



VSA KENYA 2014-2018 STRATEGIC PLAN

Towards a Victorious Youth Development

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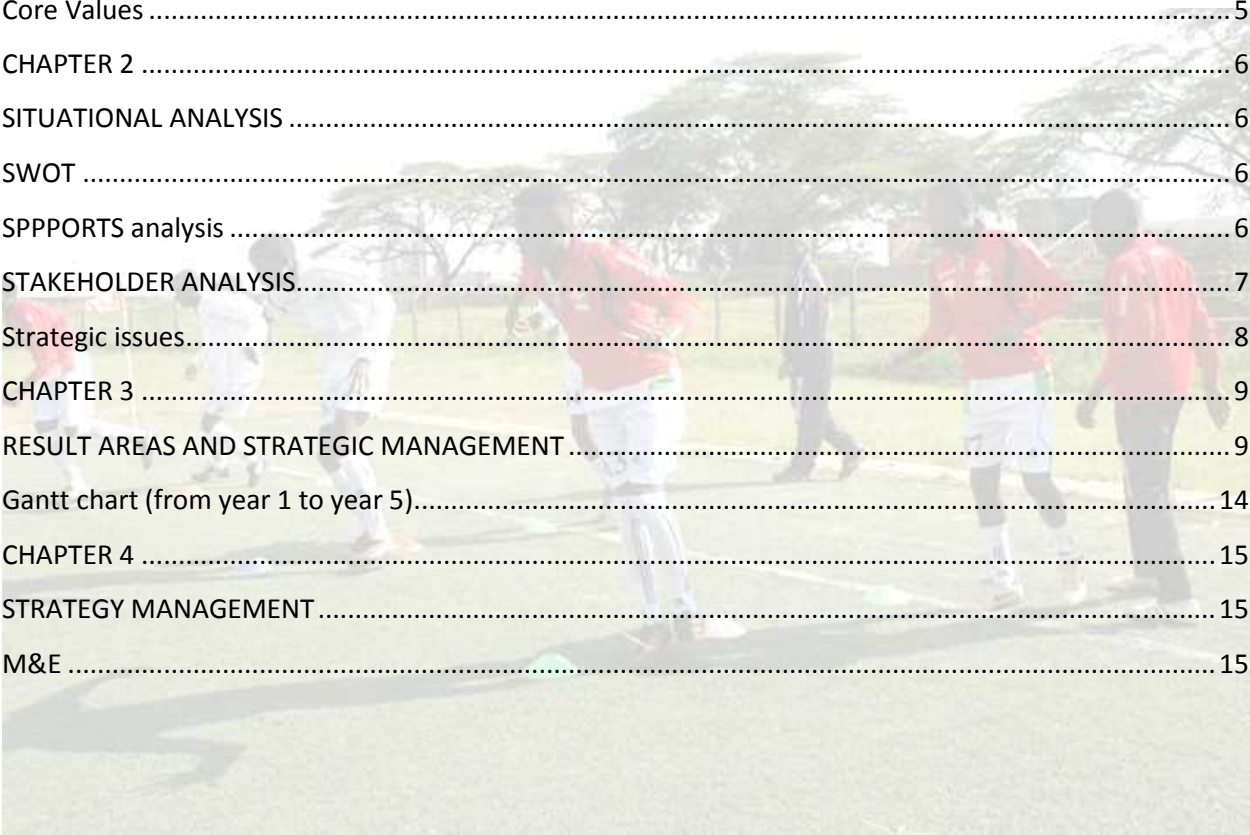
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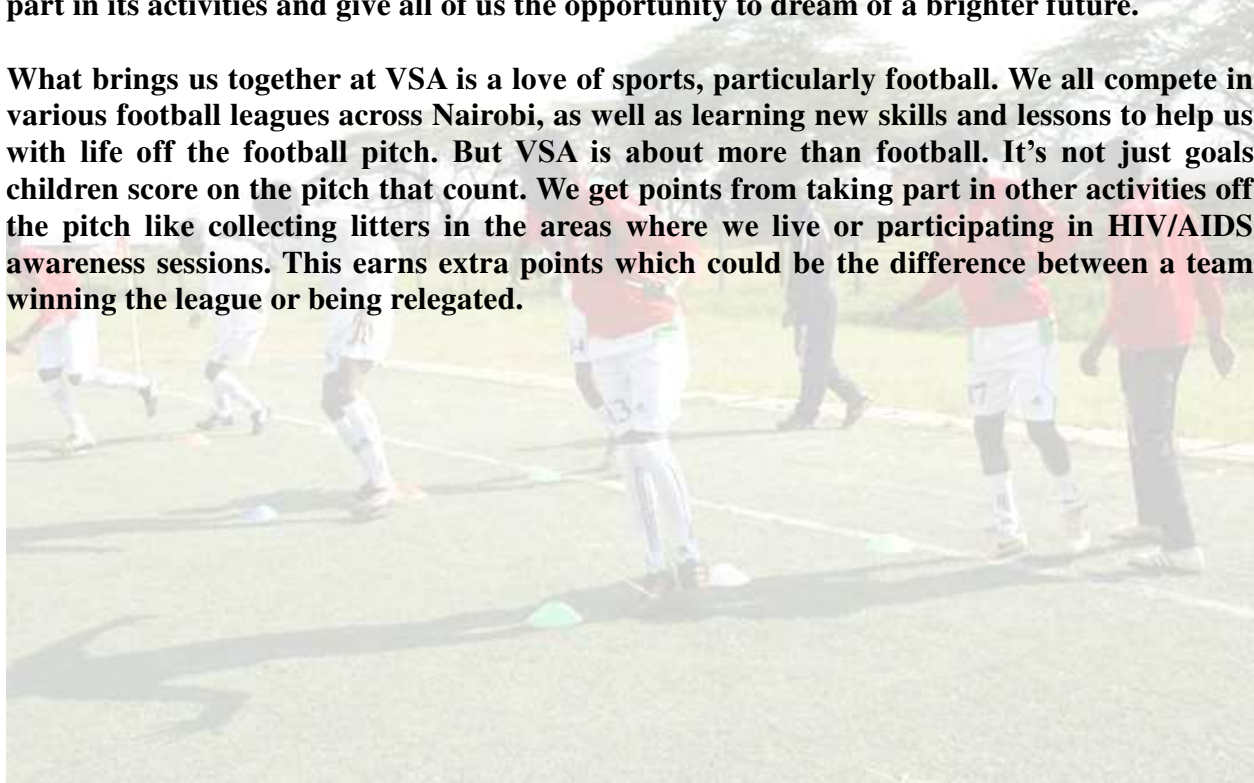
Welcome to VSA, we want to empower young people through sports to help them to fulfill their potential and achieve their dreams.

