

# Mathare Youth Sports Association

Giving youth a sporting chance on and off the field



## Strategic Plan 2010-2019



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## **1. ACKNOWLEDGEMENTS**

The development of this strategy would not have been possible without the support of Comic Relief, who recognised the organisation's potential and worked with the organisation to identify the most effective means of assistance. Many thanks.

MYSA would like to thank Dr. Órla Cronin of Órla Cronin Research for her thoughtful and professional facilitation of the strategy workshop in November. With so many voices to be heard, Órla's ability to harness the passion of the participants and guide them towards clear, meaningful and achievable conclusions was invaluable.

Thanks must also go to the Laureus Sport for Good Foundation, who have supported MYSA for over ten years and never stopped believing in the impact of MYSA's work on the young people in the Mathare slums.

## 2. INTRODUCTORY NOTE

The Mathare Youth Sports Association (MYSA) is proud to present its first ever strategy. As one of the most famous sport and development projects in the world, most people will be amazed to discover that the organisation's successful journey has not, until now, been supported by a strategic plan. In fact, more than anything, this testifies to the effectiveness of the MYSA model and the dedication of the staff and volunteers who have thrown their heart and soul into running the activities that make such a difference to the lives of young people in the Mathare slums.

However, in 2009 it became clear that the organisation had reached the point whereby, without investment in the strategy, management and organisational structures, it would struggle to effectively manage, grow, or further develop its outreach programmes in the future. Therefore, in November 2009, with the support of Comic Relief, the organisation undertook a strategic workshop with the aim of creating a clear business plan and strategy for growth; of renewing organisational and governance structures; and of clearly articulating to the outside world what MYSA is about and how it intends to grow.

Prior to the workshop, MYSA carried out a consultation in all its 16 zones, not only to familiarise MYSA members, staff and volunteers with the process, but also to question them about their thoughts and ideas for the future direction of the organisation. Much of MYSA's strength lies in the fact that it is a genuinely community driven organisation and therefore it was vital to make the strategic process as open, inclusive and all-engaging as possible.



27 individuals attended the workshop including representatives from the board of trustees, staff, the executive council, volunteers and team captains. This was a fantastic opportunity for all the workshop participants to get together away from the distraction of everyday

tasks and focus entirely on the strategic situation facing the organisation and how best to move forward.

This report, outlining the organisation's vision for the next ten years, is the result of this thorough strategic development process and it reflects the plans, hopes and aspirations of MYSA as a whole. The implementation of the strategy is expected to facilitate the future development, growth and sustainability of MYSA and everyone in MYSA is excited about the challenges and opportunities ahead.

After the workshop three MYSA teams were formed to finalise the document.

The finalised report was presented to the Executive Council on 27<sup>th</sup> February 2010 and approved. The outgoing Chairman then handed over the document to the incoming Chairperson.

Signed by:

Peter Karanja



Executive Director

MYSA

Moses Nyangila



Chairman

Executive Council

R.D. Munro



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Board of Trustees

### **3. INTRODUCTION**

The Mathare Youth Sports Association (MYSA) is a community development organization that uses sports to engender broad socio-economic development, while also effecting positive social change. Founded in 1987 in the Mathare area of Nairobi, home to some of Africa's largest and poorest slums, MYSA pioneered the linking of sports with social improvement and community development activities such as slum garbage cleanups, environmental improvement and HIV/AIDs prevention. Twenty years on, it is now the largest self-help youth sports and community service organization in Africa and is recognized as an example of excellence within the sport and development world.

Today, the organization continues to use sports activities, particularly football, as an innovative and effective way to get youth involved in helping themselves and their communities. In addition, over the years the organization has expanded its activities to include other sports; arts and culture, health education, photography youth offender repatriation programme and even community libraries. There are 16 active MYSA zones throughout the Mathare Valley and neighbouring slums, and the organization has also grown to include projects in the Kakuma refugee camp in northwest Kenya as well as in Botswana, Tanzania, Sudan and Uganda. In total, the organization has directly impacted over 200,000 young people.

One of MYSA'S most distinctive qualities is the fact that it is owned and managed by the youth themselves and that it is genuinely a community driven organisation. The average age of the MYSA officials, volunteer leaders and coaches is only 15-16 years old. But despite their age, these young leaders have themselves benefited from MYSA programmes and have an amazing enthusiasm, dedication and drive to continue the organisation's work.

