



# Strategic 3-Year Plan 2017 – 2019

## Upendo Children's Home and Projects



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# **Upendo Children’s Home and Projects Kenya**

## **Strategic Plan 2017- 2019**

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## 1. Introduction

Though Kenya is in a rather good position compared to neighboring countries in Sub Sahara Africa, there are still 2 million orphans and another 2 million children without any chance for daily healthy food and care.

There is no safety network for the poor people resulting in desperate trying for survival like begging, stealing and prostitution with a real risk of incurring HIV/Aids and other sexual transmittable diseases.

Quite often children are the most victimized by these situations. They are often suffering the negative results of their situation through broken families, orphaned because of the passing away of the parents from Aids and other diseases, living in very dangerous situations with lack of proper health care, clean water and food.

When orphaned these children may have no other family or guardians to support them. They will have to fight for themselves, learning the hard way and shaping their view of life in a negative way.

In The Netherlands the foundation named Daraja for Children was established in 2007 to support the Kenyan NGO “Upendo Children’s Development Organization” (UCDO), in implementing the Upendo Children’s Home and Projects in the local community of Majengo-Kanamai located in the Mombasa North Coast area, Kenya. This initiative aims to contribute to the fight against the increasing poverty in the area.

The collaboration between Daraja for Children Foundation and Upendo Children’s Development Organization is formalized in a letter of intent.

UCDO aimed at developing a 3 phased programme: starting with a home for orphans and children in need. In this home the organization provides for food, care, health care and education. The children are visiting a private school in the village of Majengo- Kanamai. Due to escalating cost of educating children in private school, the Board will look at the possibility to public schools. This 1<sup>st</sup> phase was followed by the establishment of a nursery school for children from poor households in the surrounding communities. The 3<sup>rd</sup> phase is intended to develop a programme to empower poor single mothers in the community.

## 2. Results UCDO seven-year programme 2009 – 2016

From 2009 until 2016 the Dutch Foundation Daraja for Children managed to attract substantial sponsorships and funding to enable UCDO to realise the following projects and activities:

- A 5 acres plot was purchased, the home was build and furnished, and the farm was established. This plot is located in the rural area, about 25 km. North of Mombasa. The plot is situated just outside the small village Majengo about 1 km. from the Mombasa Malindi main road. This community has a population of around 7000 inhabitants. Most people live in small mud houses within the bushy area. A number of families are living in so called Swahili houses.
- The **Upendo Home** and annexes (volunteers- and staff house, office block, reception and manager’s house) was constructed and opened its doors in 2010. Since May 2010 the home has housed a total number of 24 orphaned children who have no one to take care of them, and so far one has been reintegrated. The children are provided with adequate basic needs. These include shelter, feeding and clothing and schooling. The

children are housed in three well equipped dormitories, two for boys and one for girls; each child has its own bed; there is an adequate attention by the house mother(s); they are fed with 3 meals per day in such a way that nutritional levels are reached and maintained. Apart from the basic needs and social activities the organization pays attention to the child's well being on a social and mental level. Social support and counselling are given, based on a professional assessment of the child. Upendo Children's Home takes responsibility for the in-house children until the age of 18 years. Re-integration of in-house children into society remains an active objective. Upendo Children's Home is managed by a Kenyan staffs.

- Next to the main building and the annexes the site of Upendo Children's Home includes a **farm**, including vegetables and fruit and a chicken- and dairy farm. Farming is one of the most important income generating projects for the exploitation of Upendo Children's Home. About 2 of the 5 acres of the purchased land have been prepared for farming vegetables, fruits; cattle and livestock (cows and chickens). The farm provides daily requirements for dairy products, fruits and vegetables. At the end of 2012 the farm was able to reach the breakeven level, mainly thanks to the new irrigation systems which could be realised through the donations from The Netherlands. The farm is managed by a farm-foreman assisted by 1 worker and a reliever.
  
- The preparation of establishing the **Upendo School for pre-primary education**. In 2012 Upendo started with the construction of a school for pre-primary education, which is called the Upendo Academy. It opened its doors in January 2013, with 20 pupils in the age of 2, 5 to 6 years, including the Upendo in-house children who were in these age range. Today the number of pupils has grown to 87 and the Board's strategic expectation of 120 children will be achieved in due course. With this capacity the school will be able to become financial sustainable without foreign donations.

