Strategic Plan 2017 - 2020

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## Abbreviation & Acronyms

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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>UFTD</td>
<td>Ujima Foundation Training and Development</td>
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<tr>
<td>NGO</td>
<td>Non – Governmental Organisation</td>
</tr>
<tr>
<td>SCOT</td>
<td>strengths, challenges, opportunities and threats</td>
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<tr>
<td>IGPs</td>
<td>Income Generating Projects</td>
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<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>TRA</td>
<td>Tourism Regulatory Authority</td>
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<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<tr>
<td>OECD-DAC</td>
<td>Organisation for Economic Co-operation and Development’s (OECD) Development Assistance Committee (DAC)</td>
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Introduction

WHO WE ARE

Ujima Foundation for Training & Development is a training institute that works to empower orphaned youngsters so that they can get a job and support themselves and the children under their care. These youths become role models to their siblings and the community hence undoubtedly convey the message that Ujima is trying to spread:

“best support is self-support”

Conceptualised and established in 2003, Ujima Foundation targets orphaned and vulnerable youth, young mothers and men between the age of 18 to 24 years, who are faced with the responsibility of taking care of their siblings.

Ujima trains these youths on employability skills mainly in hospitality industry and over the years, it has established a reliable pool of over 100 employers in Nakuru and Kisumu, Kenya, who principally provide work-based learning through internships and attachments as well as provide job opportunities for graduates. Generally, 80 percent of the enrolled trainees find long term gainful employment.

Theory of change

Ujima believes that complete and lasting change is possible when motivated youthful orphaned, vulnerable youth, within the working age can support themselves and drive their own development and consequently that of their siblings. Ujima therefore invests in skill-based training initiatives and collaboration with stakeholders to jointly create a firm basis for life-long learning and sustainable development. An elaborate theory of change is as indicated in figure 1.

Strategic Niche

Ujima’s Strategic Niche is instituted on promoting a model that enhances self-support. This is reflected in the way of working at organisational management level as well as at program level. A fully fledged social enterprise in form of camps and restaurants strategically supports Ujima’s social course. At program level, the Training programs enables youth,
unemployed and unskilled with marketable skills to effectively compete for jobs in the hospitality industry hence ensuring that there is self-support. An inclusive and cohesive relationship between the partners is developed as a key driver for success and for the long-term sustainability of the training and skills development.

**Strategic Goals**

1. To train and develop skilled and resilient youth, who can support themselves and the siblings under their care.

2. Ujima is positioned as a Centre of Excellence that nurtures and promotes quality and relevant Holistic training in hospitality industry by upholding and promoting the best support self-support tenets.

3. To create and build strong and reliable strategic partnerships and private sector networks for market oriented skills and industrial exposure for trainees.

4. To strengthen and enhance Ujima’s sustainability through Social Enterprises, Alumni and community Engagement.

**Vision**

“a society rich of economically and socially empowered youth”

**Mission**

“To jointly create, promote and deliver skills and knowledge that develop and nurture vulnerable youth to be self-reliant by developing and offering an array of innovative and diverse skills and training programs in conjunction with the private sector.”
“....It is only when you’re forbidden to talk about the future that you suddenly realize how much the future normally occupies the present, how much daily life is usually spent making plans and attempting to control the future. Never mind that you have no control over it. The idea of the future is our greatest entertainment, amusement, and time-killer. Take it away and there is only the past...”

- Erica Jong

Core values & principles

Ujima will be guided by the following core values and principles;

1. Commitment: - Committed to the tenets of best support is self-support.

2. Integrity: - transparency, accountability and efficiency in all our work and with others

3. Market-Driven: - strive to continuously develop training program that is relevant and demand driven

4. Professionalism & Innovation: - continuous reflection, learning and striving to evolve, promote and share best practices with others

5. Social Justice & Equity: - Everyone deserves equal economic and social rights and opportunities. Ujima shall be non-partisan
A Society rich in economically and socially Empowered youth

**LONG-TERM OUTCOMES**

- Young people have decent (self)employment
- Youth’s social economic conditions are improved to better support themselves and the children under their care
- Sustainable partnerships between training and labour market players for high quality training in hospitality sector

**SHORT-TERM OUTCOMES**

- Youth demonstrate attitudinal change and possess relevant skills to fit in the job market
- Youths become responsible citizens and participating members in the society
- Employers find skilled personnel in the hospitality sector
- Market relevant training because of collaborations and partnerships

**INTERVENTIONS**

- UF is positioned as a Centre of Excellence that nurtures and promotes quality and relevant Holistic Training
- Strengthen and enhance Ujima’s sustainability through Social Enterprises, Alumni, Donors and Community Engagement
- To train and develop skilled and resilient youth, who can support themselves and the siblings under their care through Labour Market Oriented skills
- To create and build strong and reliable strategic partnerships and private sector networks for market oriented skills and industrial exposure

**Enablers**

- Quality framework in place with robust systems and consistent finance, operational policies and standards.
- Recruitment and retention of qualified, motivated and competed mentors
- Funding mobilised from both restricted and unrestricted sources
- Recruitment and retention of qualified, motivated and competed staff who’s wellbeing is promoted
- Psychosocial support provided to the youth with familial responsibilities
- Effective governance with clear and strategic leadership and collaboration through network of partners

**Impact**

**LONG-TERM OUTCOMES**

**SHORT-TERM OUTCOMES**

**INTERVENTIONS**

**Enablers**
Review & Analysis of Context of Our work

2

Review of previous strategic Plan 2013-16

Great strides have been made by Ujima over the past strategic period. Notwithstanding the unique constraints presented by the environment in which Ujima continues to operate, several important achievements have been realised and represent important landmarks in the attainment of Ujima’s vision.

