

SLUM OUTREACH MINISTRIES INTERNATIONAL

STRATEGIC PLAN FOR 2006-2010

Why a Strategic Plan?

SOM was a response to God's call on Margaret to quit her accounting job at Daystar Communications, the predecessor of Daystar University, some 19 years ago. This followed a dramatic encounter during a period of illness and hospitalisation. The call initially played out as a door-to-door evangelism in the neighbourhoods of Hurlingham and the staff quarters of Nairobi Hospital, but progressively gravitated towards the expansive slum of Kibera, eventually zeroing-in on the Mashimoni area of the slum.

As Margaret went about sharing the gospel to slum dwellers, it became obvious that it was not enough to tell needy people about the love of Christ without demonstrating it in practical terms. She therefore found it necessary to address some of the glaring social needs as part of her evangelism. In the process, that which began as a narrow evangelist ministry became somewhat drawn into problems occasioned by poverty, illiteracy and health. A partnership with an international charity helped build a fellowship centre in Mashimoni where a small but burgeoning group of persons evangelised would meet not only for fellowship as frequently as was desirable but also meet on Sunday's for worship and sharing of the Word. Such partnership also saw the establishment of a child sponsorship program with the objective of increasing access to primary education by children in special circumstance. Recently, partnership with another international charity saw the establishment of a kindergarten that is essentially a feeding and schooling arrangement that uses Sunday School facilities that are part of the Mashimoni Fellowship.

Concerns about the health of slum dwellers led to identification and procurement of slum previously used as pombe club where a clinic could be established. In order for SOMI to maintain some focus, the Board decided that the Nairobi Baptist Church be encourage to take over the running of the clinic for which funding for an initial funding for a period of five years was agreed upon with an international charity. Currently, SOM is in the process of partnering with another local charity to ensure availability of water within the compound of Mashimoni Fellowship facilities.

The fellowship at Mashimoni is led by a pastor hired by the Board of Director of SOM. The pastor is supported by two evangelist who are hired for that purpose. There are two teachers for the kindergarten, one of whom serves as a headmistress. The kindergarten has 50 children and although a small levy is charged to help run the kindergarten, very few parents are able to afford. The child sponsorship program has about 120 children, most of them in primary school. A few of them that joined the programme while in primary school have since graduated to secondary school and are kept in the programme. Selection to the sponsorship program is based on perceived level of need and ability to secure a sponsor.

For years, SOMI was a project of Christian Services Trust (CST) but rapid expansion of activities and changes of Trustees of CST pointed at the need to seek registration for SOMI as a separate legal entity. After years of prayer and consultation with lawyers, SOM was finally registered as a Trust with its own board

of Board of Trustees and Directors. Under this registration, all trustees are also directors and the board of directors is slightly larger than the board of trustees since some directors are not trustees.

SOMI does not have an administrative back up and Margaret not only directs but also single handedly administers SOMI. There have been major challenges finding people to assist in running some of the key programs of the ministry partly on account of failure to raise meaningful financial support and find people willing and able to work in the exacting slum environment. The ministry is also in dire need of some one who can help with keeping of books of accounts that are presently done by Margaret. Two volunteers help with word-processing of the accounts and production of the ministry's newsletter. The ministry's support base is presently narrow and sporadic and budgeting is often nightmarish. A yawning financing gap is often common feature of the ministry's annual budget.

In recent times, Margaret has felt the need to extend her work to 'the nations' and has already an open invitation to partner with the church in Southern Sudan. She is also actively involved in the ministry of intercession organised around the Africa House of Prayer. A tension between these developments and the need to keep close watch over other SOMI programmes on the ground is already evident. Margaret needs to feel free to pursue her calling into the nations without at the same feeling irresponsible about other activities of the ministry. She also needs to feel that should the Lord lead her in the direction of handing over, there is a clear succession plan that she can fall back on.

About this time, God has put in the hearts of the directors the need to review SOMI's strategic posture. Part of this review will include a confirmation/validation of the specifics of God's call on Margaret, a consolidation of the activities that have evolved over the years, and the strategic direction that SOMI should take in the short and medium term.

VISION

A holistic ministry to people in peculiar circumstances for the glory of God.

MISSION

To prepare people in slums and other special circumstances to take control of their lives and restore them to their rightful position in society.

CORE VALUES

1. All people are important because they are created in the image of God.
2. All people deserve to live purposeful lives
3. Fulfilment in life comes from knowing Jesus Christ as Savior and Lord
4. God has a special concern for the needy
5. Responsible stewardship

