research finding to inform policy formation.	thematic issues	<ul style="list-style-type: none"> <li>No. of implemented acts</li> </ul>
<b>7.</b>	<b>RELATIONSHIPS &amp; PARTNERSHIPS:</b> To enhance collaborative and networking linkages among and between SOPA movement, partners and stakeholders			
	<b>Partnerships</b>  <b>Exchanges</b>	<ul style="list-style-type: none"> <li>Joint partner activities</li> <li>Outsource experts</li> <li>Joint fundraising</li> <li>Branding.</li> <li>Exposure visits</li> <li>Skills transfer</li> <li>Placements</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to services</li> <li>Multifaceted impact</li> <li>Wider area of progress coverage</li> <li>Enhanced Implementation</li> <li>Motivation</li> <li>Learning and dissemination</li> <li>Enhanced relationships and networks</li> </ul>	<ul style="list-style-type: none"> <li>No. of joint activities</li> <li>No. of beneficiaries</li> <li>No. of proposal developed</li> <li>No. of visits held</li> <li>No. of community members trained</li> </ul>
<b>8.</b>	<b>EXIT STRATEGY</b>			
		<ul style="list-style-type: none"> <li>Timely phase outs</li> <li>Alternative funding</li> <li>Staff placement</li> <li>Incorporate local and county government</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability of organization</li> <li>Sustainability of staff</li> <li>Staff consultancies</li> <li>Community activity ownership</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing activities income generating activities for emergency funds</li> <li>Cushioning funds</li> <li>Functional staff welfare</li> </ul>

## 6.0 ORGANIZATIONAL STRUCTURE

In order for the organization to implement the strategic plan effectively, the following structure will be effected.

### A. ORGANIZATION STRUCTURE



#### Summary of the Organizational Structure

- The role of the Management Board is to ensure that organizational policies and procedures are in place.
- The role of the Executive Director is to direct and manage the day to day programmes of the organization as well as to coordinate and strengthen external partnerships. The other core role is to enforce organizational policies and procedures.

- The role of the Programmes Manager is to oversee the implementation of the various programmes in liaison with the Team Leaders.
- The role of the Finance and Administration Manager is to ensure the implementation of HR policies, staff recruitment and provide financial management of the resources.
- The project officers are in charge of day to day running implementation and management of projects activities.

## **7.0 CRITICAL SUCCESS FACTORS AND THINGS TO DO DIFFERENTLY**

Global economic and new government policies have left NGOs facing obvious fundraising challenges, but also an opportunity to forge a deeper level of engagement. Therefore, for sustainability reasons, SOPA International needs to focus on the following;

- Vigorous fundraising locally and internationally.
- Link programmatic plans to organizational objectives
- Need to work towards developing an organizational brand i.e staff ID, IEC materials
- A vibrant Board members for the organizational success
- Proper management of partnerships
- Build more capacities of institutions, staffs and fundraise for the capacities
- Enhanced sharing of policy documents and manuals
- Identify best model for implementation

## 8.0 MONITORING, EVALUATION AND LEARNING

### 8.1 Introduction to Monitoring and Evaluation

The monitoring and evaluation plan provides a framework for the development of operational work plans which will be used as tools for effective continuous management of performance against the objectives set in this Strategic Plan.

### 8.2 Monitoring and Evaluation Methods

Various methods will be employed to carry out monitoring and evaluation of the Strategic Plan. The methods include: programme monitoring and evaluation (PM&E) committee; monthly reporting and planning meetings; meetings; internal evaluation; and, external audits.

Table 1: Monitoring and evaluation methods

<b>PM&amp;E committee</b>	PM&E technical team will be established to monitor and evaluate the results of the remaining segment of SP implementation. The committee will among other things do the following: <ul style="list-style-type: none"><li>▪ Monitor the effective resource utilization</li><li>▪ Discussion of annual progress and evaluation reports</li><li>▪ Feedback of results to the implementing team</li><li>▪ Reviewing the implementation strategy during the mid-term evaluation and advising relevant teams accordingly</li><li>▪ Any other relevant duty that will pertain to the effective implementation of the strategic plan.</li></ul>
<b>Monthly reporting and planning meetings</b>	SOPA Secretariat regular monthly meetings to report on achievements and plans for the month. These meetings will analyse the activities in the plans to ensure that they correspond to both the plan in question and the prevailing circumstances.
<b>Technical Field Officers</b>	Technical field officers receive feedbacks and share information received from project areas. This has also created a learning platform for member organizations.
<b>Internal evaluation</b>	This will be done by the Internal Stakeholders involved in the implementation of the Strategic Plan. .
<b>External audits and evaluations</b>	The final evaluation will be carried out by external evaluators for objectivity. The SOPA management team will ensure that timely bi-annual external audits are conducted, while at the same time strengthening internal controls.