### **3.1 Mission**

To change the lives of Mathare Youth starting with sport

### **3.2 Goal**

The organization intends to increase active membership by 4% in every year for the next ten years:

2009: 20,790

2011: 22,487

2013: 24,321

2015: 26,306

2017: 28,452

2019: 30,774

### **3.3 Vision**

Every child in Mathare reaches his or her full potential

### **3.4 Motto**

Giving youth a sporting chance on and off the field

### **3.5 MYSA's Values**

- Respect for self and others.
- Fair play.
- Showing good example to others.
- Respect for rules.
- If you do something, MYSA will do something; if you do nothing, MYSA will do nothing.
- Open participation in MYSA programmes regardless of age, religion, economic status, education level, gender, sexuality, ability or ethnicity.
- Helping yourself by helping others.

### **3.6 Strategic focus areas**

Three core strategic areas were established during the workshop and these will form the main focus for organisation's plans going forward:

1. Programming
2. Organisational Development
3. Fundraising

## **4. PROGRAMMING**

When MYSA was first set up in 1987, it was a self-help organisation which pioneered the use of football as a tool to encourage co-operation, raise self esteem and promote physical and environmental health amongst the young people in the Mathare slums. Although the organisation has grown and expanded its activities, sport is still very much at the heart of MYSA and its programming.

### **4.1 Sports**

In order to become a member of MYSA, each young person has to be registered as a member of one of the sports teams. This qualifies them for participation in the organisation's other activities and projects.

The way that the MYSA model works is that, by participating in the organisation's other activities such as environmental clean-ups; participants can gain points for their team and boost the position of the team in its league. This provides a strong incentive for taking part in new activities and gaining skills and education that will open up new opportunities for them in later life.

Football has traditionally dominated the sports agenda. Today MYSA boasts 1,600 teams in 149 different football leagues and on average, there are over 10,000 matches played each year. Despite this strong preference for football, the organisation has also started to offer other sporting activities to broaden its membership and develop the extent of its reach.

**Goal: To have the best youth leagues and tournaments in Africa and reach 28,787 members.**

#### **Objectives:**

1. To increase participation of girls in sports.

#### Actions

- Organize annual inter-zonal girl's football league for 16 MYSA zones.

- Organize annual International tournament for girls.
- Promote different sports that appeal more to girls (see point 6)
- Assess the issues being tackled through MYSA's activities
- Explore quality and safety of female participation

2. To produce effective and efficient sports administrators and leaders.

Actions

- Offer sports administration and leadership training twice a year to MYSA leaders
- Offer coaching and referee training four times a year for MYSA leaders
- Recruit more female administrators and leaders.

3. To create partnerships with local and international schools, colleges and other institutions.

Action

- Organize regular meetings (at least one every 6 months) with these institutions and other partners.

4. To create more exposure for our players through annual local and international youth exchange programmes and tournaments.

Action

- Organizing annual international tournament
  - Participating in international tournament.
5. Increase participation in local tournaments/competitions

Actions

- Organize annual MYSA sports league and activities for all registered MYSA members from 2010.
- Participate in local tournaments
- Organize sports activities for Child at Risk project
- Organize annual MYSA Championships.

6. To introduce new sports, including but limited to volleyball, basketball and netball, into schools and communities within MYSA zones from 2011.

#### Actions

- Starting with schools from 2010.
7. To partner with other organizations to train leaders in these new area. Develop database system

#### Action

- Develop membership database
- To have permanent staff to manage database

### **4.2 Kids With Disabilities**

According to the World Health Organisation (WHO), 80% of people with disabilities in the world are living in developing countries like Kenya. The Mathare Slums are some of the biggest slums in Africa and a high percentage of the population have some form of disability.

In late 2007 MYSA created a project to fully engage all the young people with disabilities living in the Mathare slums and its environs. The project aimed to provide sporting activities, linked to community development initiatives for these marginalised groups. Today, the programme is still running and MYSA is providing sports and recreation activities, education, training, and arts and culture programmes for the 900 disabled young people. In addition, MYSA is also raising awareness on disability issues, promoting inclusion, and carrying out research to support the integration of the disabled into society.

#### Goals:

- To encourage young people with disabilities in Mathare and neighbouring areas to be involved in sports;
- To increase the number of participants by 100 annually
- To enhance understanding about disabilities amongst able-bodied members, their families and communities.