History defines our future and in reviewing what and how we executed our work presents to us new innovative ways of getting better. The review of previous strategic plan 2013-2016 adopted five OECD-DAC criteria for evaluating development assistance, which provides a clear and systematic framework for approaching the evaluation purposes.

1. Relevance: The extent to which Ujima has responded and can respond to the needs and priorities of the beneficiaries and stakeholders;
   i. Mindset: The programs focused on developing the life skills of beneficiaries and inculcating in them that self-help is best help.
   ii. Training and Training Cycle: The training program is designed to be short and practical. The beneficiaries attend training in the morning and attend to their siblings and or look for work in the afternoon. This contextualised and customised program fits well with the kind of beneficiaries. ICT training and experiential learning in Hotels is unparalleled.
   iii. The training program has three intakes per year; in January, May and September. Each student goes through a one-year process of training and mediation to employment. If needed project staff step in and mediate job hunting for up to 2 extra months where the individual youth find difficulty in securing employment.
   iv. Target beneficiaries: Focus is on youth between the age of 18-24 years who are orphaned and are vulnerable. This dedication deliberately put in place to ensure that they get jobs not only supports direct beneficiaries but also the siblings under their care.

2. Effectiveness: The extent to which Ujima achieved and can achieve its strategic goals and objectives;
i. **Community involvement;** Ujima is aware that for a development programme to be effective and sustainable, it needs to be rooted in the community. Ujima therefore works in partnership with community based organizations and faith based organizations in the recruitment of its trainees. These organizations provide a contact person who becomes part of the selection committee member. The selection committee assists in the verification of applications in case a trainee registers herself.

ii. **Private sector Engagement in Training and Mentorship;** Ujima works in partnership with about 100 hotels both in Kisumu and Nakuru and two major supermarket chains where trainees are sent to gain exposure. This is aimed to expose them to work, improve their commercial and personal skills and develop work ethics.

iii. **Private sector feedback to training;** Constructive feedback received from employers, peers and Ujima staff is used to improve the training.

3. **Efficiency:** The extent to which Ujima exploited available opportunities to optimize its strategic goals and objectives.

   i) **Impressive track record;** Ujima Foundation has been in operation since 2003 and through its intervention, a total of 2,120 trainees have gone through Ujima’s programs in Nakuru and Kisumu; 1,696 (80%) have attained long term gainful employment and 5,088 children are up to date living within a family setup with at least access to food, basic health care, shelter and education.

4. **Impact:** The extent to which wider effects have been and can be realized through programmatic interventions and organizational growth.

   i. **Ability to acquire and retain a job;** Over 80% of graduates are absorbed into the job market and arable to keep their jobs hence able to help themselves and siblings under their care.

5. **Sustainability:** The extent to which the positive effects and impact are sustainable and can be strategically sustained.
i) **Income Generating Activities**; Ujima strives to be donor independent and have put up strategies to realise this. Maili Saba camp and Kisindi lodges (now not operational) are owned and run by Ujima Foundation. Ujima has put up a commercial training Center and a Bake-House to boost the total income.

ii) **Good relationship with Donors**; Ujima has also maintained a good relationship with the existing donors and it is looking at increasing the donor base from the current four main ones.

iii) **Compliance with Government Policies**;

This is an area the Foundation seeks to emphasise in terms of accreditation and certification of the courses offered. It will form part of an intervention in the next strategic phase.

**Lessons from the past**

Providing a holistic training that responds to the demands and trends in the labour market is the most ideal and sustainable way of matching the gap between education and work. Ujima strives to achieve this through coordinated and collaborative efforts with support from within and from donors. This has resulted into several lessons highlighted:

i. For trainees to be competitive, Ujima needs to pursue accreditation of its programs.

ii. There is need for management capacity building in order strengthen the organization.

iii. Having credible organizational leadership is critical in enhancing an organization’s public image and access to funding opportunities.

iv. Involvement of all stakeholders is key for the success and implementation of the new curricular.

