



## Strategic Plan for January 2015 to July 2018

### Promoting and Sustaining Self Reliance among Vulnerable People in East Africa

#### 1. Summary

Our **vision** is for vulnerable children, women and men in East Africa to live more self-reliant lives.

Our **strategic goal** is to improve the lives of 23,000 vulnerable people affected by poverty, disability and HIV.

Our **objectives** are for increased impact and reach, enhanced partners' capacity and greater sustainability.



## 2. Need

Many millions of people in East Africa continue to live in relentless poverty, excluded from the benefits of economic growth taking place in the region. Among the most vulnerable people of all are those affected by disability and HIV who are often disregarded, stigmatised and denied their basic human rights so that they lack self worth, opportunity and hope.

## 3. Vision

Our vision is for such vulnerable children, women and men to be respected as equals, free from poverty, discrimination and fear and to have more self-reliant livelihoods.

## 4. Approach

Advantage Africa identifies and directly supports local partner organisations to provide vital support, opportunities and services for vulnerable people, especially those affected by disability or HIV. This helps them to secure their rights, reach their potential, and become more self-reliant.

Our partners are led by individuals with strong leadership potential and a passion to help the most vulnerable. Our relationships with them are characterised by shared goals and responsibilities, trust, honesty, openness and commitment. We help build our partners' management/technical skills and capacity so they can implement life-changing, sustainable development projects. This support ensures that the resources we provide are used effectively and our projects make a practical difference to vulnerable people by improving their education, health and incomes.

Advantage Africa and its partners aim to excel at enabling vulnerable people affected by poverty and discrimination to help themselves and gain respect and confidence so they can build a better future for their families and communities.

## **5. Our strategic goal is for twenty-three thousand vulnerable and stigmatised children and adults affected by disability and HIV to have sustained improvement to their quality of life by July 2018.**

Their lives will be improved through better access to healthcare, rehabilitation, education and play, and new ways for them to generate income as well as greater acceptance and dignity within their communities.

We will achieve our strategic goal by pursuing the following objectives:

## **5.1 Increased impact and reach among vulnerable people to ensure their basic needs and rights are met.**

*At least 23,000 people, including family members, benefiting from improved knowledge and education, increased incomes, appropriate rehabilitation/healthcare services and greater social inclusion by July 2018.*

through:

### **5.1.1 The continued support of current partners to undertake existing and new projects.**

*Projects have a significant and lasting impact on the following numbers of people: Mitaboni - 300; Thinu - 200; Rescue Team - 5,875; KDPO - 1,500; Obambo - 3,525; SPAU - 7,500; SNUPA - 1,500 New partners - 2,000; Wider collaborations such as KISE and FIRAH - 600.*

### **5.1.2 At least two additional partnership projects among vulnerable people.**

*Partnerships and projects being implemented by January 2016 and July 2017.*

### **5.1.3 A partnership to manage a new project with an international NGO.**

*A significant project among vulnerable people being implemented to reach at least 2,000 people by July 2016. The partnership advances Advantage Africa's influence and networks in the development sector.*

### **5.1.4 Advocacy to deliver change through lessons learned in our projects.**

*Messages reaching at least 100 relevant organisations by January 2017.  
Evidence of recommendations being implemented by at least five organisations by July 2017.  
At least two improvements in local government services for vulnerable people by December 2017.*

## **5.2 Increased Partners' Capacity to promote self reliance among vulnerable people and provide them with essential basic services.**

*All partners report improved skills and 75% of sampled beneficiaries report improved self reliance by July 2018.*

through:

### **5.2.1 Direct support towards planning, implementing and monitoring effective projects**

*On the job technical advice, support and mentoring provided in project planning, management, monitoring, finance, fundraising and networking provided consistently to all partners through at least fortnightly communications and two visits/year.*

### **5.2.2 Formal training courses, including distance learning.**

*At least one representative of each partner undertaken formal training relevant to their role by July 2016.*

### **5.2.3 A partners' workshop.**

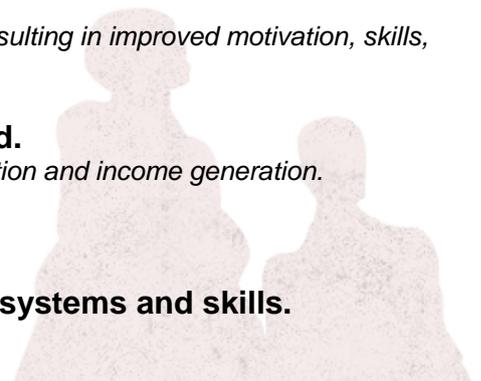
*A week of practical skill-sharing and project visits held by January 2016 resulting in improved motivation, skills, coherence and community among our partners.*

### **5.2.4 Training in technical issues of development provided.**

*To include epilepsy, mental health, autism, human resources, child protection and income generation. Training in two topics carried out in 2015, 2016 and 2017. Guidance notes and materials produced and in use by all partners.*

### **5.2.5 Strengthening and standardising partners' financial systems and skills.**

*Streamlined systems in place and in use by all partners by July 2017.*



## 5.3 Greater Sustainability of all our work

*All partners securing at least 20% of their incomes from outside Advantage Africa by July 2018.  
75% of a sample of families helped with income generation are still benefiting one year after support ended.*

through:

### 5.3.1 Fundraising and income-generating activities by partner organisations.

*Withdrawal from SCSP by July 2015.*

*Enterprises at Mitaboni and Thinu provides a third of support currently provided by Advantage Africa by July 2016*

*Welfare projects in Obambo become 30% self-supporting by January 2016.*

*Phased withdrawal from Obambo completed by July 2018.*

*All nursery schools at least 50% self supporting by July 2018.*

*Each partner secures at least one local grant by January 2018.*

### 5.3.2 Income-generation in all our partnerships.

*Successful income generating initiatives taking place among disabled people and PLHIV in every partnership project in every year of the Strategic Plan.*

### 5.3.3 Financial growth of 15% per year.

*Income targets and fundraising plans (broken down by donor type) approved by Trustees with annual budgets and monitored with financial reports.*

*2014/15 - £330k.*

*2015/16 - £300k (reduction due to conclusion of support from major donor).*

*2016/17 - £345k.*

*2017/18 - £400k.*

## 6. Measuring our Achievements

Using a simple matrix of the outcomes listed above against the tactical measures needed to achieve them, the implementation and monitoring of our Strategic Plan will be embedded into:

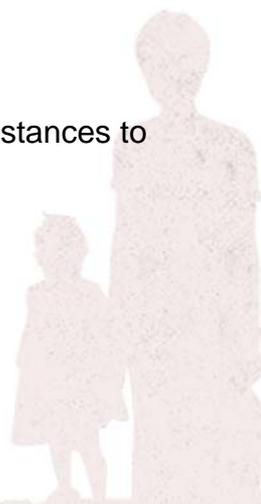
### 6.1 All our Partnership Agreements and partners' quarterly reports.

### 6.2 Staff members' workplans.

### 6.3 Staff meetings, via quarterly strategic reviews.

### 6.4 Trustees' meetings.

During these reviews, adjustments will be made according to learning and circumstances to ensure the Strategic Plan remains relevant and achievable.



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