#### **Objectives:**

1. To organize sports for young people with disabilities in the slums of Mathare, neighbouring areas and schools.

#### Actions:

- Organize weekly recreation days for young people with disabilities.

- Organize weekly sports activities where young people with disabilities have the opportunity to participate in Adapted sports<sup>1</sup>.

2. To raise awareness about disability issues within the community.

Action

- Organize monthly community information meetings on disability issues.
- Organise sports events involving both disabled and able-bodied young people.

3. To identify “hidden” persons with severe disabilities, and conduct assessment, recruitment, capacity building.

Actions

- Recruit volunteers annually
- Provide information and training on the KWD project and its goals
- Promote the KWD programmes within Mathare communities – decrease stigma and inspire the disabled to come forward and get involved.

4. To partner with sports clubs and associations that deal with activities for young people with disabilities.

Action

- Engage sports clubs and associations about KWD recreations, outreach activities and workshops.

5. To create opportunities for partners to identify talents.

Action

- Create partnerships with federations, schools and homes working with persons with disabilities.

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<sup>1</sup> Existing sports modified to meet the needs of persons with a disability

6. To ensure that MYSAs coaches receive the necessary training for working with young people with disabilities.

**Actions:**

- Provide regular training sessions for MYSAs coaches
- Partner with local organisations to ensure that training programmes cover all the necessary areas

**4.3 Non sporting activities**

Over the years, MYSAs has broadened its programmes to include non-sporting activities. By taking part in these activities, MYSAs members can gain league points for their sports teams, which is an effective method of encouraging participation.

The non-sports strategic programming areas are:

- 4.3.1 Arts and Culture
- 4.3.2 Community Libraries
- 4.3.3 Environment conservation and cleanups
- 4.3.4 Child at Risk
- 4.3.5 Anti-child labour
- 4.3.6 Photography Training
- 4.3.7 AIDS Prevention
- 4.3.8 Leadership Awards
- 4.3.9 MYSAs Radio

**4.3.1 Arts and Culture**

The MYSAs Haba Na Haba, which uses music, dance, drama and acrobatics to convey information to the community, was introduced in 1998 as an offshoot of the organisation's HIV/AIDs programme. The Haba Na Haba project is geared towards establishing well-organized arts activities for the MYSAs members, while at the same time using arts to educate young people and the community at large on HIV/AIDs awareness and reproductive health.

The project participants are divided into groups according to age and have the chance to take part in dance, drama, puppetry, music and acrobatics. The Haba Na Haba project also supports existing arts groups in seven of the Mathare slum areas by conducting training in

dance, drama, puppetry, music and acrobatics. In addition, the project provides the various groups with instruments and costumes for their performances.

**Goal: To have 1,000 MYSAs participating in art and culture programmes.**

**Objectives:**

1. To initiate more art and culture programmes within the community and schools.

Actions

- To partner with schools and the community to organize weekly training on interactive theatre.

2. To use arts and culture to create awareness on social issues affecting the community e.g. HIV/AIDS, Child labour etc.

Actions

- Organize the annual Watoto Wana Say festivals, art exhibitions, galas, photography and video screenings.
- To organize weekly arts and culture shows.

#### 4.3.2 Community Libraries

Due to lack of good infrastructure in Mathare such as good housing, roads, schools, toilets, drainage and electricity, MYSAs came up with the initiative named the 'Slum Libraries Project' with the aim of establishing a reading culture and empowering the community to improve their standard of living. The project was also initiated to help MYSAs register members and the community at large to have access to educational materials and an environment conducive to learning.

Four libraries have already been established and they have a membership of 13,000 users. On average 150 to 200 users visit each library on a daily basis from Monday to Saturday.

**Goal: To reach more than 120,000 youth and community members through the promotion of a reading culture.**

**Objectives:**

1. To provide an environment conducive to learning.

Actions

- Provide regular access for members to borrow books, write their own stories, dramas, poems and to draw pictures.
- Incorporate games during weekly reading sessions as a way of encouraging a reading culture.
- Allow schools to hold weekly sessions in the libraries.
- Promote monthly book reading competition for children more widely to encourage them to read.

2. To establish community libraries in the 16 MYSA zones.

Actions

- Establish libraries in line with the MYSA decentralization plan.
- Establish monthly books collection points locally and internationally.
- Establish monthly adult literacy sessions.