However, the following challenges are still eminent shall be addressed in this strategic period:

i. Strengthening the balance between needs and rights in programmes.

ii. Strengthening private sector and alumni engagement.

iii. Documenting the Ujima’s Success story from a ‘best support is self-support’ perspective.”

iv. Investing in Board and Staff Development.

v. Enhancing and clarifying the relationships between the Ujima Training and development and its IGPs.
Factors affecting our target group

& Drivers of Change

The following are few among many factors that affect Ujima’s Beneficiaries;

i. Limited and or lack of access to quality and relevant training
ii. Non-progressive traditions e.g wife inheritance
iii. Unequal distribution of resources
iv. Poor service delivery
v. Dependency syndrome
vi. HIV Aids and related effects to the family
vii. Limited skilled personnel

Drivers of change

This strategic plan is premised on a theory of change that lasting change is possible when energetic and youthful orphaned, vulnerable youth within the working age can support themselves and drive their own development and consequently that of their siblings. Two kinds of drivers of change i.e. internal or intrinsic and external environmental or extrinsic was established and therefore Ujima will invests in skill-based training initiatives and collaboration with stakeholders to jointly create a firm basis for life-long learning and sustainable development guided by the below;

![Diagram of Drivers of Change]

*Figure 1: Drivers of Change*
Target Group and Geographical Location of Operations

Ujima works with orphaned, poor, marginalised and disadvantaged boys and girls within the age 18-24 as its primary target group and seeks train them and uplift their livelihoods through their own efforts.

The following are the analysis of the key needs and expectations of this group.

- Access to education
- Attitude change
- Knowledge and linkage to opportunities and resources
- Economic empowerment
- Skills development
- Internship in various industries
- Jobs placements
- Entrepreneurial skills
- ICT training
- Psycho social support

Ujima’s secondary target comprise of organised communities i.e. Community based organisations who support in recruitment of the beneficiaries. The other secondary targets are the private sector i.e. the Hotels and restaurants that offer work-based learning as well as internships and jobs.

Stakeholders analysis

For Ujima to achieve its strategic goals and vision it works with and shall continue working closely with the following stakeholders/partners:

Communities and Guardians

 Communities and guardians form the key origin of Ujima’s target group. The community is its major supporter and principle actor on the ground and the basis of all its work. They are involved in screening those in most need and recommend them for training.

Networks, Partnerships & Associations

In the spirit of widening as far as possible the actors involved in the promotion of training sustainability, Ujima shall continue to work with credible networks, partnerships and associations. Together with these organisations it is expected that joint initiatives where applicable will be developed and or even provide resources in cash or in kind to sustain the programs.

Government

The government at both national and county levels forms a key partner for Ujima through the provision of an enabling environment including legal and policy framework for its activities. In addition, and in line with Kenya’s new Constitution it is the obligation of the state in its
different forms to ensure the provision of basic rights and services to each citizen. Ujima whilst working alongside the government in supporting the provision of certain basic services including education nevertheless encourages citizens to seek the provision of their basic rights from the state.

**Foundations, Trusts & Donors**

Foundation, Trusts and Donors are another set of key partners and collaborators with Ujima in the sustainability of communities through the provision of resources.

**Private Sector**

Kenya’s new Constitution promotes Private, Public Partnerships as a means of promoting sustained development. With this spirit in mind Ujima seeks during the strategic plan period to encourage and increase employers’ engagement and individuals to be active partners in supporting the labour market oriented training for sustainability of its programs.

**Income Generating Projects**

The Foundation’s income generating arm is a major stakeholder in training. It is a key vehicle in the mobilization of resources and fund building for the Foundation. Strengthening these projects is therefore imperative.

**Mainstream Media and Social Media**

Ujima recognises Media as a major actor that shall require to be actively engaged in the development agenda in different areas including alumni engagement, dissemination and creating awareness of its successes and community outreach.
**SCOT analysis**

During the strategic implementation period 2013 -2016 and the resultant lessons learned, a comprehensive SCOT analysis was undertaken to present a basis for the next strategic period 2017-2020. The Assessment provided a strong platform for launching the strategic planning process which culminated to clear themes that emerged and from which a strategic approach was then developed.

**Strengths and challenges**

*Table 1: Strengths and Challenges*

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Challenges</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The management team, staff and volunteers have passion and commitment to the organization</td>
<td>1. Lack of long term financial commitment by donors</td>
</tr>
<tr>
<td>2. Enjoy good relations with the current donors</td>
<td>2. The main income generating activities are the lodges whose performance is a function of the political situation in the country</td>
</tr>
<tr>
<td>3. Good working relations with the community and other stakeholders</td>
<td>3. Focus for industrial attachments is in the hospitality industry.</td>
</tr>
<tr>
<td>4. Ujima employability program is holistic and the trainees are all rounded and can be employed in any sector of the economy.</td>
<td>4. Income generating activities are depended on tourism in Kenya thus prone to factors affecting tourism sector world over like terrorism</td>
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<tr>
<td>5. Availability of Volunteers</td>
<td>5. Insufficient networking and collaboration with possible partners</td>
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<tr>
<td>6. In house expertise in developing income generating activities and developing partnerships.</td>
<td>6. Weak communication and dissemination strategy</td>
</tr>
<tr>
<td>7. Working already with over 100 private hotels</td>
<td>7. Learning and documentation systems need to be strengthened</td>
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<tr>
<td>8. Ujima is non-partisan</td>
<td>8. Staff capacity requires strengthening</td>
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## Opportunities and Threats

