



STRATEGIC PLAN

2016-2021

VOLUNTEER INVOLVING ORGANISATIONS
SOCIETY – KENYA

STRATEGIC PLAN 2016-2021



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ABBREVIATION

VIO	Volunteer Involving Organisations
MLSSS	Ministry of Labour Social Security and Services
IVD	International volunteer day
VOYA	Volunteer of the year awards
IVMD	International Volunteer Managers Day
PSP	Participatory Strategic Planning
ICA	Institute of Cultural Affairs
SWOT	Strengths, Weaknesses, Opportunities, Threats,
PESTLE	Political Economic Social, Technological, Legal and Environmental
VIA	Volunteers In Action
UN	United Nations
COMESA	Common Market for Eastern and Southern Africa
EAC	East African Community
NVP	National Volunteering Policy
PBO	Public Benefits Organizations
SDGs	Sustainable Development Goals
PBRM	Planning Budgeting and Resource Mobilization
CBO	Community Based Organisation
INGO	International Non- Governmental Organization
MoEST	Ministry of Education, Science and Technology
MoDP	Ministry of Devolution and Planning

FORWARD

It is with great pleasure and honor that I introduce to you the Volunteer Involving Organisations (VIO) society's first Strategic Plan. Its formulation marks the end of a participatory process that involved many volunteers, officers from my Ministry, stakeholders, representatives from the member organizations and institutions within and outside the network. It marks the beginning of the society's work in the next five years: 2016 - 2021.

For many years, Government bodies, the non-governmental organizations, the private sector have engaged in activities geared towards peace and development of the nation through volunteerism. The Kenya Government recognizes that volunteerism can be used to both encourage and promote active and impact based development initiatives undertaken by its citizens.

As a Ministry we appreciate that the Volunteer Involving Organizations Society actively promotes volunteerism as a means to empowering the people of Kenya to lead their own development and meet their own needs. And so, we are happy to work with the Society to take further the volunteerism agenda in the country.

The approach set out in this strategic plan comes as a response to finding the best interventions to the many challenges our country face. As a network founded by volunteer involving organizations, the Society is fully committed to tackling some of these challenges through volunteering, cultivating the spirit of volunteerism in the communities, engaging in research, trainings, recognizing and awarding our volunteers and through creating synergy within member organizations, Ministries, Departments and Agencies (MDAs) and institutions.

The Ministry of Labour, Social Security and Services is responsible for volunteerism in the country, it is my belief that volunteerism can be the catalyst that empowers and contributes to the growth of our country's economy, peace and social development.

Volunteerism has been recognized as one of the drivers to attain the proposed Sustainable Development Goals (SDGs). Volunteerism and volunteering promotes responsibility, solidarity, synergy and partnerships.

The VIO society in Kenya is a network that we are proud to partner with. Through the expertise and great commitment of its volunteers and the member organizations, we can make a real difference in shaping up development and a better future for our country, Kenya.

Ali Noor Ismail OGW
PRINCIPAL SECRETARY.
Ministry of Labour Social Security & Services



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This Strategic Plan is the first ever for the Volunteer Involving Organisations (VIO) network, now registered as the VIO Society. It represents a significant milestone in the network's desire to become the leading and authoritative voice on issues relating to Volunteerism in Kenya.

The document represents the contributions and efforts of more than 20 organisations (and many individuals within them) that between them have helped to develop the network in recent years and during the planning process.

These organisations range from large national and international bodies concerned with volunteerism to small, grassroots Community-Based Organisations, whose very existence and purpose depends entirely on volunteerism. Indeed, one of the unique features of the network is the way it has effectively harnessed the potential of this vast range of organisations, which have one common purpose that is the promotion of volunteerism and its benefits to society.

Earlier challenges relating to the power differences and interests between these organisations have been significantly reduced and, to some extent, done away with, as members have united to form one team that recognizes the varied strengths and unique qualities that make up this team, and have learnt to effectively work together.

The formulation of a National Volunteer Policy in March 2015 was a crowning moment for the VIO Society in its efforts to promote volunteerism and the impending launch and roll-out of the Policy in 2016 will ensure that the profile of volunteerism in Kenya increases significantly. Once again, it is the determined efforts and energies of members of the VIO network, which have brought this issue to such an advanced level and they are to be congratulated for their dedication.

In brief, there is a bright future for the VIO society and for volunteerism in Kenya and it is hoped that this document will go a long way to support its development over the coming years

Meshack Odede
Chairperson VIO Society

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ACKNOWLEDGEMENTS

We want to verily recognize the many people and actors who have made the development of this strategic paper a success.

Our special gratitude are extended to the Chief Executives and Volunteer Managers of the various organizations who are members of the VIO Society for seeing the very need to come together and promote volunteerism in Kenya from one formidable base and by appointing representatives to the Society.

We commend the leadership of the VIO Society led by the Chairman, Meshack Odede and the National Coordinator, Fredrick Sadia for selfless leadership and keeping the momentum against all odds.