We are based in Deep sea slum Nairobi. Deep sea slum is a group of some of the largest, poorest slums in Africa.

More than 12000 families call these slums their home, living in shanty mud hurts or old iron sheets with no clean water, electricity or sanitation. When you grow up in a place like this it can be hard to be optimistic about your future. VSA offers the young people of Deep-sea HOPE and the opportunity for a better life.

We use football sport, which we combine with community outreach and development activities to give young people like us the skills and confidence they need to aim higher, achieve more and improve their lives. VSA in run by and for the young people who take part in its activities and give all of us the opportunity to dream of a brighter future.

What brings us together at VSA is a love of sports, particularly football. We all compete in various football leagues across Nairobi, as well as learning new skills and lessons to help us with life off the football pitch. But VSA is about more than football. It's not just goals children score on the pitch that count. We get points from taking part in other activities off the pitch like collecting litters in the areas where we live or participating in HIV/AIDS awareness sessions. This earns extra points which could be the difference between a team winning the league or being relegated.



CHAPTER 1

Introduction

Victoria sports association (VSA) is a community based youth association for disadvantaged young people. It is situated in Deep Sea slum, in Nairobi's Westlands Division. VSA is also registered under the Society Act and with the Football Kenya Federation (FKF).

VSA was established in 2006, when it started with eighteen (18) young people. We currently have 120 registered boys and girls. Mostly orphans, street children and kids living with single parent.

VSA operational work is in Nairobi and Siaya county (Nyanza in south west Kenya).it aims at engaging and organizing young people into sports, education, skills development and activities like theatre, music and environmental awareness. Such positive projects can help transform our youth into responsible and proactive adults while reducing the risk of juvenile delinquency, prevent HIV/AIDS and promote their health and well being.

Vision

To help disadvantaged children to become good citizens that can contribute positively to their home country

Mission

To create positive changes in the life of children through education, sports and fun activities

Our objectives

- To identify and promote the talents of individual children
- To give those children the support and encouragement they need to develop into responsible and empowered citizens of Kenya
- To ensure all the children involved have sponsorship to pay school fees, since free education is not generally provided in Kenya
- To raise awareness locally , nationally and internationally of the plight of youngsters who flock to VSA and others like them and to encourage social and civic responsibility towards them by organizing local sports events , attending tournaments and publicizing the work of VSA
- To provide older children who have missed out on schooling opportunities to develop vocational and entrepreneurial skills
- To create a safe and friendly environment for orphans in our care and for all VSA members

Team Motto

"Victorianista"

Team Philosophy

'To be and do our utmost best in anything and everything that we are called upon or engage to accomplish'

Core Values

Faith in God - Our belief is first and foremost directed to God to divinely enable and grant us success in all our endeavors.