### Table 2: Opportunities and Threats

<table>
<thead>
<tr>
<th>Key Opportunities</th>
<th>Key Threats</th>
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</thead>
<tbody>
<tr>
<td>1. Increased infrastructural development in both Kisumu and Nakuru county with a rise in number of the hospitality outlets giving a rise in job opportunities for our trainees.</td>
<td>1. Political tension in the country especially during elections</td>
</tr>
<tr>
<td>2. A pool of existing knowledge and capacity from Stenden University, PUM Netherlands and Local hotels.</td>
<td>2. Currency fluctuation affects funded grants and programs</td>
</tr>
<tr>
<td>3. The new county government has brought government services and information closer and more accessible to Ujima.</td>
<td>3. Dependency on donor funding and subsequent donor politics</td>
</tr>
<tr>
<td>4. Large target group of orphaned youngsters.</td>
<td>4. Volatile investment markets especially in hospitality sector</td>
</tr>
<tr>
<td>5. Ujima support Private companies (hotels) in developing CSR strategies; partner with large corporates for leverage</td>
<td>5. There are a lot of non-profits in the county, and volunteers and donors may not be engaged forever with a single service provider.</td>
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Strategic Direction
2017-2020

Overall Ujima’s Strategy

Over the next 3 years, Ujima Foundation will invest in and strengthen key thematic areas of development and enhance economic and social opportunities of itself and its beneficiaries as a means of promoting the spirit of self-sufficiency and social entrepreneurship.

This shall be done by focusing on the following thematic areas:

1. Holistic skills Training and development
2. Strategic Partnerships and resource mobilisation
3. Community and Alumni engagement
4. Institutional Capacity Development & strengthening
5. Networking and linkages strengthening

Strategic Approaches

Edified by the values and Strategy of Change, which are the core of Ujima’s way of working, it shall strive to institute good governance to realize socio economic development of its constituents. Strategic approach to these fundamental issues powered with good governance and secured through mutually-reinforcing partnerships and practices will sustain organisational growth and support its vision and mission. Ujima therefore shall employ the following strategic approaches across all the thematic areas;

a) Social Entrepreneurship

Ujima’s concept of sustainable development is pegged on the premise of self-reliance. As an institution, it must institute mechanisms to sustain its core activities. This strategy will involve;

1. Replicating the business concept to other national regions, through systematic franchising or partnering with other related agencies
2. Collaborate with other social ventures in the hospitality industry to develop processes, products and training services to supply skilled labour to companies.
3. Grow quantitatively in size, i.e. turnover by attracting investors, expanding into new markets and/or increasing the customer base for the existing income Generating projects (IGPs).
4. Continuously source for funds from diverse funding partners who buy into
the vision and mission of the Foundation and use these funds to support training.

**b) Strategic partnerships and collaboration**

There is need to formalize all partnerships based on current relationships and build more strategic partnerships, collaborations and alliances within the industry and beyond.

**c) Relevance, Innovation & Learning**

Ujima Foundation will embrace learning. Being relevant within its context of work, offer quality and market-driven training and operate within the confines of social justice and laws of Kenya. Ujima will promote innovation in all its operations and management practices to enhance productivity and make every shilling count.

**d) Structured Community and Alumni Engagement**

Incorporating the community specifically the guardians and members of the community where the beneficiaries are drawn from, to be involved as donors is a game-changer in efforts aimed at enhancing sustainability of Ujima beyond external funding. This coupled with a structured alumni engagement will not only create a family of Ujima but also promote self-reliance. If successful, the community philanthropy will lead to lasting and increased local ownership and accountability. Luckily, this concept of ‘Harambee spirit’ is alive in Kenya.

**e) Institutional development and strengthening.**

Ujima will embark to further develop and strength its internal capacity, processes and procedures to create a sound foundation upon which the operations will foster private and public confidence and external standpoint.

**Cross Cutting Strategy**

**f) County and State Agencies Engagement**

Under the new dispensation of the constitution, Ujimawould like to continue to grow the organization’s resources to sustain the overall organizations growth plan and targets and therefore partnering with the County government and Tourism Regulatory Authority will be imperative.
### SUMMARY OF STRATEGIC DIRECTION 2017-2020