We are more indebted to the representatives of all the member organizations who had a challenging time of balancing between official work and the percentage shared with the VIO Society to steer it to its current status and even beyond. Out of sheer commitment, they shared invaluable ideas during our regular monthly meetings and specifically during the two crucial sessions we had at the Kenya Red Cross both in July 2014 and March 2015 to particularly focus on the strategic planning.

There is one special person who out of profound passion for volunteerism gave his time and expertise to develop this paper. He is John Cornwell, a VSO International Volunteer who won't just stop but continued to spearhead the whole process, even when it meant shelving some of his very immediate responsibilities. Without his support, we wouldn't be any close to this new direction. We deeply acknowledge you.

The process of developing this paper needed calm and tranquility. We wouldn't have retreated elsewhere but at the BOMA Inn. And so our greatest gratitude to the Kenya Red Cross Society for hosting us in two occasions.

We also truly appreciate VSO for accepting to allow John Cornwell to share some time with us and by providing financial support to the VIO Society, which enabled the National Coordinator to carry out administrative duties with a bit of ease.

We are also extremely grateful to the Ministry of Labour, Social Security and Services and, in particular, Mr. Gekonge Gesage (Asst. Director, Social Development) for their support and provision of office space.



BACKGROUND & HISTORY

OF VIO SOCIETY

BACKGROUND & HISTORY OF VIO SOCIETY

The Volunteer Involving Organisation (VIO) Society started in 2004 as a loose network under the name Volunteer Involving Organizations (VIO) Network.

It is an amalgamation of organizations that work in development through and with volunteers to promote volunteerism as a means to development. It is a national network drawing its membership from government, international, national, institutions, foundations, corporates and community based organizations across the Republic of Kenya. It has a National Secretariat, headed by a National Coordinator based in Nairobi.

Since its formation, the network has strived to take lead in streamlining volunteerism in the country. However, it has also gone through a share of challenges including but not limited to developing its structures. It was officially inaugurated in May 2008.

In 2014, the network became more rejuvenated. To this effect, it rekindled its relationship with the government and has worked together to develop a National Volunteer Policy and a draft Bill of Parliament. The two documents were handed over to the government through the Ministry of Labour Social Security and Services on 3rd March, 2015. Another milestone the network undertook in 2014 was to develop a Constitution and successfully got registered as a national society in September. This has ended its early status of a loose network and we are now legally registered as the

“Volunteer Involving Organizations Society – VIO Society”

The VIO Society recognizes the unique programs offered by each member organization and where appropriate enter into partnerships to enhance volunteerism in Kenya.

Given our uniqueness and closer working relationship with the government, we are today the only National structure which acts as a coordinating link between International, National and Local voluntary organizations in Kenya. Our members have been involved in different areas of voluntary activities aimed at development and peace.

Vision

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A synergized volunteer community

Mission

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To engage in research, advocacy, networking, partnerships and training to promote volunteerism

Objectives

- To enhance networking, partnerships and resource mobilization among member and non-member organizations, drawing from and impacting their experience in working with and through volunteers.
 - Provide a forum for activities that enhance and improve the profile of volunteerism in Kenya, including organizing the International Volunteer Day (IVD) celebrations, Volunteer Of the Year Awards (VOYA) and international Volunteer Managers Day (IVMD) and other related activities in partnership with relevant stakeholders and disseminating information to the public.
 - To develop, research, gather, update and disseminate information on the contributions of volunteers and volunteer involving organizations (VIOs) to the national economy.
 - To provide a common coordinating center for volunteers and volunteerism related matters in Kenya.
 - It is non- political and non – profit making
 - To form branches to be able to effectively carry out its objectives across the country.
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Membership

Any organization, both governmental, non-governmental based in Kenya, being local, national or international as well as corporates, foundations and other institutions who ascribes to the objects of the society shall be eligible for membership and shall, subject to approval of the committee, become a member on payment of the membership fee agreed upon by the committee.

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THE STRATEGIC PLANNING PROCESS

In developing this strategic plan, a 5 stage facilitated process known as Participatory Strategic Planning (PSP) was used. The process was developed by the Institute of Cultural Affairs (ICA) and it is one which aims to maximize the participation of all stakeholders in order to develop a comprehensive and realistic plan for an organization. The stages used were as follows:

1. Preparation and Design

This stage included the consultative questionnaire process before the main workshop, which was sent out to all member organizations and elicited 10 responses. During the first session of the workshop, time was also spent establishing a brief history of the key events in the history of the network, and developing the current reality for the society through a SWOT analysis looking internally and a PESTLE analysis, which helps in analyzing the external environment and context in which the society is operating. This stage enables all participants to feel involved and at a similar knowledge level, thus enabling the team to plan together in a collective manner and in an efficient way.

2. Practical Vision

This stage enables participants to develop a practical and meaningful Vision together, drawing in all ideas and suggestions. The VIO team was able to visualize the next 5 years as the network grows and develops. This stage allows a team to be creative, dynamic and visionary, whilst remaining practical and realistic in developing its collective ideas.