Innovativeness - we are constantly open and flexible to adapt to new, untried and unproven but workable ideas that may be for the betterment of the team's general output and efficiency.

Discipline - we deliberately strive to discipline ourselves in order to achieve our set goals and objectives.

Diligence - we cherish and constantly have the disposition that is thorough and untiring towards work.

Commitment - we realize that achieving success at a high level requires total commitment of time, energy and people involved in the team

Excellence - we seek and endeavor to be professionally efficient in order to be effective and produce optimal results by the conducive atmosphere thereby created by our manner of doing things

Team work - acutely aware of the diversity of God's given talents, gifting and abilities, we promote and encourage the spirit, the desire and willingness of people to work corporately together and help each other as part and parcel of our team's aim and vision

CHAPTER 2

SITUATIONAL ANALYSIS

SWOT

SWOT stands for STRENGTHS, WEAKNESSES, OPPORTUNITIES and THREATS. The following is an outline as identified by VSA

Strengths	Weakness
<ul style="list-style-type: none"> ❶ VSA has a vibrant sporting activities for the youth which increases participation and has been successful in soccer tournaments ❷ a child protection policy is in place to protect any harm that may be directed to our players 	<ul style="list-style-type: none"> ❶ lack of an office to carry out administrative activities ❷ lack of a financial model that will facilitate effective financial management ❸ lack of an inventory to track all resources/assets owned by VSA ❹ lack of an asset book to value VSA's current assets ❺ poor/weak stakeholder relations-false accusations from school about VSA ❻ unclear program areas hence there is no definition of programs thus ad-hoc programs are being undertaken with little or no impact due to lack of a needs assessment/project cycle ❼ unclear/unimplemented organizational chart , making it difficult to identify roles
Opportunities	Threats
<ul style="list-style-type: none"> ❶ there is an opportunity to comply with the Sports Management Act hence benefits stipulated within the legislation shall be beneficial to VSA ❷ a Football/Sports Coaches Association formed will help in promoting the spirit of cooperation among coaches in Westlands as opposed to the spirit of an unnecessary completion 	<ul style="list-style-type: none"> ❶ the proposed Public Benefit Organization Act may be detrimental to VSA in its quest to be sustainable ❷ the tax regime for foreign funding may be unhealthy for VSA

SPPPORTS analysis

As sports based organization, VSA adapted the SPPPORTS method and replaced it with PESTEL analysis so as to capture the element of sports

social	foundations in the Deep sea community will be crucial in helping VSA gaining local support VSA will develop a beneficiary database capturing the age , school ,class ,sex , unemployment rate ,gender analysis among other data so as to know where it stands in terms of program delivery
political	the current Acts that VSA will need to acquaint itself with will include but not limited to Sports Act ,Children Act ,Sexual Offences Act, PBO Act among other documents related to whom we work with stakeholders like Children based organizations and statutory bodies dealing with activities related to vsa will also be approached
partnerships	partnerships will be a key aspect in the success of VSA activities hence a management tool to derive the best benefits from it will be developed
programmatic	a clear definition of our programs will be instrumental in helping out VSA to chart its way forward as far as sustainability is concerned
organizational	Administrative duties need an office so as to develop credibility. organizational chart showing the management and reporting lines will help in ensuring efficiency qualified staff will be key to the organizational success of VSA
resource management	with a clear inventory and asset management book ,VSA will be in a good position to avoid issues of fraud
technological/technical	VSA will review its communication strategy .the website and online platforms will be integrated to ensure relevant and clear flow of information fundraising platforms such as PAYPAL ,PESA PAL ,M-PESA ,,other mobile money platforms shall be deliberated to fully benefit from it

STAKEHOLDER ANALYSIS

The following is a list of current direct and indirect stakeholders that affect VSA's work in one way or another

Partner/stakeholder	Sector	Role	Level		
			Micro	Intermediate	Macro
FKF	Sports	Legal support and recognition			
KEFOCA					
FIFA/CAF					
Department of sports/ministry of sports					
Business community	Trade	Financial support			
Parents/guardians	Social	recruitment			
Social community		Recruitment			

around Highridge and Deep-sea		and social integration			
Media	Information communication	Publicity			
Sponsors & well-wishers	Different sectors	Financial and equipment support			
Tournaments and event organizers	Sports management	Exposure and talent promotion			
Medical institutions	Medical care	Injury management & insurance cover			
ministry of education					
Nairobi City County Council-City Education Department					
community leaders-MP/CR/Chief					
Childrens officer					

Strategic issues

We created this strategy with the support of the friends of VSA in Italy and TOTTI SOCCER SCHOOL. Everyone had a say and the final strategy reflects all of our ideas, plans and dreams for VSA. We are really excited about the opportunities that this strategy offers and are ready to tackle the changes ahead.