**Table 3: Summary of Strategic Direction**

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>STRATEGIC INTERVENTIONS</th>
<th>STRATEGIC APPROACHES</th>
<th>MILESTONES</th>
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</thead>
</table>
| 1. To improve access to training and develop skilled and resilient youth, who can support themselves and the siblings under their care through Labour Market Oriented skills | • Relevance, innovation and learning  
• Market research  
• Psychosocial support provided to the youth with familial responsibilities  
• Mentorship and Training programs  
• Feedback system - Monitoring and Evaluation | • 3 Training programs that are relevant, innovative and that promote a learning and self-improvement culture  
• Improved Student labour market outcomes i.e. Number of graduates in gainful employment six months after completed training  
• Youth with familial responsibilities are able to take care of themselves and children under their care.  
• Recruitment and retention of qualified, motivated and competed mentors from the private sector | |
| 2. To create and build strong and reliable strategic partnerships and private sector networks for market oriented skills and industrial exposure | • Collaborations and partnerships  
• Networking and linkages strengthening | • Memoranda of understanding  
• Joint programs with Private sector, Development partners  
• Development partners, County and state engagements made  
• Master trainers trained and engaged for work-based learning | |
<table>
<thead>
<tr>
<th>IMPACT</th>
<th>STRATEGIC INTERVENTIONS</th>
<th>STRATEGIC APPROACHES</th>
<th>MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. To Strengthen and enhance Ujima’s sustainability through Social Enterprises, Alumni, Donors and Community Engagement</td>
<td>• Structured engagements</td>
<td>• Community and alumni program</td>
<td>• Funding mobilised from both restricted and unrestricted sources</td>
</tr>
<tr>
<td>4. UF is positioned as a Centre of Excellence that nurtures and promotes quality and relevant Holistic Training</td>
<td>• Institutional Capacity Development &amp; strengthening</td>
<td>• Business plans for IGPs</td>
<td>• Effective governance with clear and strategic leadership and collaboration through network of partners</td>
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<tr>
<td></td>
<td></td>
<td>• Quality framework in place with robust systems and consistent finance, operational policies and standards.</td>
<td>• Recruitment and retention of qualified, motivated and competed staff who’s wellbeing is promoted</td>
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</table>
Our Work
Going Forward

Strategic areas of work
The mission of Ujima is to Create, promote and deliver skills and knowledge that develop and nurture vulnerable youth with familial responsibility to be self-reliant by developing and offering an array of innovative and diverse training programs in conjunction with the private sector.

In developing this Strategic Plan to align it with the mission of Ujima, a consultative process was used to arrive at five strategic goals that define the agenda for the Foundation. Delivery on these goals over the duration of the 2017 to 2020 strategic plan would bring Ujima closer to realizing its mission.

1. Holistic skills Training and development
The main activity for Ujima is to offer demand driven, marketable and quality training.

Goal for this strategic objective;
Goal 1: “By 2020, Ujima should have trained 1080 orphaned and vulnerable in the society and linked them to the job market”
This will be achieved by an array of activities but not limited to;

- Work with communities and community leaders in vetting and recruitment of the target group
- Offering employability and on job training as well as life skills
- Source and network with the labour market players for job mediation and or placements
- Continuous evaluation of placement program and learning progress of the attachés by conducting assessment
- Monitoring of their progress during attachment
- Follow-ups in ensuring that they all have jobs and they keep the job
- Ensuring that the employer’s feedback to training is used to improve the curricula and training.
- Strengthen the Mentorship program and attach each student to a mentor
- Introduce new training courses such as Sexual Reproductive and Health Rights and ICT.

2. Strategic Partnerships and resource mobilisation
Ujima aspires to be self-reliant and independent of donors over time. This strategic objective focuses on how to access resources and relevant technical expertise
from the carefully selected relevant organisations working to enhance development efforts among targeted beneficiaries that are of interest to Ujima. These are the main goals;

**Goal 2: Strengthen and increase the IGAs income streams to meet at least 30% of the total Foundation’s budget**

This will be achieved through;

- Increase efficiency in IGAs by training staff
- Increase at least 1 new IGA or 1 new income stream per every 3 years.
- Increase marketing and branding

**Goal 3: Continuously Increase donor funding network locally and internationally to support 70% of the Foundation’s budget.**

This will be achieved through;

- Donor cultivation
- Target 2 new donors every year

**4. Institutional Capacity Development & strengthening**

Human resource is the backbone of an organisation. Ujima seeks to strengthen its internal capacity in order to deliver on its mandate. The goals for this theme are twofold;

**Goal 5: By 2020, we should have developed a strong motivated and highly skilled staff**

Ujima intends to promote Staff teamwork by;

- Enhance team synergy and staff collaboration platforms e.g. Hold 1 team building per year, unit (departmental) meeting once a month; Initiate online...
collaboration and Working digitally, setting up of staff corporate emails.