3. Contradictions

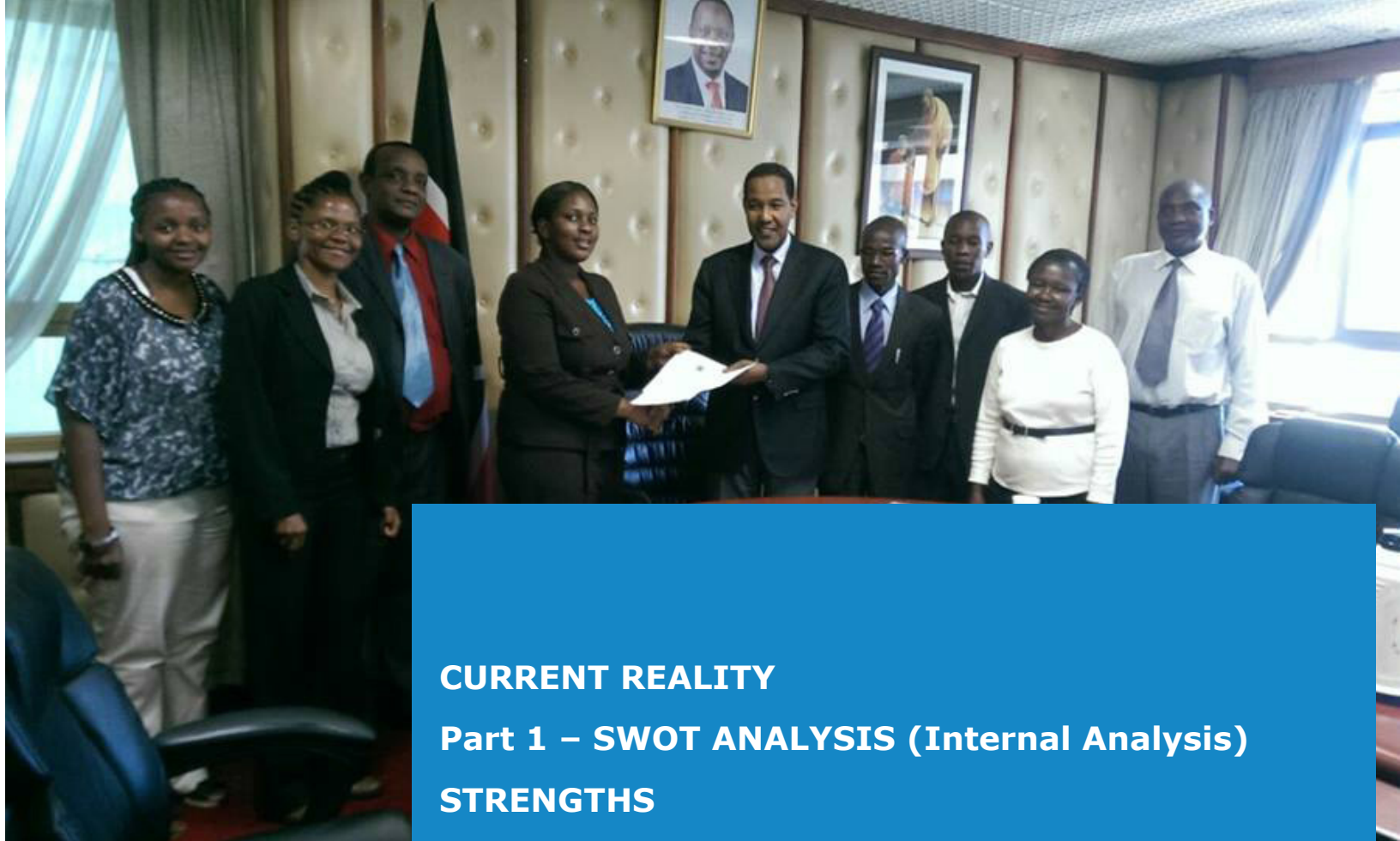
During this stage, participants were asked to identify the possible blocks or challenges to achieving the desired Vision that has been developed. The session helps team members to identify and name underlying causes and issues that may block the practical vision.

4. Strategic Directions

This stage re-visits the Contradictions listed and asks participants to identify creative and innovative solutions to the blocks or challenges identified, which will enable them to move towards the desired Vision. The stage then develops key strategic directions to be followed, which will guide the VIO society's activities and plans for the next 5 years. The stage enables participants to think creatively beyond the contradictions in a focused and strategic manner.

5. Implementation

During this stage, participants were asked to develop action plans in line with the Strategic Directions developed, which they wish to achieve during each stage of its implementation. Clear roles and responsibilities were also developed for each of these activities. Finally, the team was asked to identify the Next Steps (activities) that will be carried out by the VIO society as they start to work towards their plan. The implementation plan for 2017 is included as an Annex.



