

Samaritan Trust

Strategic Plan

2007 – 2009

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1. Foreword

The management of Samaritan Trust decided to develop a new committed strategic plan, with clear goals and objectives.

The strategic plan '05-'07 has not been used to guide its operations. Due to some changes in management in the period, only a few of the current managers were involved as it was being developed, others were not informed. Therefore no one felt owner of it and the plan is neither 'alive' nor used in the organisation.

Before coming up with a new strategic plan the strategic plan 2005-2007 was reviewed. Objectives and activities which have not yet been achieved were considered and if required adapted.

The strategic plan 2007-2009 determines what Samaritan Trust intends to accomplish and describes how to direct Samaritan Trust and its resources towards accomplishing its goals.

A Monitoring and Evaluation (M&E) system will be put in place so that all activities derived from the strategic plan will be incorporated in this M&E system.

The new plan covers a period of 3 years.

This strategic plan was developed by Board of Trustees and Management team of Samaritan Trust, with the support of Yvonne op de Weegh from VSO.

Blantyre, November 2006

2. Background Samaritan Trust

Samaritan Trust is a registered Malawian NGO which was established in 1993 by Jervase Chakumodzi to help children on the streets with meals and after some time, with shelter. The next step was to assist them with schooling.

Economic factors in Malawi, food shortages and HIV/AIDS still cause an increase in the number of orphans and street children in recent years despite the good intentions and efforts of Government and NGO's. These children require help with the variety of their different needs. Samaritan Trust assists Blantyre street children up to the age of 18.

Two other NGO's (in Blantyre and Lilongwe) focus on the plight of street children; However, Samaritan Trust is the only organisation within Blantyre with facilities for teenagers as well. The aim of the organisation is to reintegrate street children back into society, the younger ones going back to their families, or with guardians, the older ones being independent citizens.

In accordance to the *National Policy on Orphans and other Vulnerable Children* Samaritan Trust is in close contact with the Ministry of Gender and makes sure it follows the policies set down by the Ministry.

It also makes sure that its programmes are in line with the articles mentioned in the *UN Convention on the Rights of Children (1991)*.

The Malawi Poverty Reduction Strategy (MPRS) shows the poverty in statistical figures and has set targets for the future. The Samaritan Trust programmes relate directly to the recommendations made in the MPRS i.e.