- Set up a staff welfare
- Develop and implement staff appraisal system and rewards system
- Develop and implement staff capacity building programs by allocation of budget for staff training and development – including sponsored training
- Set up a Human Resource Office by 2018
- Review Human Resource and Finance manuals policies

5. **Networking and linkages strengthening**

The selling point of Ujima programs is its strong linkage to the labour market. This must be continued and strengthened further. In the coming Strategic period, this theme will be guided by the following overarching goal

- Offer refresher course training to the employers annually
- Organise 1 employer workshop annually
- Expand network of employees from 100 to 150 by 2020
- Expand to 3 different industries – saloon, hospitals and bakeries by 2020
- Involve employers in program activities at least once per quarter e.g. prep talks, assessments, exhibitions) – have a joint annual workshop
- Revive the mentorship program by January 2018
- Organise for annual mentorship workshop
- Involve mentors in assessments annually
- Join 3 partners network association e.g. FICE by January 2018
- Participate in government national activities that involve the youth e.g. Youth week, day of African child, orphan day every year.
<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Goals</th>
<th>Strategic intervention</th>
<th>Key results</th>
<th>Output and outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Holistic skills Training and development</td>
<td>1.1 To train and develop skilled and resilient youth to support themselves and siblings under their care</td>
<td>1.1.1 Train 1080 orphaned and vulnerable in the society and link them to the job market</td>
<td>• 85% of the trained youth have a job, and are supporting self as well as siblings under their care</td>
<td>• Number of orphaned and vulnerable trained</td>
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<td></td>
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<td>1.1.2 Develop and train Life skills and Sexual Reproductive Health rights</td>
<td>• 270 orphaned heads of households (176 female and 94 male) of households taking care of at least two siblings, access vocational education in tourism and hospitality in Kisumu and Nakuru per year</td>
<td>• Number of youth with a job</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1.3 A Mentorship program is developed and implemented</td>
<td>• 173 girls are trained on work based learning and attached to the job market</td>
<td>• % number of those that keep a job</td>
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<td></td>
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<td></td>
<td>• A teaching restaurant is established enable more beneficiaries access industrial attachments in a real world setting</td>
<td>• A fully running Restaurant</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• % reduction of dropouts</td>
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<td></td>
<td></td>
<td>• Number of graduates who are self-reliant and supporting their siblings</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Number of new trades introduced</td>
</tr>
<tr>
<td>2. Strategic Partnerships and resource mobilisation</td>
<td>2.1 To create and build strong and reliable strategic partnerships and private sector networks for market</td>
<td>2.1.1 Join relevant associations and labour market networks</td>
<td>• An annual 5% income increase from IGAs</td>
<td>• Number of MoUs developed and signed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Steady increase of IGAs capacity to support at least</td>
<td>• Number partnerships created</td>
</tr>
<tr>
<td>Theme</td>
<td>Strategic Goals</td>
<td>Strategic intervention</td>
<td>Key results</td>
<td>Output and outcome indicators</td>
</tr>
<tr>
<td>-------</td>
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</tr>
<tr>
<td></td>
<td>oriented skills and industrial exposure for trainees.</td>
<td>60% of the total foundations budget by 2020 • 2 partnerships created every year</td>
<td>• Number of employers working with Ujima. • Number of new Income generating activities (IGAs) initiated • % increase of income from IGAs</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>To strengthen and enhance Ujima’s sustainability.</td>
<td>2.2.1 Engage in Social entrepreneurship • 1 new donor annually • 2 funding events organised</td>
<td>• % income increase from donors • Number of students paying for training • Donor round table convening • Funding raised from individuals &amp; Diaspora • Funding from events</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2.2 Cultivate donor relations • 2 community activities held every year • 2 alumni activities held every year • 2 products by the alumni is developed</td>
<td>2.2.3 Institutionalization of training and development as a resource mobilization mechanism • 2 funding events organised</td>
<td></td>
<td>2.2.4 Targeted marketing and Branding • 2 funding events organised</td>
</tr>
<tr>
<td></td>
<td>3. To create a vibrant and committed alumni network</td>
<td>3.1.1 Recruit and register students to the alumni group • 1080 membership in the alumni</td>
<td>• Number of students sponsored by the alumni and the community</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>and Alumni engagement</td>
<td>3.1.2 Develop members’ activities • 2 community activities held every year</td>
<td>• Number of initiatives by the alumni</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.1.3 Develop a platform for collaboration and information sharing • 2 alumni activities held every year • 2 products by the alumni is developed</td>
<td>3.1.4 Strengthen and enhance Ujima’s sustainability.</td>
<td></td>
<td>2.2.5 Strengthen and enhance Ujima’s sustainability.</td>
</tr>
<tr>
<td>Theme</td>
<td>Strategic Goals</td>
<td>Strategic intervention</td>
<td>Key results</td>
<td>Output and outcome indicators</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>3.1.4 Develop innovative products targeting alumni members and the community every year</td>
<td></td>
<td></td>
<td>- staff capacity development plans</td>
<td>Number of staff trainings conducted</td>
</tr>
<tr>
<td>4. Institutional Capacity Development &amp; strengthening</td>
<td>Ujima is positioned as a centre of excellence that nurtures and promotes quality and relevant Holistic training in hospitality industry by upholding and promoting the best-help-is-self-help tenets</td>
<td>4.1.1 Staff capacity building</td>
<td>- 2 policies reviewed and 1 developed on investments</td>
<td>Number of policies and procedures developed</td>
</tr>
<tr>
<td>4.1.2 Establish and or review institutional policies and procedures i.e. Finance and HR, investment</td>
<td>4.1.3 Research, Monitoring, Evaluation and Learning</td>
<td></td>
<td>- HR department created</td>
<td></td>
</tr>
<tr>
<td>4.1.3 Research, Monitoring, Evaluation and Learning</td>
<td></td>
<td></td>
<td>- Staff Appraisal system and</td>
<td></td>
</tr>
<tr>
<td>4.1.3 Research, Monitoring, Evaluation and Learning</td>
<td></td>
<td></td>
<td>- M&amp;E frameworks developed</td>
<td></td>
</tr>
<tr>
<td>4.1.3 Research, Monitoring, Evaluation and Learning</td>
<td></td>
<td></td>
<td>- Documented best practices</td>
<td></td>
</tr>
<tr>
<td>5. Networking and linkages</td>
<td>Collaborate with others to foster and promote linking, learning and sharing</td>
<td>4.1.1 Hosting of Hospitality sector training and development forums</td>
<td>- 20 master trainers involved in assessments and mentorship annually</td>
<td>Private sector round table convening</td>
</tr>
<tr>
<td>4.1.2</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Critical Assumptions