**Organizational development:** Upendo Children's Development Organization has been registered as a Kenyan NGO in 2008 under the registration number OP.218/051/2008/0136/5373. A constitution lays down the strategy, the development, management, responsibilities and the supervision of the organization as well as its financial administration and accounting.

The Board of the organization was appointed in 2008 and comprises a Chairperson, Secretary and Treasurer as well as 2 members, making a total of 5 persons.

The Board provides for the general direction, guidance and support and monitors the activities of Upendo Children's Home and the Projects. Also some Board members additional benefit may be that some members can advocate with the relevant persons or institutions on behalf of the organization. The Board monitors Upendo Children's Home and the Projects through submitted reports as well as through its own observations. Comprehensive reporting takes place on both quarterly and annual basis. The reports are presented to the Board, the Daraja for Children Foundation in The Netherlands and donors, encompassing all of its activities and financial flows. Monthly narrative reports are given to the Board as well. The financial administration is annually audited by external auditors and an audit report is issued.

The Organization provided for staff training and development by courses, workshops, to increase the capacities of the local staff.

Tools as a formalized system of staff policies as job descriptions, selection and recruitment tools and logical award systems have been developed during the 2009-2016 period.

A proper Bookkeeping system as well as Reporting, monitoring and Evaluation system has been set up complying with the Kenyan and international standards. The procedures are seriously taken into account and are working well. Daraja Foundation plays the role for the main funding and sponsoring.

### **3. Strategic Plan 2017-2019**

#### **3.1 Vision and Mission**

To contribute to a society where all children have equal chances to a dignified existence and chances to build a future.

##### **Mission Statement:**

To improve the situation of orphaned children by taking care for housing, food, education and health care in a way that meets the level and the needs of the children. Upendo Children's Home will carry out all activities within the framework of a liberal Christian approach. Upendo Children's Home will take in children irrespective their race, tribe and religion;

To provide for good pre-school education for poor children from the communities

To assist the poor stand-alone mothers in the communities to take responsibility for their families by advising and training.

#### **3.2 Programme Objectives**

Based on the results in 2009 – 2016 and adhering the vision and mission, the objectives and related plan of activities 2017- 2019 are outlined as follows:

##### **3.2.1 Programme 1: The Upendo Children's Home**

- Upholding the quality of the Home: The Upendo Children's Home and Project expects to improve and sustain the expertise and quality to take care for the 23 in-house children in a professional way. To provide for the services of good quality it is perceived that the number of in- house Children in Upendo Children's Home should not grow beyond 25. The goals are set for the maximum capacity.
- Beyond the age of 18 years old the children of Upendo Children's Home should be part of the adult life in the society where the child originally belongs to. Considering that in Kenya family life is very important the Organization will work on strengthening the re-integration process. By an individual approach of each child the organization will investigate the possibilities for

rejoining the child with relatives. Disengagement from the Children's Home should be done in a step by step way. Also the admission by foster parents as a re-integration process should be considered.

Provision of Education for the in-house children. For all the in-house children, the Organization will continue to make efforts to provide at least for primary and secondary education. Upendo Children's Development Organization Board intends to send the in-house children to public schools within the area.

A child sponsoring program started in 2010 to be able to provide for housing, food, school expenses such as uniforms, class materials for each of the children will be continued in the coming years. For education purposes the Organization will work on collecting donations on a continuous base in collaboration with the Netherlands Board of the Daraja for Children Foundation and the local Kenyan Ministries.

For those children who are not able to join secondary school the organization will provide for 'tailor made' professional education. In the region there are several well known technical and industrial trainings institutes where children can be trained as electronically workers, welders, plumbers or tailors, carpenters, tailors, interiors design, dressmaking, etc.

### 3.2.2 Programme 2: Upendo Academy Nursery School

The Upendo Academy nursery school, aims to offering pre-primary education mainly for the (poor) children from the community in order to provide a good preparation for further schooling in primary school, though the Board is intending to start a primary school. By offering the "learning by experience" system of learning the child will be challenged to develop itself on the individual level as well on the group level. By a holistic approach the child will be developed both on the intellectual, the emotional, social and physical level.