3. To provide relevant and adequate reading materials and services for the users.

Actions

- Regularly update stocks of books
- Promote weekly inter libraries exchange programmes and book rotation.
- Offer educational support to library attendees.
- Offer weekly basic training on computer skills and sign language to participants.
- Offer copies of books and retrieval services from the internet.
- Strengthen partnerships with other institutions by having monthly partners meetings.

#### 4.3.3 Environment Conservation and Cleanups

The population of the slum is very dense and majority of the people are very poor to the extent that they have little or nothing to eat. They live in shanties surrounded by uncollected garbage and human waste, and blocked drains are a common problem. All this contributes to the spread of chronic diseases like malaria, cholera, T.B, dysentery etc., which are major causes of disabilities and even death. In addition to playing matches every weekend MYSAs undertake garbage collections and tree planting projects. Teams earn six league points for each completed project and an individual member earns two points.

**Goal: To enhance the lives of MYSAs and Mathare community members through cleaning our environment and to build on MYSAs' success of linking environmental clean ups with team and individual performance.**

#### **Objectives:**

1. To make sure that the community living in Mathare and its neighbouring areas are aware of the importance of environmental conservation.

#### Action

- Create regular awareness campaigns on environmental conservation and resultant health issues in the slums, using film, music and dance.

2. To collect garbage in order to reduce disease and death in the slums.

#### Action

- Mobilize and organize weekly community service clean ups in all zones.
- Transport garbage from the slum to an authorized disposal site on a weekly basis.

3. To increase the number of young environmental peers in the community by organizing regular training and information sessions.

#### Action

- Organize regular workshops and training for community youth on environmental conservation.
4. To improve the quality of local playing fields to reduce injuries during MYSAs activities.

Action

- Improve 32 MYSAs and other community institutions' playing fields by 2019.
5. To contribute towards fighting climate change due to global warming.

Action

- Plant trees monthly in schools, forests and community fields in Mathare and neighbouring areas

#### 4.3.4 Child at Risk

Most families in the Mathare slums are headed by single, hardworking mothers with no or little education, social support or income to support their families. As a result children have to learn to be independent and cope with street life from a young age. A lot of them get into trouble with the law for vagrancy or petty crimes and find themselves in juvenile courts and remand homes where they don't have access to even the basic supplies.

MYSAs support these children through the provision of meals, medical care, and simple motherly attention. MYSAs also assist with reuniting these young people with their families.

**Goal: To provide opportunity for growth and development to reach 30,000 children in juvenile remand homes, and to conduct follow-ups.**

**Objectives:**

1. To supplement meals for kids at the juvenile courts and children's institutions.

Actions

- Conduct weekly meals at the juvenile courts.
- Provide meals in remand homes on public holidays.

2. To support the integration of young people back into their families

#### Actions

- Help transfer kids to other institutions to reduce overcrowding in remand homes and court rooms.
  - Ensure follow-up visits are made to all repatriated kids to ensure that they have access to education after their release.
  - Train 60 MYSA staff each year to counsel and support kids and their parents.
  - Partner with organizations with skills and expertise in this area for reference and training.
3. To provide young people in remand with the opportunity to participate in sport & indoor games and to learn basic in computer skills.

#### Actions

- Organize monthly indoor games and sports tournaments.
  - Organize training courses for the kids to learn basic computer skills.
4. To improve access to basic medical provision.

#### Actions

- Supply medicines, disinfectants and sanitary towels to the institutions on a monthly basis.

#### 4.3.5 Anti-Child Labour

Due to the poverty in the Mathare slums and surrounding areas, most young people, a large proportion of which are MYSA members, are forced to seek employment to help sustain their families. This often leads to the worst forms of child labour. MYSA's anti child labour project has been able to address the problem in the following ways:

- Sensitising and mobilising the children in Mathare and neighbouring areas to take preventive actions against child labour through sport, art, drama and music.
- Supplying equipment, including balls, bearing anti-child labour messages to MYSA teams.
- Providing education and skills training as an alternative to employment.

- Supporting withdrawn children to enrol in formal primary schools and vocational training programmes by providing uniforms and other essential items.
- Raising awareness in the community and following up with impact assessments.

**Goal: To raise awareness amongst all MYSA members and their communities about eliminating the worst forms of child labour.**

**Objectives:**

1. To prevent the entry of children into child labour.

Action

- Conduct regular awareness campaigns.
- Pay school fees, buy books and uniforms in the programme.
- Identify schools or vocational training centres for child labourers

2. To withdraw children from situations of child labour and provide alternatives for the children and their families.

Actions

- Provide regular educational support materials to MYSA members and schools.
- Organize annual training and workshops.
- Organize an annual anti-child labour sports tournament to raise awareness about the issue.