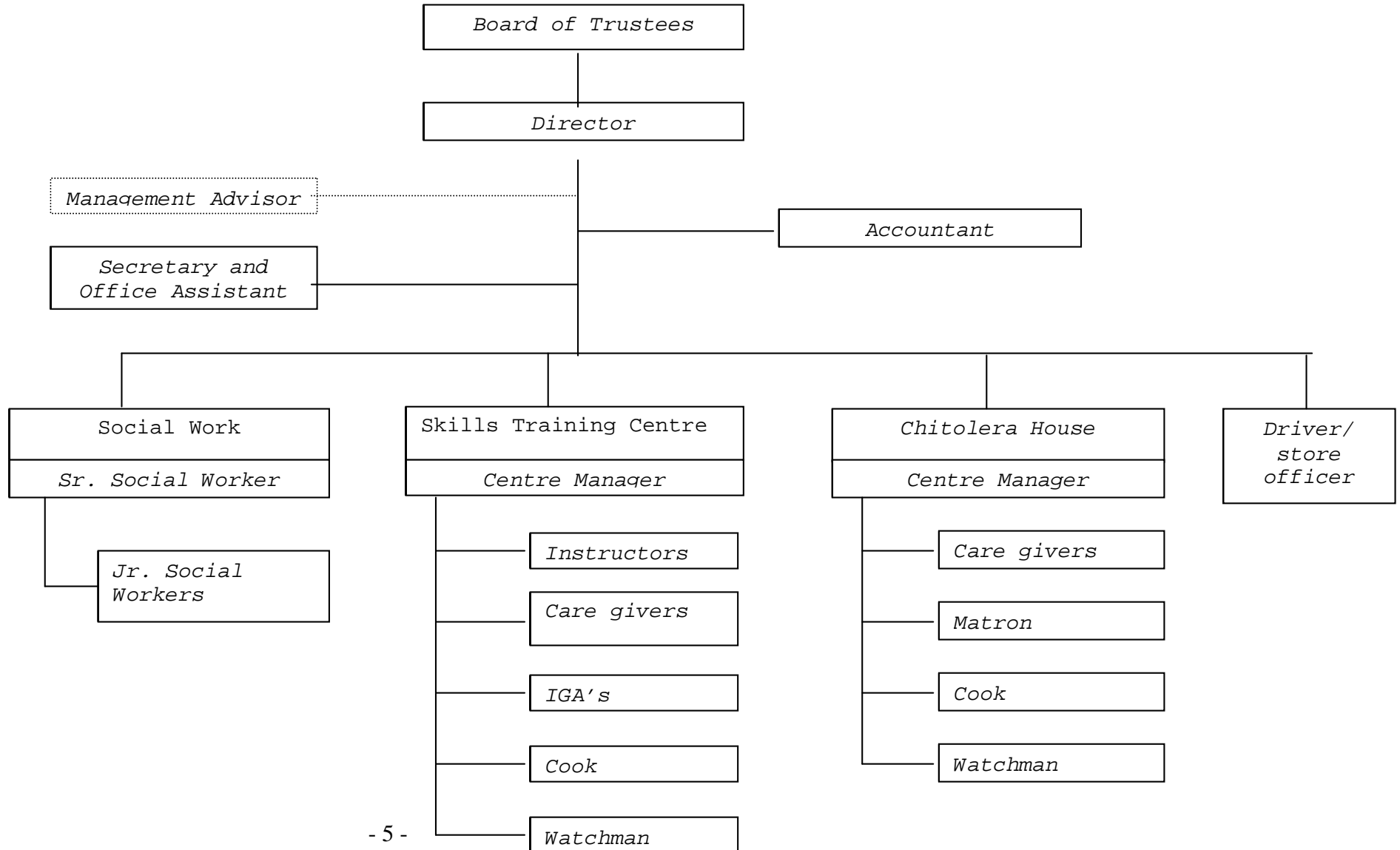
- Educational characteristics draw attention to the low adult literacy rate (estimated at about 58% in 1998) and economic characteristics highlight self-employment and agriculture as the predominant economic activities, especially in rural areas.
- In the context of basic education, the stated objectives include:
 - . Improving access and equity at the primary level, focussing on special needs education and girl children;
 - . Increasing and improving functional adult literacy;
 - . Providing special education for the 'non school-going' teenagers;
 - . Responding urgently to problems created by the HIV/AIDS epidemic.

Samaritan Trust is a member of the council for NGO's in Malawi and subscribed under the NGO Board of Malawi.

Samaritan Trust is primarily funded by donors and is operating from two centres in Blantyre.

3. Situational analyses

3.1. Structure and organisational capacity



Board of Trustees

During the Annual General Meeting, the members elect a new Board of Trustees to supervise, advise and control daily management. The Board exists of 10 members of the public from various walks of life. They meet on quarterly basis.

The Board has two sub committees: the Fundraising Committee and the Finance & Administration Committee.

The Board employs the Director, who is responsible for an effectively day-to-day management in accordance with the constitution. The Director is the administrator and is assisted by the accountant and a Secretary. Also the Office Assistant and a driver fall under the Director.

Activities of Samaritan Trust are divided into 3 departments:

1. Social Work department has a senior Social Worker, assisted by 3 junior Social Workers
2. The Skills Training Centre consists of a Supervisor, 4 instructors for vocational skills and basic education, 3 caregivers, 1 maize mill attendants, 1 paraffin salesman, 3 weavers for cane furniture weaving, a cook and 3 watchmen.
3. The Chitolera House has a Centre Supervisor, 2 caregivers, a matron, a cook and 3 watchmen.