In 2013 the nursery school started its operation and expects to accommodate approximately 30 pupils per class where the number is intended to increase to 120 children in the next years. Upendo Academy uses the motto: "**Through Education Dreams come true**" while its **vision** and **mission** is;

#### **Vision**

To help children develop holistically

#### **Mission**

To attain academic excellence through hard work, discipline and integrity

We expect that the majority of the children will move on to government schools.

These schools are for the main part free of payments.

The desirability of extending Upendo Academy with an Upendo Academy Primary school will be analyzed and discussed.

Financially the school is now independent of the current donations from the Netherlands. To admit also the children of the most poor parents the organization will work on the supply of local and foreign donations on specific conditions.

**a) Hiring of teaching staffs**

The Upendo Academy nursery school aims to have qualified teachers with a high commitment ability to bring knowledge into practice, skills and attitudes. Therefore the organization has decided to engage only qualified teaching staffs.

**b) Diversification of curriculum**

By integrating playing and learning and adapting to the learning needs of different age groups, the Upendo Academy aims to lay a firm foundation for a positive development of the children. The step to primary school will not be a difficult one. The current obligated curriculum provided by the Kenyan government ECDE will be diversified with playful, practical learning methods. In the children's reporting system for the school results a description of the child's development on all levels will be appended and discussed with the child's parent.

**c) Strengthening the Management of the school according to good quality standards**

From 2013 onwards the management of the school has worked on shared responsibilities of the team members. A joint strategic planning has been worked out. Systematic monitoring of school- and pupils performance has been organized too. Training and capacity building of teachers is being provided.

**d) Developing a mechanism to strengthen the involvement of parents in the Child Education at Upendo Academy**

The parents have been involved in the development of the child through empowerment programs. These programs include the following subjects:

- Child's Education at home
- Understanding of the schools approach of children
- Interaction with Upendo Academy.

**3.2.3 Organisational Development and structure Upendo Children's Home and Projects**

**a) Staff capacities:**

In order to be able to offer the intended services the organization must maintain and develop a professional level of the staff. The Organization has to be pro-active and anticipating the relevant staff expertise and the sustaining relevant organizational tools and an adequate infrastructure like buildings, equipment, transport, furniture. In 2017-2019 the organisation will continue to strengthen the staff capacities through relevant

training and courses, especially in the field of management, administration and child development.

**b) Strengthen the ownership and responsibilities of UCDO for the governance, management and operation of the programmes.**

- Daraja representative will gradually withdraw from the Board.  
Her supervisory role will be reduced to a required minimum, depending on the available management capacities of the Upendo projects.

Re-structuring the management structure by extending the current management team; strengthening working principles;

Reviewing the letter of intent between Daraja-UCD partnership modalities.

**c) To guarantee financial sustainability of the Organization by diversifying the funding base. Increased responsibility of UCDO for mobilising domestic and/or international funds; training in fundraising and project cycle management**

- Financial Child Sponsoring by donors in The Netherlands and in Kenya will remain an important source to contribute for enough means for food, clothing, healthcare and education for each child of the Children's Home.
- Upendo Children's Development Organization hopes that the Upendo plans will generate the interest of donors to such an extent that it will be able to implement its programmes on longer term. Focused actions will have to be taken by the organization to raise the required means.

### **3.2.4 Financial planning**

The organization foresees to achieve the exploitation goals of Upendo Children's Home for the next 3 years at an annual budget of approximately Khs 5.703,864, based on a number of 23 in-house children.

## **4. In Conclusion**

In this document Upendo Children's Development Organization has given an overview of its vision, mission statement and its goals for the period 2017-2019. Its direction for the coming years has been set by the Organization and will be implemented by its management and staff.

Upendo Children's Development Organization thanks its sponsors and well wishers for their response on behalf of the Kenyan children who deserve our love and care so much!

We are hoping that this strategic 3-years plan will inspire the positive interest of many donors for Upendo's growth and development.

## **Upendo Children's Development Organization**

Mombasa, December 2016