3. To improve the working conditions of child labourers as a transitional measure towards the progressive elimination of child labour.

Actions

- Conduct awareness campaigns to community members, employers and children.
- To educate the community on children rights using Support Children Rights through Education Arts and Media (SCREAM) methodology.
-

#### 4.3.6 Photography Training

The Shootback project was started in 1997 with an aim of teaching MYSAs members in photography, film making skills and to run weekly discussion sessions about pressing issues in the community. It has enabled the young people to tell stories about their everyday lives using the camera and to share their experiences in the slums with the rest of the world. Over the years, participants have also taken some great photos of MYSAs activities thereby compiling an archive of the organisation's work in the community. Some members have even gone on to choose photography as a career.

The project published a *Shootback* book in 1999 made up of photographs that tell the life of communities living in the Mathare slums. In collaboration with UN Habitat, the project also published a second book called *image in the MDG's* where kids commented on the millennium development goals through photos and captions. In 2005 film making was introduced where talented youth are trained in making films in their communities and documenting MYSAs activities. Shootback has participated in several local and international exhibitions and has made several video documentaries for Pathfinder, ILO, DSW, Prince Claus and KFW

**Goal: To empower 800 MYSAs youth from slums of Mathare and neighbouring areas through photography and video production.**

#### **Objectives:**

1. To train more youth on photography and film making

##### Action

- Select and train 80 new kids from different slums yearly.
- Annual publication on different themes. i.e. environment, anti-child labour e.t.c

2. To raise awareness amongst youth and community members using slum stories.

##### Actions

- Organize monthly documentation of stories about life in the slums.
- Organize monthly photo exhibitions and community video/film screenings.

- Document MYSA activities using photography/ video and exhibit regularly to communities.
  - Creating of blog and photo gallery on MYSA website.
3. To document MYSA activities and share with the local and international media.

Action

- Create a media network with which the footage can be shared.
4. To initiate a local and international exchange program.

Action

- Regularly share basic photography and video knowledge with other organizations.
5. To initiate photo and film festivals/competitions.

Actions

- Approach and network with other film projects, learning institutions and organizations.
- Collaborate with other film projects and filmmakers to launch an annual photography and film competition/festival.

#### 4.3.7 AIDS Prevention

##### Introduction

MYSA HIV and AIDS awareness program was started in 1994 with the main aim of promoting behavioural change among youth using different tools to disseminate information on HIV and AIDS, reproductive health, drug abuse and other social related issues.

The trained peer educators have been disseminating HIV information from their respective MYSA zones informing their peers and giving them an opportunity to make informed choices, through movement games outreaches, one on one counselling, community outreaches and school outreaches.

According to Africa population and health research centre, statistics indicates that 14% of people living in informal settlement are HIV positive, making young people between the age of 14 – 24 years vulnerable to HIV due to lack of information.

**Goals:**

- **To progress towards an HIV/AIDS and Drug free community by reaching out to 590,000 MYSA and community members in Mathare and neighbouring areas.**
- **To educate and raise awareness about HIV/AIDS amongst MYSA members and their families and communities.**

**Objectives:**

1. To provide zonal schools and communities with health information about HIV/AIDS and reproductive health.

## Action

- Conduct weekly HIV/AIDS awareness campaigns by engaging youth and members of the community in focus group discussions.
- Theatre performance that both entertain and educate and focus on reproductive health issues. Participatory education approaches.

2. To maintain high level of competency and skills of the trained peer educators.

## Action

- Conduct HIV/AIDS counselling and sexual reproductive health (SRH) training/workshops every quarter to MYSA youth leaders.

3. To set up one-stop information centres.

## Actions

- Provide the opportunity for the members of the community to access information on HIV/AIDS and reproductive health issues on a daily basis.
- Provide the opportunity for young people to make informed choices through guidance and counselling.
- Frequently distribute information and engaging educational material.

4. To promote cooperation and collaboration between youth organizations working in the field of HIV/AIDS locally, regionally and internationally.