The senior Social Worker, Skills Centre Supervisor and the Chitolera Centre Supervisor are responsible for the day to day running of each department. With the Director they form the Management Team. They meet on weekly and monthly basis.

The total amount of employees at Samaritan Trust is 37.

3.2 Samaritan Trust activities

Street life

In Malawi 80% of the population lives below the poverty line. A reason for street children to come to the city is to beg in the streets, where so-called money givers maintain their presence. Currently more than 5,000 street children exist in Blantyre alone. Unfortunately the Government, in spite of best intentions, doesn't have the capacity to carry out its policies.

During day or night Social Workers go out to identify children living on the streets in Blantyre. The Social Workers investigate where and why they are on the streets and build up a relationship with them. The visits do not always take place without danger, especially during nights. Vandalism and violence happen regularly due to drugs and alcohol abuse among the children.

The Social Workers only take children off the streets if they agree to this. The child is then taken to one of the Samaritan Trust centres as a temporary station whilst working on the reintegration process.

Reintegration

In some cases direct reintegration is attempted. Although the major aim of Samaritan Trust is to reintegrate children as soon as possible after enrolment, lack of appropriate resources and adherence to the policy, slows down the reintegration process. Some children stay for a too long period in the centre, sometimes more than two years, until their (primary) school is finished. By then it becomes difficult to reintegrate and reunite them with family or community. A too long reintegration process also delays the turnover of the children in the centres and deprives other street children from getting help.

While the child is in one of the centres, the Social Workers identify and visit the family home of the child, with the intention of raising awareness of their responsibility and the child's usefulness in the community. Due to lack of human resources and planning, most of the first

visits take place late after several months of enrolment of the child; therefore empowering of the home-front starts unnecessary late in the total reintegration process. The process requires close contact and dialogue with the child's family and community members. The distance to home districts makes it difficult to have that close contact. Currently collaboration with other NGO's or partner organisations in these districts is insufficient to accomplish the reintegration process successfully.

Samaritan has helped street children from 7 to 18. In spite of the vulnerable group of teenage girls found on the street – (although in smaller number) - Samaritan has not been able to extend its services to them. Samaritan Trust is not ready to handle the problems of teenage girls; e.g. pregnancy, prostitution and to combine them with teenage boys in one centre.

Samaritan Trust Centres

Both centres, Skills Training Centre and Chitolera House, offer the street child a temporary home environment that is stable, and free from the uncertainties that prevail on the street. The centres are specially equipped as learning environments for the all-important process of reintegration.

Life and hardship on the streets often leave the child with a legacy of behavioural problems that are unsuited to mainstream society. Acceptable forms of behaviour must be learned to reintegrate.

Life-skill training is vital in this area, in which the children are taught to attend their personal hygiene, basic daily domestic activities, including taking care of their accommodation. Despite of training, lack of supervision still leads to vandalism.

The majority of children have not completed, and some have never attended, primary school. Therefore Samaritan Trust works closely with government primary schools where children take up formal schooling. Frequent visits are made to the schools by the staff of the Trust, unfortunately abscondment is still an issue.

Apart from life-skills training Samaritan Trust offers teenager boys the chance to develop other abilities through vocational training, with the aim to increase their chances and to secure employment in society. They can choose one of the following skills: carpentry and bricklaying (both examinable) and bicycle repair and cane weaving (not examinable). Teenagers who have failed in the regular primary education system do have the chance for the adult literacy subject.

Compulsory subjects are agriculture. Samaritan Trust has the opportunity to extend agriculture land. The Skill Training Centre has to do with a shortage of carpentry, bricklaying and other school materials that makes it difficult to train the boys within the allowed timeframe.