CURRENT REALITY

Part 1 – SWOT ANALYSIS (Internal Analysis)

STRENGTHS

The Membership – well-established organizations, international & national organizations, UN agencies, support from government through Ministry of Labour Social Security and Services (MLSSS), member organizations have diverse skills and expertise, commitment and goodwill of members, unique and resourceful members, members represent a large number of volunteers, members have expertise in volunteer management, willingness of members to participate in network activities, strong presence of youth within the network, financial & human resource contribution of members.

Uniqueness of the network and its agenda – the network provides the structure to support volunteers in contributing to development, the only network that brings together volunteer involving organizations in the country, gives a unified and strong voice on the volunteering agenda, provides a platform for advocacy and synchronization of volunteer activities at a national level, facilitates recognition of volunteering for development and economic contributions, and development of a national volunteering framework/policy.

Current Co-ordination and Leadership – The coordinator has been at the forefront in ensuring members are well updated on network activities, effective communication, improvement in actions/activities undertaken, solid leadership structure, strong human resource capacity in the leadership and network as a whole.

National Volunteer Policy – developed by VIO society, member organisations and government, is ready for submission to parliament to become law after broad consultative process, media exposure was gained through launch of the policy.

Legal identity – VIO society has a written constitution and is now registered with Registrar of Societies



WEAKNESSES

Finance and resources – Weak financial resource base, over reliance on a few organizations to drive the agenda and/or fund activities, secretariat is not well resourced, over-reliance on membership contributions as a source of funding which limits the work, unclear system on how different organizations contribute to the network & its activities, no sustainable office for the network.

Internal politics – Differences between organizations relating to power which has led to loss of direction and focus, competing interests and benefits between international and national organizations, some organizations viewed as 'superior', some big organizations seeking too much 'ownership' of the network, high expectations from some members, vested interests of some members who wish to call the shots (the big brother syndrome), need to ensure 'Equal benefit to members', competing interests on different programmes or areas of work, members with competing agendas.

Strategy and programmes – lack of clear strategies, very few activities and programmes, short notice on activities when they come up, only one activity at a time (International Volunteer Day (IVD), national volunteer policy), competition on programs or interventions, lack of track record, poor planning on activities, not enough outreach to help people better understand volunteerism, lack of clear workplan, weak strategic leadership.

Commitment – maintaining focus and momentum is hard after an activity is completed, some members show very little commitment, communication is often weak and not 2-way, lack of individual members, no clear focal person in many member organisations.

Systems and structure – Un-developed operational structures, new systems and organization structures, some sub-committees are not functional, weak structures & systems leads to poor planning, limited / weak documentation, poor hand-over of information.

OPPORTUNITIES

Uniqueness of the network may lead to many opportunities, VIO network can take advantage of opportunity to champion volunteerism and volunteer issues nationally, take advantage of individual member's strengths.

Collaboration between members – diversity and number of members & volunteers can be a strength and opportunity, joint working can benefit all members, joint training and networking for volunteers could improve volunteer experience and save money, members can support each other's work and learn from each other, sharing of new ideas to bridge gaps, wealth of expertise and resources amongst members, large number of volunteers within member organisations gives opportunities, harmonise activities of different members, mobilise resources as a network, members to develop joint training programmes, share website space for advertising themselves & the network

Broader networking – learn from Volunteers In Action (VIA) network experiences at Coast, partner with institutions such as universities that have a mandatory requirement for students to undertake community service before they graduate, utilize existing goodwill from UN agencies, develop links with other national & international volunteer networks, learn from all member organisations' experiences.

Engagement with government – opportunities to work with youth, potential for development of national volunteering policy, exploit existing political goodwill, county structures can provide opportunities – need to register in counties also, volunteer policy can bring a bright future, goodwill in government in working with youth and volunteer programmes, government interest in volunteerism, turn political interference into a strength if we are focused, advocate for more political goodwill.

Expansion and Recognition – Strategic plan will guide coordinated expansion, become the leading forum for volunteer co-ordination and volunteerism, establishing stronger systems, source for more volunteers for the network itself, engaging with different media for publicity.

Engagement with corporate sector – through sponsorship, employee volunteering, trainings etc Collaboration and joint programs.

Engagement with regional blocks – e.g. African Union, Common Market for Eastern and Southern Africa (COMESA), East African Community (EAC) etc

THREATS

Political – Political interference, politicians & others may want to use the network for personal gains, lack of buy-in from government, delays in the adoption of the National Volunteering Policy (NVP), politicking, lack of buy-in from county governments, policy when enacted may be used to control not enable volunteer development, political dynamics may slow down the work of the network, government priorities may change, implications of new PBO (Public Benefits Organisations) Act, labour laws which do not cover volunteerism, post-2015 Sustainable Development Goals (SDGs) do not mention volunteerism.

Resources – shortage of funds to sustain activities, Economic crisis/ change of funding environment, shortage of resources to support volunteers, donors who are dormant or pulling out of the country, impact of Kenya being up-scaled to middle-income country.

Competition – from corporate sector, from government initiatives (with youth, women etc), from other volunteer organizations who are not members of the VIO network

Understanding of volunteerism - high expectations of volunteers, confusion around what volunteerism means, confusion between community service & volunteerism, voluntourism can be a big challenge to effective volunteerism.