Actions

- Continue with monthly programme of educational exchange visits.
- Build solidarity and credibility through networking.
- Organize and attend youth exchange forums/meetings every year

5. To establish and facilitate youth-friendly VCT centre.

Actions

- Offer daily counselling HIV testing and counselling.
- Partner with support groups working in health care.

#### 4.3.8 Leadership Awards

The Leadership Awards were designed to reward MYSAs members for their participation in the organisation's sporting and non-sporting activities. Members gain points for successful completion of MYSAs activities including:

- Refereeing, Coaching and participating in sports
- Kids with disabilities
- Slum environmental clean-ups
- HIV/AIDS peer education activities
- Voluntary work in the libraries
- Juvenile feeding and repatriation programmes
- Documenting of MYSAs activities as part of the Shootback project
- All training courses, seminars, workshops organized or recognized by MYSAs

**Goal: To have a special fund for leadership awards winners to be able to keep more youth in school.**

**Objectives:**

1. To create and implement a data capture system to assist in identifying leadership winners.

#### Actions

- Train MYSAs staff and members on the database system.
- 
- Set up exchange programmes with learning institutions.

2. To award scholarships to motivate MYSAs active leaders.

#### Actions

- Establish a clear and transparent mechanism for the awards.
- Annually increase the number of leadership awards.
- Make frequent follow-up visits to scholarship winners in schools.

#### 4.3.9 MYSAs Radio

##### Introduction

The plan is to establish a 24 hour radio station that targets young people in Mathare and neighbouring slums, eventually covering the whole of Nairobi. During the initial period of establishment, the station will operate as a community radio gradually growing to a full fledged commercial station.

In the light of the United Nations millennium goals, the station will run programmes that address the issues that have been identified in order to fight poverty. We will also feature debates where young people will discuss issues that hinder their development and of course coming up with solutions to their problems. The plan is to give the community full ownership of the programmes by allowing them to produce programmes for themselves.

**Goal: To establish a 24 hour radio station that targets young people in the slums of Mathare and neighbouring areas.**

##### **Objectives:**

1. To communicate and educate.

#### Actions

- Educate youth through the airing of weekly informative programmes.
- Introduce programmes that specifically target younger children

2. To help eradicate poverty.

Actions

- Communicate the role of youth development through radio.
- Use MYSAs role models to pass information to the youth.

3. To build democracy.

Action

- Use MYSAs radio as a forum for young people to discuss the issues that affect them and to air their concerns.

4. To spread information and news

Actions

- Run news programmes with an emphasis on local news.
- Present stories of hope and struggle to communities in the Mathare slums and surrounding areas.

5. To change gender attitudes in the community.

Actions

- Air programmes that encourage education for girls and the involvement of women in development.
- Achieve 50/50 participation and involvement for both genders in the administration of the radio – ensure equal representation.

## **5. ORGANISATIONAL DEVELOPMENT**

There are four strategic areas:

- 5.1 Decentralization
- 5.2 Staff and Staff development
- 5.3 Governance
- 5.4 Local stakeholders

### **5.1 Decentralisation**

MYSA operates in 16 working areas known as zones, most of which are based on the eastern side of Nairobi and neighbouring areas. The zones are headed up by local executive committees and committee members are elected annually. These committees take responsibility for all the activities in their respective areas with assistance from staff members. The MYSA zonal governance structure is attached as an appendix.

The decentralization of MYSA zones will greatly improve visibility of the organisation within different communities leading to a growth in membership numbers. It will also bring the organisation and its services closer to the beneficiaries, which will enhance interaction between MYSA, its members and their families and communities. This will also facilitate the monitoring and measurement of activities and their impacts on the members and their communities – a crucial element of managing the organisation going forward.

At present, all administration work is done from the headquarters, which is based at distance from most of the main operating areas. By creating management offices within each zone, a large proportion of the administration can be carried out by zonal staff, thereby providing the central management team with more time to spend developing the strategy, fundraising and building partnerships and networks that will benefit the future growth of the organisation. In other words, a decentralised structure will greatly improve efficiency.

The decentralization of MYSA zones would be in line with the organisation's primary goal to grow by 40% in the next ten years.

**Goal: To have 16 decentralized zones.**

**Objectives:**

1. To set up two fully decentralized offices per year.

Action

- Set up a team to coordinate and manage the decentralisation process.
- Fundraise centrally to achieve the funds needed to set up two offices per year e.g. equipment and training

2. To have a community library in each of the 16 zones.

Action

- Raise money to create a library for 2 zones each year.