- i. Improving the scope and quality of our programmes.
- i. Making sure that we appeal to our target audience's e.g. girls, young people with disabilities and young offenders.
- ii. Raising more money for education scholarships awards as part of our leadership scheme.
- iii. Developing and training our staff and volunteers.
- iv. Forming new partnerships with both local and international.
- v. Have a well organized internal systems, process and management.
- vi. Raising money to buy VSA means of transport inform of a van or bus.
- vii. VSA to own their own talent center with nursery school, pitches, hall, club house, restaurant, gym, and a small dispensary room for the project and community.
- viii. F.C Victoria to participate in the Nairobi provincial League 2014 and to the higher level leagues of Tusker Premier League in the future actively.
- ix. Develop brand VSA

CHAPTER 3

RESULT AREAS AND STRATEGIC MANAGEMENT

strategy 1	F.C Victoria to participate in the Nairobi provincial League 2014 and to the higher level leagues of Tusker Premier League in the future actively.					
objective 1.1	to register FC Victoria in the 2014 FKF league for the purposes of establishing the presence of the club in the local leagues					
	activity	responsibility	location	duration	methodology	output
	register with the FKF	Team manager/Head coach	Nairobi	2014		a registered team playing home and away matches
	secure player license card					
	select 2014 squad and obtain weekly league fixtures					
objective 1.2	to scale up the youth structures of VSA Kenya so as to provide a talent feed to the senior team					
	activity	responsibility	location	duration	methodology	output
	collect personal bio data of the under16-u11 players	Football academy coaches	Nairobi	2 nd quarter of 2014	questionnaires	a well engaged age group teams nurture their talents at VSA
	develop a training session manual for VSA	Head coach		3 rd quarter of 2014	focused group discussions/literature review	a clear progression of player development tracked
	participate in the age group league	head coach/football academy coach		indefinite	football tourneys	

	tourneys and football events					
	select an all star team to promote to each level			4rth quarter of 2014	trials/soccer clinics	
strategy 2	Improving the scope and quality of our programmes.					
objective 2.1	to establish a project cycle management tool for all VSA programs with an aim of aligning our activities within the Development through football model					
	activity	responsibility	location	duration	methodology	output
	prepare project development policy	VSA secretariat	Nairobi	2 nd quarter of 2014	FGD/literature reviews	a clear defined program areas identified for easy undertaking of activities
	identify program areas of focus				FGD	
strategy 3	Raising more money for education scholarships awards as part of our leadership scheme.					
objective 3.1	to sign up to different online fundraising platforms					
	activity	responsibility	location	duration	methodology	output
	sign up to PayPal, pesapal and other fundraising platforms	VSA secretariat	Nairobi	quarter 4 of 2015	internet survey/expert review	an integrated fundraising strategy developed and executing
	draft proposals for funding					
objective 3.1	to integrate VSA in educational institutional committees/bodies; i.e. PTA					
	activity	responsibility	location	duration	methodology	output
	send proposal to participate into PTA activities	VSA secretariat	Nairobi/ other counties	4 th quarter of 2015	expert review	a well established rapport between VSA and the education

						stakeholders
	work with Ministry of education					
strategy 4	Have well organized internal systems, process and management.					
objective 4.1	to prepare various institutional management documents for easy planning					
	activity	responsibility	location	duration	methodology	output
	review current documentation systems/files	VSA secretariat	Nairobi	1 st quarter 2014	literature review	a well organized internal systems developed for easy management of activities
	prepare new records management systems					
objective 4.2	establish management code of conduct that will assist in promoting transparency and accountability					
	activity	responsibility	location	duration	methodology	output
	prepare and distribute questionnaires to VSA stakeholders	VSA secretariat	Nairobi	1 st quarter of 2014	questionnaire	a transparent and accountable organization
	review the proposed code of conduct				FGD	
strategy 5	Developing and training our staff and volunteers					
objective 5.1	to send staff and volunteers in training workshops for coaches ,referees , sports management etc.					
	activity	responsibility	location	duration	methodology	output
	search for training opportunities			3 rd quarter 2014	training workshops/courses	
	send VSA personnel to training courses					