Samaritan Trust has several income generating projects. The income is 20% of the total budgeted income. The projects are:

- a maize mill, operational all year round
- cane craft and furniture,
The making of cane furniture is based on orders placed beforehand; often materials are not delivered on time and hence delivery time is delayed
- bicycle assembly and repair shop (not working because of shortage of materials)
- paraffin pump (not working, needs repair & capital)

HIV/AIDS

With an estimated 70,000 children being orphaned every year, it is likely that this statistic will directly affect the number of children on the streets. Since the prevalence of aids is low among the 5-14 age group programmes targeted at this group provide a special opportunity to affect the future course of the epidemic. Children are by far the most vulnerable section of

the population in this respect, as they bear the burden of infection and of being affected. Children directly bear the brunt of the aids epidemic through rising child mortality, and increased poverty levels resulting from the loss of both parents.

From 2005 enrolled children at Samaritan Trust have been trained in life-skills, incl. HIV/AIDS prevention:

50% of the interviewed children in the age of <14 year and 75% of the interviewed children in the age of >14 year, shows an understanding on the transmission, protection and prevention on HIV and AIDS.

Indeed Samaritan Trust does not have a HIV/AIDS policy at its own workplace, therefore it relays on staff knowledge.

Finance and administration

Sources of income of Samaritan Trust:

- the majority of funding comes from donors and well-wishers; the Trust works with several smaller local donors
- funding from donors overseas
- income generating projects in order to become more self-supporting, but the projects have a total income of max 20% of the budgeted income
- membership fee

The income, expenditure and proper utilisation of funds is done and supervised by the Accountant, Executive Director and Treasurer. The Accountant prepares monthly management reports.

There should be a check between bookkeeping and the plans and budgets. In the past it has happened that designated funds have been for other purposes. The lack of budgeting means that costs are difficult to control. Employees are not aware and therefore do not see the necessity of cost cutting procedures.

The procedure for signing a cheque is inefficient. The Executive Director does not sign cheques and this makes it a very time consuming process as the Accountant must get the cheques signed by two Trustees.

Samaritan Trust lacks an efficient statistics and recordkeeping.

Files and facts about how many children were assisted by Samaritan Trust through the years, are not available.

The records do not contain the exact information of the enrolled and successful reintegration (process) of the children.

Human Resources

The organisation has to do with high staff turnover. After investment in employees yet they move on to another job, which results in loss of knowledge and skilled workers for Samaritan.

It is not easy to commit qualified employees with the current labour conditions (low salaries, lack of pension and medical scheme, lack of staff houses). The labour conditions are competitive with other organisations.

A co-operation between Samaritan Trust and VSO has resulted in a volunteer placement of a Management Advisor, to strengthen the quality and professionalism of management and employees in the organisation (April 2006 – April 2008).

There is a lack of proper office equipment which also makes staff lowly motivated.

Premises

Skills Training Centre as well as Chitolera House are not secured by a fence, there is no sufficient protection for children from the outside world, however it is Samaritan who has to give them a safe home. Without a fence even thieves can easily take the opportunity to break in. Aother concern is that the premises of both centres are not insured.

There is no proper signpost visible from the main road. This makes it difficult for visitors to find Samaritan Trust.