3. To continue empowering zonal executive committees to run the zones.

Action

- Develop and communicate the new roles and responsibilities of each zonal executive committee member.
- Establish clear lines and methods of communication between zonal committees and the central management committee.

4. MYSA to take ownership of at least five office buildings and one playing field by 2019.

Action

- MYSA should aim to own all 16 zonal offices
- Each zone should aim to own a football field.

## **5.2 Staff and Staff Development**

MYSA currently has 60 staff members. As an official policy MYSA has hired its staff from its active members only and all staff members have learnt on the job. There was never an emphasis on academic qualifications for most of the jobs available. However, with the expansion of the organisation, and with increasing demands from donors for professional reporting, it is now imperative that MYSA focuses on developing the capacities of its staff.

MYSA needs to be in a position to offer more internal training as well as sending staff members on training courses at external learning institutions. The organisation also needs to formulate a plan for increasing the skills and qualifications of staff e.g. in communications, public relations or fundraising.

**Goal: To have a passionate, professional and skilled team of at least 110 staff working on behalf of members.**

### **Objectives:**

1. To create a HR development strategy that shall match the organizational requirements and growth in line with our ten year strategic plan.

#### Actions

- Carry out an annual skills audit for both staff and volunteers and identify training needs.
  - Partnering with institutions/organizations that can offer training and qualifications to fill the skills gap.
2. To develop HR policies that help ensure staffs perform their tasks effectively and efficiently.

#### Actions

- Review the staff development policy annually.
- Increase funds available for staff training.
- Maintain and update our skills bank annually.

- Create a job description and specifications with clear tasks for each position within MYSA.
  - Develop and perform annual appraisals in order to gauge and improve performance of staff members.
  - Develop and review performance targets and contracts in first quarter of 2010.
  - Develop and review retention plan every two years.
3. To develop plan for staff succession.
- Update staff /volunteer succession plan every two years.
  - Forecast how many employees will be required in future and what skills they should possess.
  - To organise an annual workshop on career planning and succession planning in order to develop existing staff.
4. To develop a staff salary grading system.

Actions

- Develop a reward policy for staff and volunteers.
- Review staff remuneration structures.

### 5.3 Governance

**Goal: To have a practical governance system that preserves, strengthens and increases the confidence of all 27,400 members.**

#### Objectives:

1. To create an M&E framework for the organisation.

##### Actions

- Get funding and procure a suitable partner to develop an M&E framework for the whole organization.
- Work with experts to develop an M&E tool kit for all projects by 2019.

2. To review and update MYSA's constitution.

##### Action

- Form a constitution review team to work on the constitution.

3. To formalize relationships with other components of MYSA e.g. Mathare United and the Academy.

##### Action

- Form a taskforce made up of members of MYSA, the Academy and Mathare United to explore ways of formalizing the relationship between the different components.

4. To include MYSA Alumni on the Board of Trustees.

##### Action

- MYSA Board of Trustees to discuss the inclusion of MYSA alumni in its membership in the future.

5. To have Board members who represent MYSA, the Academy, and Mathare United.

##### Action

- Hold bi-annual meetings attended by all board members

6. To ensure that there is equal representation of women

Action

- Continue to promote 50/50 representation on zonal executive committees – the chairperson and deputy chairperson have to comprise of a male and female.
- Achieve greater participation and involvement of women in the running of MYSA

7. To ensure our policies and procedures are flexible and adaptable to change.

Action

- Regularly engage staff and volunteers in drafting, developing, and implementation of new policies.

8. To establish a modern Management Information System (MIS) to protect and preserve organization's information.

Action

- Introduce a fully fledged database department.
- Train staff to use the database

9. To frequently continue communicating to MYSA members about: the constitution, governance, management structures, rules and regulations, values, codes and the strategic plan.

Action

- Create monthly awareness to MYSA staff and volunteers.

10. To come up with an appropriate accounting programme and system

Action

- Identify experts to audit MYSA accounting system and recommend a suitable programme.

- Implement system and train relevant staff.

#### **5.4 Local stakeholder relations**

As MYSA is working in 16 zones around Nairobi the relationships with local stakeholders has been very important with regards to different activities that we run which have a direct impact on the community in question. For example, some local stakeholders have been fundamental in ensuring that some of our activities take part as planned.

Currently the organization is well-known locally both by the local government, religious leaders, partners and members of the community. The organization is also working hard to enhance its visibility by continuing to involve all relevant stakeholders in its activities.