objective 5.2	to establish a staff management filling database for performance progress					
	activity	responsibility	location	duration	methodology	output
	obtain staff bio data	VSA administrators	Nairobi	3 rd quarter 2014	data forms	a well managed and qualified staff
	prepare a database					
	regular updates of database					
strategy 6	Forming new partnerships with both local and international partners.					
objective 6.1	to analyze the current partners and their relevance in VSA programs					
	activity	responsibility	location	duration	methodology	output
	partner with KPL	VSA administrators	Nairobi	2 nd quarter 2014	letters of requests/proposals	a strong strategic alliance for VSA secured strong representation in networks achieved
	Partner with IOC					
	Partner with Leftfootports					
	partner with prospective donors					
objective 6.2	to identify and prepare a list of new potential partners and design an approach plan that will convince them to work with VSA					
	activity	responsibility	location	duration	methodology	output
	research on potential partners' core activities	VSA administrators	Nairobi	2 nd quarter 2014	FGD	a well defined approach plan designed
strategy 7	Making sure that we appeal to our target audience's e.g. girls, young people with disabilities and young offenders.					
objective 7.1	to scale up our community outreach programs that will integrate girls and vulnerable , marginalized groups into VSA					
	activity	responsibility	location	duration	methodology	output
	institute vulnerable groups	VSA administrators	Nairobi	1 st quarter of 2016	FGD	a well represented group of

	special programs					vulnerable people participating in VSA activities
	organize forums with the groups					
strategy 8	Raising money to buy VSA means of transport inform of a van or bus.					
objective 8.1	to acquire a bus for VSA for the purposes of easing the burden on bus fare during away matches					
	activity	responsibility	location	duration	methodology	output
	draft proposals	VSA secretariat	Nairobi	whole of 2016	proposal development	an organized means of transport in place
	present proposal					
	recruit qualified driver					
strategy 9	VSA to own their own talent center with nursery school, pitches, hall, club house, restaurant, gym, and a small dispensary room for the project and community.					
objective 9.1	to come up with an architectural plan that will showcase the desired structures					
	activity	responsibility	location	duration	methodology	output
	identify building site	VSA Secretariat	Nairobi/Siaya	whole of 2017	surveying application forms	an operational talent center
	secure legal building documents					
	commence building					
	launch talent center					
strategy 10	to develop brand VSA					
objective 10.1	To establish a TV and Radio Shows(TV Victoria & radio Victoria) that will educate the public on football matters through mainstream Media					
	activity	responsibility	location	duration	methodology	output
	draft program concept	VSA secretariat	Nairobi	2018	FGD	a well informed public on football matters
	apply to media				face-face meetings	

	houses					
	seek well qualified producer/presenters				interviews	
objective 10.2	to sell image and branding rights of VSA to commercial organization so as to create a consumer fan base					
	activity	responsibility	location	duration	methodology	output
	feature in TV and radio commercials	VSA secretariat	Nairobi	2018		
	secure endorsement deals					

Gantt chart (from year 1 to year 5)

YEAR	2014	2015	2016	2017	2018
QUARTER					
1	NCL		appeal to our audience	talent center established	develop VSA brand
2	have well internal systems				
	Scope and quality of programs improved				
	establish partnerships				
3	train staff and volunteers				
4		raise funds for education and scholarships			

CHAPTER 4

STRATEGY MANAGEMENT

This strategic plan will be successful in action if the following team is able to actively participate in its implement

-Strategic Implementation Committee

They shall consist OF THE vsa Secretariat/Board of Directors. They shall meet on a quarterly basis to discuss progress made. The Founder/Director shall oversee all the meetings

Strategic Management Groups

They shall consist of the administrators, coaches and administrators who shall execute the planned activities

M&E

The achievements made in this strategic plan will be monitored through easy and simple Monitoring and evaluation tools

They shall include

- focused group discussion
- questionnaires and surveys
- literature reviews

The following indicators shall be adapted as per the situation

- 📊 Number of activities undertaken in any given quarter by the implementers
- 📊 Number of partners approached and confirmed their partnerships with VSA Kenya
- 📊 Number of staffs and volunteers trained in identified courses in a given period of time
- 📊 Duration of time taken to complete in constructing the talent Centre
- 📊 Amount of cash fundraised towards the implementation of the strategic activities