3.3. Strengths and weaknesses / opportunities and threats

	Strengths		Weaknesses		Opportunities		Threats
1.	Sending children to government schools	1.	Lack of members	1.	Expansion of vocational trainings	1.	Premises not ensured
2.	Only organisation in Malawi for children > 14	2.	No statistics/recordkeeping	2.	Expansion of food production area	2.	Donor fatigue
3.	Offering technical education	3.	High overhead costs	3.	Potential donors	3.	Competitors
4.	Successful reintegration in communities	4.	Little internal fundraising	4.	Networking with other organisations for street children	4.	HIV/AIDS
5.	Good infrastructure	5.	Few volunteers	5.	Increasing income generating activities	5.	Drugs/drunk abuse among children
6.	Able to identify kids	6.	No government funding	6.	Advocacy	6.	Thieves
7.	Teach children good manners	7.	Few staff houses	7.	Empowering families (direct/indirect)	7.	Security premises
8.	ST can build on experience	8.	Premises not insured	8.	Additional land	8.	Bad publicity
9.	Established & registered	9.	No on time delivery	9.	Increase intake of children	9.	Lack of adequate working capital
10.	Updated website	10.	Lack of commitment of cost cutting procedures	10.	Increase accommodation for children	10.	Low salaries
11.	Have publicity	11.	Misunderstandings due to name Samaritan Tr.	11.	Awareness of Malawi for donors (visit Madonna)	11.	Lack of pension scheme
12.	Head on each department	12.	Badly handled bicycle project	12.	Government funding	12.	Lack of medical scheme
13.	Management structure	13.	Bad publicity	13.	New vehicle	13.	Limited interference of founder
14.	Independent Board of Trusties	14.	Firewood consumption/energy sources	14.	To increase local fundraising	14.	Not taking care of infrastructure
15.	Monthly updated accounts	15.	No child protection	15.	Increasing membership	15.	Violence at night
16.	Good internal communication	16.	Donor dependent	16.	Increase entertainment activities	16.	Fighting children
17.	DJF connection	17.	Lack of planning			17.	Gender
18.	Income generated activities	18.	No security			18.	Money givers on the streets
19.	Have agricultural land	19.	Lowly motivated staff			19.	Lack of policy from government
		20.	Lack of office equipment				
		21.	Unstable IGA's				
		22.	High staff turnover				
		23.	No internet access during office hours				
		24.	Transport				
		25.	Delayed materials				
		26.	Lack of budgeting				
		27.	Lack of trained/skilled personnel				
		28.	Lack of training				
		29.	Vandalism				
		30.	Less support from Board of Trusties				
		31.	Inefficient cheque procedure				
		32.	Abscondment of children				
		33.	No signpost				

4. The way forward

For a child to choose the uncertainty of life on the streets over life at home exposes a desperate family situation. Street children are incredibly vulnerable to short and long term problems.

For almost fifteen years Samaritan Trust can build on its experience to support these children to eventually accept reintegration back in their family and community. With this period of experiences, it's an advantage to take up the challenge to achieve all goals and objectives in the next period.

For the Board of Trustees and the relatively new Management Team the task to guide the organisation through a period of changes and best improvements provides a big challenge. The aim is to give more street children a better future.

5. Mission Statement

Samaritan Trust is a Malawian NGO which is committed to a full reintegration of every Blantyre street child, back into his or her own family unit or community within Malawi by empowering all persons and organisations who are concerned, through counselling, education, reformation and partnership.

6. Reintegration

The major aim of Samaritan Trust is to reintegrate street children back into society, with the younger ones going back to their families, or guardians, and the older ones being independent citizens. All activities of the Trust should be focussed on this aim and contribute to a fast and successful reintegration with lasting results.

The reintegration process starts soon after enrolment and needs to be as short as possible. The maximum period is set on two years, to make reunification with family or community easier, a longer period should not be necessary.

At both centres of Samaritan Trust children get prepared for successful reintegration, they are taught about life skills, child rights and HIV/AIDS prevention right from the start, in the first half year of enrolment. Within this period they will receive counselling as well.

From the start every effort has to be made to meet the family/guardians and involve them in the process. By doing a home assessment at an early stage, information is collected from both the child and the family. It is necessary to counsel the parents/guardians before full reintegration, to make them aware of their responsibilities of taking care of the welfare of their child. Sometimes it will be difficult or too far for the social workers to visit the home and to give the right follow up in the process. Assistance can be sought from a partner organisation which is in or near the respective district.

Samaritan Trust continues to closely work with government schools where the younger children at Chitolera House take up formal primary schooling, until they are fully reintegrated.