**Goal: To have strong relationship with our local stakeholders through regular participation in MYSA activities.**

#### **Objectives:**

1. To enhance relationships with other community stakeholders.

##### Actions

- Continue involving parents, teachers and religious leaders in daily activities.
- Increase networking with other NGO's within MYSA's operational areas.

2. To strengthen our partnerships with our local government/authorities within the different MYSA zones.

##### Actions

- Continue inviting and informing our local leaders about our activities and events.
- Consistently invite sport and development organizations to our activities.
- Participate in tournaments, clean-ups and other community service programmes organized by other stakeholders.

3. To reach communities within our zones with MYSA information.

##### Action

- Keep our stakeholders updated about current and future activities.

- Enhance visibility through decentralisation.

## **6. FUNDRAISING**

As a not-for-profit organisation, MYSAs has to fundraise in order to raise the revenue it needs to run its activities. However, in contrast to other organisations of a similar size, MYSAs does not have a Director of Fundraising or a systemised approach to writing applications and securing financial support. It is hoped that the process of decentralisation will enable the central management committee to dedicate more time to approaching potential donors and building up strong and lasting relationships. In addition, the procurement of an experienced Fundraising Director will provide the management, coordination and leadership that are required to be successful in this field.

**Goal: To increase MYSAs financial resources annually by 12.7% to support the projected membership growth of 4% and planned decentralization.**

The projected growth of 12.7% is based on the average growth of the last three years. The projected increment of 4% in terms of membership also reaffirms the need for more funding. Therefore the projected growth of 12.7% excludes any capital expenditure associated with the decentralisation process.

### **6.1 Key Objectives:**

- To maintain, increase and broaden MYSAs partners
- To reach an agreement with Mathare United FC to receive player development fees.
- To develop online funding tools/strategies
- To develop alumni fundraising tools
- To introduce a MYSAs Gala awards night (e.g. Juara ball award)
- To use MYSAs Academy to generate income
- To recruit a Director of Fundraising and Publicity

### **6.2 Actions**

1. To recruit a Director of Fundraising and Publicity and set up a fundraising, marketing and PR team. Whose responsibilities include:
  - Coordination and supervision of all funding proposals.

- Development of online funding tools/strategies.
  - Creation and management of MSYA website alumni links and friends.
  - Branding of MYSYA name.
  - Development of organisational mission and vision statements.
  - To maintain and broaden MYSYA networks.
  - Development of strategic partnership.
  - Standardisation of MYSYA marketing and communications tools.
2. To use MYSYA Academy to generate income
    - Academy to hire MYSYA members as lecturers on a consultancy basis.
  3. To reach an agreement with Mathare United FC
    - Develop strategic direction/co-operation with Mathare United

### 6.3 Engagement of different partners

#### local supporters

- Invite potential funders to MYSYA activities.
- Use of online interactive tools to engage MYSYA alumni.
- Display MYSYA merchandise during our activities.
- Engage MYSYA in local exhibitions e.g. Trade fair, NGO week etc
- Generating income from the academy
- Undertake joint programmes with relevant governmental ministries/departments
- Organize events/tournaments for corporate and generate income from participation fee
- Engage local partners/traders/corporate in MYSYA events e.g. MYSYA championship, Girls tournament etc.

#### **International supporters**

- Make fundraising and PR trips abroad.
- Making MYSYA adverts in collaboration with Media houses.
- Strengthen the already established links with International communities and International networks.
- Using Haba na Haba for income generation

#### **6.4 MYSAs position worldwide**

MYSAs is the one of the leading sport and development projects in the World and is in a position to use this standing to generate support and revenue.

##### **Actions**

- Set up an International Advisory Board on sport and development;
- MYSAs has helped initiate successful youth led projects abroad through networks e.g. in Uganda, Tanzania, Botswana, Sudan which can be used as reference points when discussing new potential networks/projects with partners;
- Use MYSAs previous and current successful relationships to create new potential partnerships.
- Encourage NGOs and development organizations to partner with MYSAs to help achieve their goals;  
Initiate adopt a team system as a way of fundraising.
- Create shootback blog on the MYSAs site and sell photos of MYSAs activities;
- Use MYSAs photography team to do documentaries.
- Use previous external support projects as a reference point to initiate new consultancy service
- Create an online photo gallery for exhibitions and sales