Implementation of this Strategic Plan assumes several critical factors.

- Continued institutional funding: This includes the need for Ujima to continue at present levels of institutional funding as a minimum to be able to retain the critical internal capacity to carry out all the five strategic areas.
- Social and political environment is conducive: Stability will grant opportune environment for operations.
- Growth of the Income generating projects.
- Employers continual acceptance of Ujima graduates despite their background.
- Continued growth in hospitality industry.
- The political and economic situation is stable and conducive for business development.
- Global economic development is favourable.
- Counterpart commitment remains intact.
- Sufficient capacity with counterpart to implement project.
6 Structure of Ujima Foundation

Ujima Foundation is registered as an NGO in the republic of Kenya with its operations in Nakuru and Kisumu. The structure of Ujima Foundation is as follows;

**Governance**

Ujima is governed by a Board of Directors that ensures the organization’s activities remains true to its vision. The director reports to the Board and manages all the day to day activities of the foundation including the income generating activities.
Ujima is focused on ensuring optimal utilisation of its resources as well as the efforts and resources of the communities and other stakeholders in the attainment of the agreed targets and outcomes.

Ujima shall therefore undertake a combination of monitoring and evaluation activities as detailed in the log-frame above.

**Monitoring**

The indicators developed in the logical framework matrix or table for monitoring the attainment of the desired outputs and outcomes. These indicators shall be reviewed on an annual basis. In addition, Ujima shall undertake the following in an effort to monitor the achievement of the plan:

- Develop on an operational plan with defined outputs and indicators based on this strategic plan.
- Conduct feedback sessions with all staff to generate learning and as part of knowledge management.
- Conduct half-yearly and quarterly reviews of annual operational plans by staff.
- Generate Annual Report with an analysis of results achieved, lessons learnt and changes recommended

**Evaluation**

A Mid-Term Evaluation shall be performed during the second year of the plan. This shall be an internal evaluation, but may involve the input from other stakeholders such as board members. At the end of the plan period, an End Term Evaluation shall be conducted utilising the services of an external consultant.
### UJIMA FOUNDATION 2017-2020 BUDGET (Euros)

<table>
<thead>
<tr>
<th>INCOMES</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development partners</td>
<td>Cash</td>
<td>165,000</td>
<td>175,000</td>
<td>166,000</td>
<td>180,000</td>
</tr>
<tr>
<td>Dutch School (in kind)</td>
<td>in kind</td>
<td>46,174</td>
<td>5,171</td>
<td>5,173</td>
<td>5,173</td>
</tr>
<tr>
<td>Other in country partners - Hotels (in kind)</td>
<td>in kind</td>
<td>6,480</td>
<td>6,480</td>
<td>6,480</td>
<td>6,480</td>
</tr>
<tr>
<td>Community and Alumni Engagement</td>
<td>Cash/kind</td>
<td>2,000</td>
<td>2,500</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Own income</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ujima lodges and Training centers</td>
<td>Cash</td>
<td>38,397</td>
<td>25,000</td>
<td>35,813</td>
<td>40,000</td>
</tr>
<tr>
<td>Ujima Bake house</td>
<td>Cash</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Forex correction and bank interests</td>
<td>Cash</td>
<td>2,270</td>
<td>9078</td>
<td>9428</td>
<td>20,776</td>
</tr>
<tr>
<td>Other Incomes; website, Donations, gifts etc</td>
<td>Cash</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Fundraising forums</td>
<td>0</td>
<td>48,000</td>
<td>50,000</td>
<td>50,000</td>
<td>148,000</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>258,351</strong></td>
<td><strong>264,721</strong></td>
<td><strong>275,844</strong></td>
<td><strong>294,381</strong></td>
<td><strong>1,093,297</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURES</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Objective 1: To improve access to training and develop skilled and resilient youth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobilization and Recruitment costs</td>
<td>Result 0.0</td>
<td>0</td>
<td>5,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Training costs</td>
<td>result 1.1</td>
<td>29,282</td>
<td>29,861</td>
<td>30,231</td>
<td>31,601</td>
</tr>
<tr>
<td>Orientation program</td>
<td>result 1.2</td>
<td>36,522</td>
<td>38,067</td>
<td>40,570</td>
<td>43,073</td>
</tr>
<tr>
<td>Skill center</td>
<td>result 1.3</td>
<td>18,770</td>
<td>18,818</td>
<td>18,890</td>
<td>25,386</td>
</tr>
<tr>
<td>Job hunting, good citizenship and mediation</td>
<td>result 1.4</td>
<td>15,398</td>
<td>14,638</td>
<td>15,878</td>
<td>18,011</td>
</tr>
<tr>
<td>Yearly feedback</td>
<td>result 1.5</td>
<td>9,304</td>
<td>6,404</td>
<td>9,504</td>
<td>12,604</td>
</tr>
<tr>
<td>Refresher courses</td>
<td>result 1.6</td>
<td>1,100</td>
<td>1,100</td>
<td>3,976</td>
<td>1,200</td>
</tr>
<tr>
<td>SRH training</td>
<td>result 1.7</td>
<td>12,104</td>
<td>11,024</td>
<td>11,004</td>
<td>12,304</td>
</tr>
<tr>
<td>Mentorship and Psychosocial Support program to youth with familial Responsibilities</td>
<td>Result 1.8</td>
<td>2,500</td>
<td>3,000</td>
<td>9,820</td>
<td>9,820</td>
</tr>
<tr>
<td><strong>Total Cost - Strategic Objective 1</strong></td>
<td><strong>124,980</strong></td>
<td><strong>127,912</strong></td>
<td><strong>154,873</strong></td>
<td><strong>168,999</strong></td>
<td><strong>576,764</strong></td>
</tr>
</tbody>
</table>