A successful reintegration process requires planning, policies, clear responsibilities and efficient service delivery. It is advisable for the various departments of Samaritan

Trust to make a combined planning of every child's reintegration process and discuss all progress and keep record of it. Eventually an efficient process speeds up moving on in the centres and gives other street children also the chance to get help.

7. Networking and advocacy

As said in some situations it is useful to have contacts with partner organisations or NGO's that share the same ideas as Samaritan Trust. They can assist in the reintegration process and link up needy families before reintegration of the child. Therefore it is very important to have a network within Malawi and to build up a strong relationship with these organisations.

Street children are a special vulnerable and disadvantaged group in Malawi. They deserve more comprehension and appropriate aid. Samaritan Trust will actively contribute to create awareness among the general public through advocacy about street children issues, in conjunction with stakeholders and partner organisations.

Samaritan Trust will continue the partnership with tour operator Jambo Africa, which is committed to support community based projects through tourism in Malawi. For every guest at Jambo House a US dollar per person per night is donated to Samaritan Trust.

The David James Foundation partnership will also be continued. The Foundation decided to support Samaritan through capital injection for projects.

8. Skills Training Centre

The centre is meant for teenagers, both boys and girls, however at the moment there are only teenage boys. Samaritan will make every effort to give assistance to girls to, as soon as the premises are secured.

At the Skills Training Centre children are given the opportunity to do a vocational training and education to empower them for reintegration.

The younger children at Chitolera House will be taught about life skills, child rights and HIV/AIDS prevention in the first half year of enrolment.

A lot of teenagers, for one reason or another, have failed in the regular primary education system, some never attended (primary) school. Samaritan helps them by providing them adult literacy lessons. They also get the opportunity to start learning a technical skill so that they can be (financially) independent when they get reintegrated back into society. They can choose one of the following skills: carpentry, cane furniture, bricklaying, or bicycle repair (however not all of these trainings are examinable at the moment). When they complete their training Samaritan Trust will provide each of them with a reintegration package.

Samaritan has the intention to identify and introduce three more examinable trades in the period of this strategic plan, i.e. cane furniture, bicycle maintenance and welding.

In this period more children will be enrolled at Skill Training Centre.

9. Capacity building

To develop the capacity of Samaritan Trust for a more effective and efficient operation, it shall endeavour to establish a secretariat so as to be able to effectively and efficiently manage the day to day running. Procedures, systems and activities will be conveniently arranged.

Samaritan will have funding secured to attain activities in the period of the strategic plan with reduced dependency on overseas donors:

- by the end of 2007, 20% of the budgeted income is provided by locally generated funds
- by the end of 2008, 30%
- by the end of 2009, 40%

At the beginning of 2007 Samaritan Trust will have a sufficient reserve to cover 1 month operation expenses; by the end of December 2007, 3 months; by the end of December 2008, 6 months.

It is necessary and apparent that the secretariat needs to be strengthened, so that employees are able to work in a professional manner and can meet the said goals in the project life span. If necessary education, training on the job and scholarship will be done.

In order to sail effectively in this challenging world where we are faced with global trends, there is need to acquire infrastructure that would foster networking, efficient and effective management. The acquisition of office equipment i.e. computers, printers and internet during working hours has to be emphasized.

It is important that the premises are insured and secure to be able to give children a safe home.

10. Summary

This strategic plan 2007-2009 determines what the organisation intends to accomplish and how to direct the organisation and its resources toward accomplishing these goals.

Every goal and (smart) objective must ultimately contribute to the mission. Work plans can be made with descriptions of all activities, responsible persons, time schedules and budgets.

The work plans need to be active documents which are used for running the organisation, departments and even for directing individual performances. The environment of Samaritan Trust can change rapidly. Hence all processes must be monitored continuously and if necessary adjusted accordingly. This means that the strategic planning process requires a system for getting regular feedback from users; An organisational monitoring and evaluation system will be developed to help the decision making process.

The Management has the strong conviction that with this strategic plan, which covers three years, Samaritan Trust should be guided well to run the organisation.

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