OUTCOMES OF THE SWOT ANALYSIS

<p>Strengths</p> <ol style="list-style-type: none"> 1. Fellowship of the Church 2. Committed/qualified board members 3. Beneficiaries (church members) 4. Few collaborators 5. Nursery School (kindergarden) 6. Feeding programmes 7. Child sponsorship 8. Registered organization 9. Full time workers 10. Volunteers 11. Operational office 12. A committed founder 13. A lean organization 	<p>Weakness</p> <ol style="list-style-type: none"> 1. Lack of strategic plan 2. Weak financial base 3. Limited collaboration and networking 4. Lack of policy and operational manuals 5. Lack of marketing strategies 6. Lack of mechanism for monitoring and evaluation 7. Lack of sufficient volunteers
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Many children in need 2. Many souls to be reached and won. 3. Many networking opportunities 4. The pool of slum (low income settlements) dwellers still burgeoning 5. Government policies still friendly to slum's kind of work 6. Echos concern by development agencies 7. Argue the case for the voiceless and marginalised 8. Backstop other development efforts 9. To be a witness to Christ 10. To make slum dwellers begin believing in the future 	<p>Threats</p> <ol style="list-style-type: none"> 1. Operate premises not owned by SOMI 2. Limited space for expansion 3. Change of government policies 4. Donor fatigue and shifting focus 5. Staff mobility 6. Slum unpredictability/environmental changes 7. Extensive interest in slum area by all kinds of NGOs 8. Progressive impoverishment of principal beneficiaries 9. HIV/AIDS and lack of community health support services 10. Myopic time preferences (ie. Failure to believe in the future)

STRATEGIC GOAL

1. To evangelize and disciple communities
2. To equip the community with skills for self development and reliance.
3. To champion the cause of the needy.
4. To network and collaborate with organizations of similar concern and core value.
5. To fund-raise and mobilize resources.

ACTION PLAN

GOAL	OBJECTIVE	ACTIONS		TIME LINE		OUTPUTS
				start	finish	
1. Evangelise and disciple communities	1.1 Share the Gospel	1.1 Organise open air meetings		immediately	End of plan period	2 meetings annually
		1.2 Organise missions to Sudan			End of plan period	1 visit annually
		1.3 The pastor to mobilise members for evangelism		immediately	End of plan period	At least 10 members mobilised for evangelism by end of first year
	1.2 Make disciples	2.2 Pastor to organise discipleship classes		immediately	asap	2 sessions annually
		2.2 Pastor to mentor disciplers		immediately	Asap	At least 2 disciples annually
	1.3 Support evangelists	3.1 Train evangelist		immediately	Enf of perioog	1 evangelist
		3.2 Assemble material for sharign the Gospel		immediately	End of periof	100 copies of Four Spitural Laws
		3.3 Board to meet and pray for the evangelist				Twice annually
	2. Equip comminities with self-development/reliant skills	2.1 Educate children	2.1.1 Pay closer attention to the nursery school	2.1.1.1 Regularise the class size		End of period

		2.1.1.2 Train nursery school teachers		End of period	2 well trained nursery school teachers
		1.1.2 Enlarge the child sponshorship programme		End of period	150 children in the sponshorship
	2.2 Initiate income generating activities	2.2.1 Develop terms of reference for needs assessment	immediately	Sept. 2006	Terms of reference
		2.2.2 Deliberate on recommedations		Dec. 2006	Decision made regardign recommendations
		2.2.3 Implement income generation activities		Jan. 2007	Income generation activities initiated.
	2.3 Promote adult literacy	2.3.1 Assess level of need for adult literacy		September 2006	Adult literacy needs assessment report
		2.3.2 Identifies adult literacy collaborators		September 2006	List of collaborators ready
	2.4 Promote community health	Document community health needs		Dec. 2006	Report on outstanding community health needs
		Idenify potential service providers		March 2007	List of potential community health providers
		Mount a community health programme		September 2007	Programme mounted
3. Champion the course of the needy	3.1 Promote community access to CDF	3.1.1 Design and implement a modest civic education on development priorities in Mashimoni		June 2007	Programme of civic education implemented
		3.1.2 Confirm participation of community reps in CDF processess		December 2007	Community representation in the CDF processes
		3.1.3 Monitor extent of absorption of community generated ideas in the CDF programme		June 2008	First report on adoption of community generated projects picked up for funding under the CDF

	3.2 Encourage community participation in local empowerment activities	3.2.1 Identify on-going community empowerment activities		December 2008	Inventory of on-going empowerment p
		3.2.2 Develop a programme for popularisation of such activities		June 2008	Popularisation programme
		3.2.3 Implement the popularisation programme		January 2009	Popularisation activities launched
	3.3 Promote development of self-sustaining groups	3.3.1 Identify existing groups			Inventory of groups
		3.3.2 Select good models of groups			Model group identified
		3.3.3 Encourage adoption of self sustaining groups			Programme for promotion of model groups
4. Collaborate and network with organisations with similar concerns and core values	4.1 Produce and distribute a news letter at least twice annually			December 2006	Newsletter produced
	4.2 Strengthen relationship with strategic partners	4.2.1 Identify key partners in addition to SB, JT, Samaritan Purse, Karen Community Church, Mundri Diocese-Sudan		December 2006	Inventory of strategic partners
		4.2.2 Prepare partnership events		June 2007	Programme of partnership events
		4.2.3 Implement the partnership programme		December 2007	Programme implemented
	4.3 Institutionalise an awareness programme			June 2008	Awareness programme in place
5. Fund raise and mobilise resources					