| Strategic Objective 2: To create and build strategic partnerships and private sector networks for market oriented skills and industrial exposure |  |
| Networking and collaboration with Private sector | result 2.1 | 2,000 | 2,500 | 3,000 | 3,000 | 10,500 |
| Refresher courses to trainers | result 2.2 | 1,100 | 1,100 | 1,100 | 1,200 | 4,500 |
| Master Trainers training | result 2.3 | 2,104 | 1,024 | 1,004 | 2,304 | 6,436 |
Labour market research and mapping of stakeholders | result 2.4 | 5,000 | 5,000 | 5,500 | 3,000 | 18,500
Certification and accreditation of the training program | result 2.5 | 6,839 | 6,489 | 1,488 | 1,588 | 16,404
Ujima teachers trained by a registered TVET | result 2.6 | 2,130 | 1,530 | 1,530 | 1,630 | 6,820
Collaboration and networking with different stakeholders INGO, NGO, government ministries | result 2.7 | 5,958 | 5,808 | 5,808 | 5,908 | 23,482
Capacity building of the TVET service provider | result 2.8 | 1,000 | 1,000 | 1,000 | 1,105 | 4,105

| Total Cost - Strategic Objective 2 | 26,131 | 24,451 | 20,430 | 19,735 | 90,747 |

Strategic Objective 3: To Strengthen and enhance Ujima’s sustainability through Social Enterprises, Alumni, Donors and Community Engagement

Linking and learning with international network in hospitality industry | result 3.1 | 6,695 | 6,695 | 6,695 | 6,795 | 26,880
Develop and improve IGPs – bakehouse, commercial training and lodges | result 3.2 | 6,302 | 10,000 | 0 | 0 | 16,302
Exchange program at international level | result 3.3 | 2,662 | 3,262 | 2,662 | 2,300 | 10,886
Fund-raising forums (Alumni and community) and proposal writing | result 3.4 | 3,000 | 3,000 | 3,000 | 3,000 | 12,000
Development of IGPs Business Plan | | 1,000 | 0 | 0 | 0 | 1,000

| Total Cost - Strategic Objective 3 | 19,659 | 22,957 | 12,357 | 12,095 | 67,068 |

Strategic Objective 4: UF is positioned as a Centre of Excellence that promotes quality and relevant Holistic Training – Institutional development

Revamp Finance, HR and Administration department | result 4.1 | 6,695 | 6,695 | 0 | 0 | 13,390
Develop operational procedures – HR manual, procurement and finance manual, investment policy and resource mobilization strategy | result 4.2 | 3,000 | 0 | 0 | 0 | 3,000
Staff welfare AND capacity building plans | result 4.3 | 0 | 3,000 | 3,300 | 3,300 | 9,600
Branding, communication and Marketing | result 4.4 | 3,000 | 3,000 | 5,000 | 5,000 | 16,000

| TOTAL PROGRAM BUDGET | 12,695 | 12,695 | 8,300 | 8,300 | 41,990 |

| Program admin costs | |
| Project management (30%) | |
| Audit | |
| others (10%) | |

| Total | 74,886 | 76,706 | 79,884 | 85,252 | 316,728 |

| TOTAL UJIMA BUDGET | 258,351 | 264,721 | 275,844 | 294,381 | 1,093,297 |