Part 2 – PESTLE ANALYSIS (External Environment)

POLITICAL, factors that affect the work of the VIO-society:

- Lack of political will to support volunteers / lack of goodwill and support from the government/relevant ministries
- Government bureaucracy / Government processes/ delayed processes
- Bureaucratic system that can pose challenge in running of volunteers agendas
- Possible lack of goodwill from some politicians
- Politicians & other influential persons who may try to mis-use the network for personal gains
- Insecurity in the country disrupting flow of activities & travel bans on international volunteers
- Volunteerism not well understood by politicians – often they mis-use volunteers & divide on ethnic lines, which hampers effective volunteerism / Ethnic differences fueled by political forces
- Perception that volunteerism is for the unemployed, esp. within government
- Wrangles between the government & opposition creating uncertainty and paralyzing activities.
- The slow devolution process and unfamiliarity with the process/structure
- National political context with a lack of volunteering framework and employment laws that put off some organisations from working with volunteers
- Government interest in the Volunteer programme and National Policy
- Legal framework /lack of policy / No clear framework for supporting volunteers
- Negative propaganda of the network
- Similar youth targeting initiatives
- Power struggles within the membership
- The volunteerism sector has many players, some who are masqueraders' and may want to fight back on such a formation as VIO
- Some members, given the pressure to achieve their own objects may find themselves swallowed by the "big brothers"

ECONOMIC, factors that affect the work of the VIO-society:

- The low economic growth may be an opportunity for the VIO society to contribute to development in a cost effective way possible.
- Unemployment & underemployment rate may lead the youth to be uninterested in volunteerism / Limited employment opportunities in the country / High youth unemployment
- Tendency of potential volunteers preferring to be paid/to rather engage in paid work
- Low national economic growth rate
- Economic constraints : high cost of living translates to high volunteer facilitation support
- The high cost of living may translate into high cost of operation for the network
- Change of funding environment (limited funds to support volunteerism)
- Lack of financial resource base / Lack of substantial funding to carry out activities
- Low remittance of registration fees by member organizations
- Limited budget to support joint working & reliance on ad-hoc member contributions
- Coordinator position currently a volunteer position when it used to be funded.
- Lack of funds to support the VIO secretariat in executing its duties
- Lack of funding for volunteerism – this leads to organizations relying on funds meant for other projects to support volunteerism
- No corporate incentives to undertake CSR activities & volunteerism
- Organizations with economic power may try to manipulate the secretariat & network
- Poor quantification of voluntary work's contribution to the economy
- Political environment affects the economic climate

SOCIAL, factors that affect the work of the VIO-society:

- The fading aspect of community services among communities that existed before
- There are many social gaps in Kenya to be addressed
- Cultural diversity, number of years of existing member's organizations
- The high population of youth in the country is an advantage to the VIO society
- The unemployed youth would rather engage in social vices than in development efforts through volunteerism
- Poor perception and appreciation of volunteerism & different types of volunteerism
- Lack of in depth understanding by the public of the importance of volunteerism
- The stigma inclined to volunteerism and volunteerism / Cultural beliefs about volunteerism
- Uncoordinated work by the organizations leading to duplications
- Ensuring volunteering doesn't end up providing social services that should be provided by the state
- Need for partnerships, collaboration and effective handover to fill gaps
- Poor education system and veer off integrity, ethics and respect for others
- Low commitment from some members
- Little awareness among Kenyans on the existence of the network – investment in sensitization is needed
- Individual differences between members
- Individual volunteers are seen as political threats or, potentially, political tools
- Cultural diversity – background of different volunteers can be a challenge
- In terms of member organizations, some may feel more inferior amongst the peers
- Need to study & learn from other community service programmes, e.g. National Community Service in Ghana, Umuganda programme in Rwanda

TECHNOLOGICAL, factors that affect the work of the VIO-society

- Lack of clear database of volunteers
- Rapid technological innovations
- The VIO network will thrive with the advancement of technology it will improve the society's image, publicity, ease communication, improve networking and exchange programs etc.
- The website and social media platforms had hampered visibility although they are now up and running and will require regular updates.
- Lack of internet connectivity to some member that may slow down timely interactions
- Lack of a dedicated online presence and poor use of social media
- No central and independent working office for the network.
- Lack of funding means member organizations cannot afford to buy computers and other equipment
- Relatively well developed mobile phone communication network
- Low internet network availability/affordability
- Keeping communication through emails, it is sometimes difficult to gather ideas from members through emails
- Absence of well structured platforms, e.g. Linked In & others
- Shortage of skilled personnel to harness technological potential
- It's an assumption that most people can access the internet, other channels of communication should also be used
- Challenges from mobile phone networks hinder our work

LEGAL, factors that affect the work of the VIO-society:

- Government policy on volunteers / lack of national volunteer policy / Lack of a legal framework enabling volunteering
- VIO society had been operating as a loose network since 2007 though it got legally registered in 2014
- To be guided by the Kenyan Constitution
- Lack of a legal expert within or supporting the network
- The network's status although this is changing (although this puts new strains on the network such as meeting quorum)
- NGO law presently under review creates uncertainty/risk for members
- Government bureaucracy and dealing with slow officials & processes
- Volunteers need legal protection & support

ENVIRONMENTAL, factors that affect the work of the VIO-society:

- Different working zones among partners
- Geographical distribution of VIO organizations, this limits the reach
- Skewed presence of volunteer organizations across the country
- Insecurity in the country – this makes it difficult for international volunteers to visit the country
- Natures of programs
- No network shared vision on issues such as the environment (there are many others)
- Possibilities for promoting environmental friendly approaches to how the network meets – printing for example
- Un-predictable weather patterns
- Expansion of working zones suggests people come away from their comfort zones



COLLECTIVE VISION for the VIO-network

Self sustainable VIO secretariat	Effective & sustainable synergy between government & VIO	Diverse & sustainable mobilization & utilization of resources	Diverse, active & committed Network membership	Having the network legally registered	Enhancing engagement through awareness creation & contributing to change	Effective flow of information within & out of VIO network	Well structured system that measures the impact of volunteerism	VIO becoming a central point for volunteer matters
Fully functional / operational secretariat	Networking with the government	Elaborate resource mobilization plan	Membership recruitment and retention plan	Have the network registered as a legal entity by the Registrar of Societies	Sensitive, proactive & responsive programming	Engage with similar networks at an international level Regular newsletter	Clear feedback mechanism	Information hub and coordination of volunteers
Well supported coordinator (financially, materially & engagement wise)	Provide channel of support from government	A reliable and implementable Strategic Plan	Active & diverse membership with a clear membership criteria		Develop a framework for logging volunteering hours to demonstrate volunteers contribution to National Development	Incorporating awards and recognition to volunteers	One Network Spearheading volunteerism agenda	Sensitize and popularize volunteerism among the public
	Endorsement & implementation of the draft National volunteering Policy	Transparency, accountability & thrift utilization of resources	Committed members ready to support the network	Develop a comprehensive constitution for the network	Promoting volunteerism in schools	Collaboration, networking and partnership with other stakeholders	Conflict resolution structures	Provide leadership to rest of Africa
			Driven by respective member CEO's		Recognition of volunteerism through certified means & celebrations of IVD		Effective use of ICT in engaging among members	Provide support mechanisms to members
			Involve more organizations in the network		Networking opportunities for volunteers of member organisations		Proper and well coordinated flow of information	Provide platform for dialogue among members



CONTRADICTIONS

What are some of the Blocks or Challenges that the VIO-network may face in achieving its desired Vision?

- Lack of a comprehensive database of volunteers and volunteer involving organisations
- Limited sustainable resource base for the network's administration
- Absence of absolute ownership and commitment among some of the existing members
- Lack of structures for sustainable execution of the objectives including calendared activities
- Inability to keep actions/activities going
- Low remittance of stipulated payments/ fees by members
- Limited engagement with donors & government
- Lack of an Advisory Board to over site services
- Scramble for visibility amongst member organizations
- Unpredictable political environment for the growth of VIO, especially as regards key agenda items
- Funding constraints as most if not all activities will require funds to be actualized
- Some organizations might have challenges in contributing annual and membership fees.
- Organisations struggle to see what they will get out of the network (Leads to inactive members)
- Implementation of the national policy through bureaucratic structures
- Expansion of activities beyond own means/over-reliance on members for resources
- Vested interests – different organizations have different priorities & interests
- Lack of buy-in due to undefined benefits

STRATEGIC DIRECTIONS: What Creative and Innovative actions can we take to deal with the Blocks and move us towards our Vision?

Structure the network with clear roles	Setting up a board for the network	Independent office for the secretariat	Support the formation of a secretariat	Organizations volunteer to co-ordinate the office	Steering committees / task force	<u>ESTABLISHING ORGANISATIONAL STRUCTURES</u>
	Clear leadership structures					
Clarity of vision & network priorities	Make sure the network is not just a talking shop	Be realistic about targets / deadlines	Annual planning & review sessions	Monthly activities organized by the VIO network	Stick to the mission	<u>ENHANCING PLANNING AND IMPLEMENTATION</u>
Provide interventions as needed by members	Develop a solid calendar of activities	Develop an easy to implement strategic plan	Activities to feed into organizational plans	Develop a strategic plan with mission & vision	Structured monthly meetings	
Increase promotional materials (website, social media)	Incentives/ recognition for meeting deadlines & contributing to activities	Commitment letters signed by members	Recruiting & retaining new members	Strive for equality amongst members	Fair representation & ownership	<u>STRENGTHENING OUR HUMAN RESOURCES AND PUBLIC RELATIONS</u>
		Reward system or incentives	Vigorous publicity campaigns	Central place from where info flows	VIO newsletter twice per year	
Identify common areas of interest	Promote collaboration among members on similar activities	Avoid replication of members activities/ interests	Development of communication & publicity materials	Become a platform for member communication, info & support	Organizations sharing volunteer database	<u>BUILDING STRATEGIC PARTNERSHIPS</u>
Involve relevant government officials	Identify common areas of interest Build strategic partnerships	Linking with other like-minded international organisations	Closer working with government	Protect & represent members interests to government	Structure interaction with government	
Co-ordinated fundraising efforts		Jointly mobilize resources	Vigorous fundraising			<u>ESTABLISHING CLEAR RESOURCE MOBILISATION STRATEGIES</u>
		Diversify sources of revenue	Tiered membership fees			

Strategic Direction 1 – Establishing Organisational Development structures

WHAT	WHY	WHERE	WHEN	WHO	HOW
Define the organo-gram	Enhanced running of the VIO society, i.e. Board, Secretariat, Committees, Members	VIO office	End of August 2015	Policy & Development sub-committee	Draw structure of VIO Draft & agree as sub-committee before presenting to all & reach consensus
Develop of policy manual, partnerships, resource mobilization, finance, human resources, public relations/communications	To provide clear guidelines on our operations	VIO office	By end of 2015	Co-ordinator with support of relevant sub-committees Technical support from VSOJ & others	Brainstorm & meet with sub-committees Develop draft & agree with all Refer to members' existing policies
Work closely with relevant government agencies, e.g. MLSSS, MoEST, NGO Co-ordination Board, MoDP, Attorney-General's office	To ensure compliance with relevant laws & requirements, e.g. with registrar of societies	VIO office	Ongoing	Co-ordinator with technical support from Red Cross & others	Submit annual returns at end of year Understand implications of PBO & other legislation Ensure implementation of NVP
Member organisations to register with the VIO society	To ensure smooth running of the VIO society	VIO office	By end of 2015	Co-ordinator & Policy / Development sub-committee	Develop system of membership benefits Administration of system of payments

Strategic Direction 2 – Enhancing Planning and Implementation

WHAT	WHERE	WHEN	WHO	HOW
Public Talks & Forums	Universities – KU, USIU, KCA, UoN, Moi, MKU	Quarterly	Co-ordinator Panel speakers from VIO members	Establishing relationships with university institutions Delivering talks & forums on volunteerism
Capacity Building of Secretariat & members	Nairobi	Quarterly	Co-ordinator VIO representatives	Training sessions Engagement in volunteer opportunities, e.g. policy development. Inter-organisational capacity-building & capitalizing on member strengths Invitation to member activities / events / forums
Volunteer Programme Engagement	Countrywide	Need to need basis	Co-ordinator	Through referrals
Launch of Strategic Plan	Nairobi	August	Chair, Co-ordinator & Policy sub-committee	Stakeholder invitations
Development of clear thematic areas	Secretariat	By end of September	Co-ordinator, PBRM sub-committee	Brainstorm & identify potential programme areas based on strengths & opportunities Develop draft and agree areas
International Volunteer Day	National (Nairobi)	December 5 th	Co-ordinator VIO Society & Government	Develop a theme Mobilise resources from members Member organisation takes lead role
Volunteer of the Year Awards (VOYA)	Nairobi	December 6 th	Co-ordinator, Chair, Relevant sub-committee	Awarding volunteers & VIOs
M & E plan	Nairobi	By December	Policy sub-committee	Generate appropriate tools

Strategic Direction 3 – Strengthening our Human Resources and Public Relations

WHAT	WHERE	WHEN	WHO	HOW
Have staff team in Secretariat to support VIO Co-ordinator	VIO office	By December 2015	VIO member organisations	Skills audit conducted Develop relevant ToRs VIO members staff seconded to Secretariat
Capacity building of VIO secretariat by member organisations	VIO members	Ongoing	Co-ordinator Relevant sub-committee	Invitation to trainings by member organisations
Regularly updated website	Online	At least monthly	Communications sub-committee & volunteers	Information shared by members and regularly updated
Vibrant social media presence (facebook, twitter, whatsapp)	Online	Ongoing	Communications sub-committee & volunteers	500 facebook fans per month 100 twitter followers per month Whatsapp group on a need basis
Mainstream media presence	Various media publications	Ongoing (according to events)	Communications sub-committee & volunteers	Press releases Media briefings

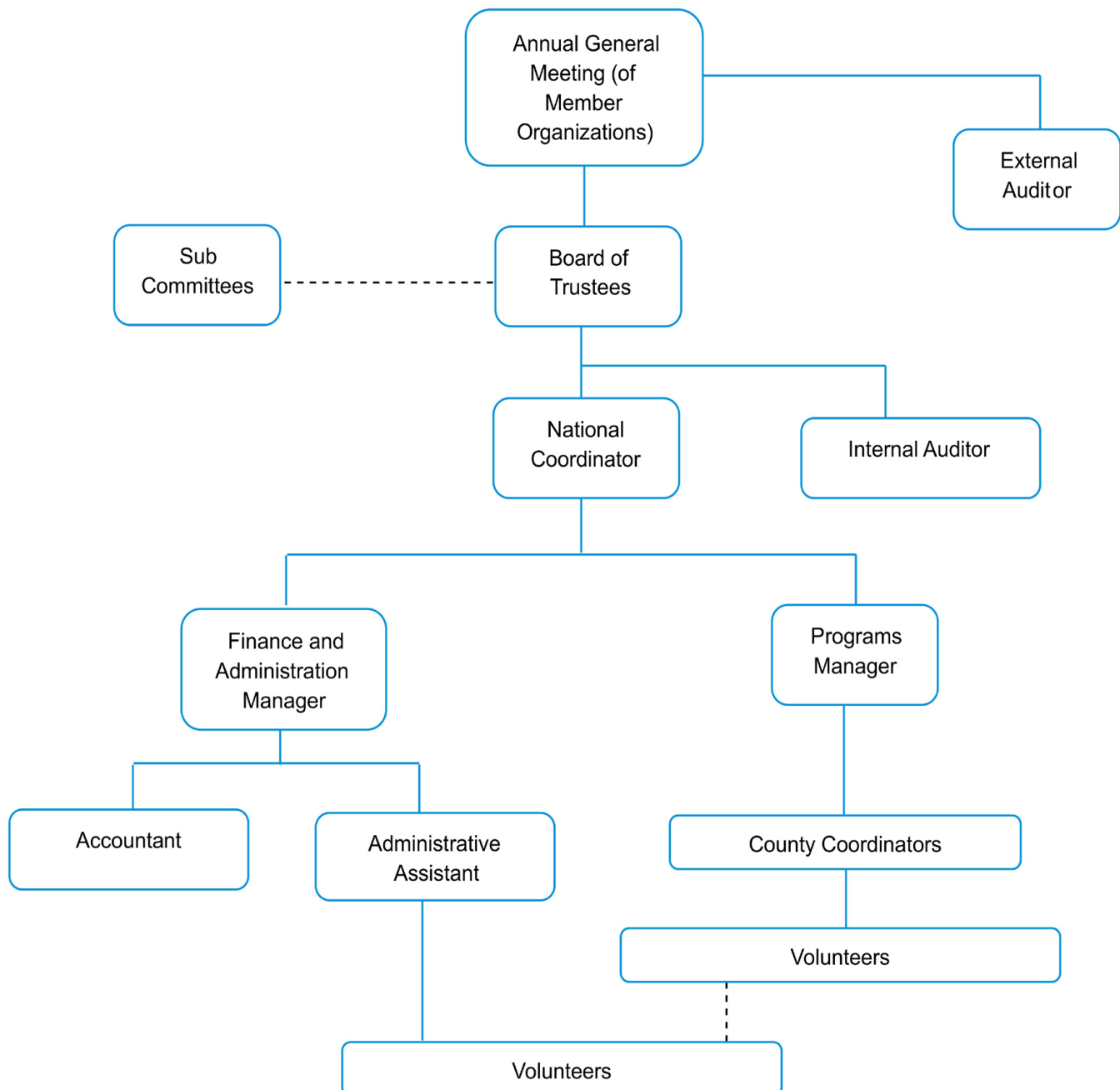
Strategic Direction 4 – Building Strategic Partnerships

WHAT	WHY	WHERE	WHEN	WHO	HOW
Develop at least 3 external partnerships (with individuals and/or organisations) as appropriate	To influence, gain access, for mentorship & guidance, and financial / other commitments	Board Public Forums	By December 2015	Co-ordinator, Chair, Communication sub-committee	Develop documentation of VIO Map potential partners Develop ToRs Engagement
Develop MoU / agreements with at least 3 member organisations as appropriate	To strengthen existing relationships and develop potential for new programmes	With member organisations	By December 2015	Co-ordinator, Chair, Communication sub-committee	Identify potential areas of collaboration Discussion and agreement Develop MoU documents
Develop relationships with at least 5 potential partners, e.g. universities, INGOs, private sector, regional blocks, CBOS	To develop joint programmes, access, resources, networks and capacity building	Committees Public forums Joint activities & programmes	By December 2015	Co-ordinator, Chair, Communication sub-committee	Documentation Publicity materials Advocacy Map potential partners Referrals Engagement

Strategic Direction 5 – Establishing clear Resource Mobilisation Strategies

WHAT	WHY	WHERE	WHEN	WHO	HOW
Develop a resource mobilisation strategy in place	To guide the VIO on resource mobilisation	Secretariat	By end of September	Planning and Resource Mobilization (PBRM) sub-committee	Develop draft Discuss and reach consensus
Implement resource mobilisation strategy	To support the activities and the network	Secretariat	Ongoing	Co-ordinator and PBRM sub-committee	Member registration fees Annual subscription fees Proposal development Strategic partnerships Marketing In-kind contributions Fundraising events

VIO Society Organization Structure





Volunteer Involving Organizations Society

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