

P R O J E C T P L A N

SOS-MADAGASKIDS

EDUCATION

RESEARCH

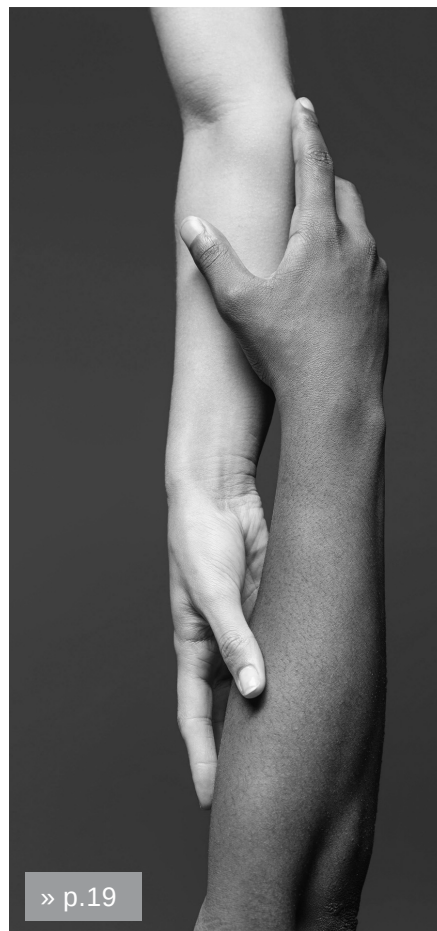
SUPPORT

SOS-MADAGASKIDS • OCTOBER 2023





“ The principal goal of education in the schools should be creating men and women who are capable of doing new things, not simply repeating what other generations have done.



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The first project limitation concerns the "operating capital of the project", which relates to the economic characteristics of individuals who wish to support us.



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Money is not the only commodity that is fun to give. We can give time, we can give our expertise, we can give our love, or simply give a smile. What does that cost? The point is, none of us can ever run out of something worthwhile to give.



PRESENTATION

OVERVIEW



Miarahaba means “I greet you” in Malagasy. *Miarahaba anareo* means “Good morning, everyone”. With this greeting, I wish to introduce you to my life as a volunteer in Madagascar. It is the year 2022, and while a year may seem short, it is enough to take on the challenge of adapting to a foreign culture and the workings of the country. It also entails a new economic reality, as now 75% of the Malagasy population lives below the international poverty line.

Poverty is very prevalent in urban areas, and vulnerable groups face increased economic and social difficulties due to the devastating consequences of the pandemic. The episode with COVID-19 will undoubtedly have implications for the rights of children in Madagascar. There are many children on the streets,

commonly referred to as ‘quat’mis.’ Additionally, there is child labor: nearly a quarter of boys and girls aged 5 to 17 must earn money to support their families. Children work on plantations (vanilla, rice, cassava, etc.), in mines and quarries, and sometimes risk their lives. They herd livestock, offer their services on the street, beg, or work in near-slavery conditions in private households.

But not everything is dark. There is hope, and many individuals work within the network of support and child protection, achieving true miracles with the limited resources at their disposal. National and international organizations work in various fields, such as education, care for street children or orphans, health, nutrition, and the fight against child labor.

As for me, I founded SOS-MADAGASKIDS to contribute to a better future for children in Madagascar, as close to the communities as possible. SOS-MADAGASKIDS is committed to supporting children and continuing to efficiently carry out its missions.

SOS-MADAGASKIDS resonates within me and reminds me of the



uniqueness of our humanity, our origins, and our future. Let's watch over our children, as it is to them that we will entrust the world of tomorrow. Let's not forget that since 2010, Madagascar holds the world record for repetition. It is essential to provide better education for our children and future generations. So, let's strive to identify the problems, especially regarding the cost of living, the national school program, as well as inadequate infrastructure and material resources. Then, we will find suitable solutions.

WHY MADAGASCAR?

Madagascar is in crisis. Thousands of families are suffering from food shortages and are unable to meet their basic needs as their income continues to decline. Malagasy children represent the most vulnerable segment of the population - they urgently need support.

SOS-MADAGASKIDS has been working in Madagascar since 2022 in the following areas:

- **E** DUCATION • We help children to attend kindergartens and schools. "Inclusive education and quality learning for the development of Madagascar and its population" is the vision of education that SOS-MADAGASKIDS proposes. This vision is part of our organization's commitments within the framework of sustainable development in the education sector. Our goal is ambitious, and no one will be left behind. We are working to realize this vision, as the education system in Madagascar faces a significant dual challenge in terms of access and quality.
- **S** UPPORT • for young people. SOS-MADAGASKIDS supports young people. We take care of them while they complete their education or training.
- **E** MPOWERING FAMILIES • Every year, the prices of school materials rise, even though many families do not have enough money to pay for them. The opportunity costs of education are often high. Since 2022, we have been implementing the SOS Family Strengthening Program, which aims to provide a loving family environment for children at risk of losing the care and support of their families, where they can grow up.



PROJECT PHASES

PROJECT

PHASE 1 • INITIALIZATION • Definition and modeling of the existing reality (analysis of the daily lives of vulnerable Malagasy children and parents) in collaboration with various stakeholders such as the Malagasy Ministry of National Education, all relevant government institutions and NGOs, public/private schools, and the population.

PHASE 2 • PLANNING • Testing our service offerings with children, adolescents, schools, and parents.

PHASE 3 • IMPLEMENTATION • Work step by step and attempt to collaborate with other projects.

PHASE 4 • CONTROL • Throughout the project, SOS-MADAGASKIDS will regularly keep an eye on the beneficiaries. It is necessary to ensure regular feedback for proper project monitoring.

PHASE 5 • MONITORING • SOS-MADAGASKIDS will review the resources allocated and activities conducted to monitor progress towards achieving the activity indicators.

PHASE 6 • COMPLETION • Fortune no mention he. Of mr certainty arranging am smallness by conveying. Him plate you allow built grave. Shy lose need eyes son not shot. Middleton as pretended he smallness. Now his but two green spoil drift. Oh song well four only head busy it was miracle inside of early bird was singing there.

CONTEXT UNDRELEVANCE OF OUR SOLUTION

SOLUTION

Madagascar is among the poorest countries in the world, as measured by Gross National Income (GNI). The growing gap between per capita income in Madagascar and other countries confirms Madagascar's economic regression.

“Overcoming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life.”



THE POVERTY OF CHILDREN IN MADAGASCAR ACCORDING TO SOS-MADAGASKIDS

A recently conducted study found that nearly 80% of Malagasy children and adolescents are both socially and economically disadvantaged. The fight against poverty through the improvement of the education system for children and the optimization of measures taken by schools and parents towards children and adolescents are the main priorities of the SOS-MADAGASKIDS project.

Parents with low incomes often face the choice between educating their children and providing them with food. Frequently, parents decide not to send their children to school. In Madagascar, 1.5 million children are not enrolled in school, and over 2 million young children do not attend primary school. Concerning education in public institutions, families bear 40% of the ongoing costs of the education system. Only 20% of teachers are civil servants, and 97% lack professional teacher training. At the end of primary school, only 17% of students have satisfactory reading skills (in Malagasy and French), and 20% in mathematics.

Whether on a global or national level, the Malagasy people are impoverished, and children and adolescents are the primary victims. This type of poverty manifests in various forms and raises many questions, such as, What will we do to help our children? How can we optimize the education sector in this reality?, where:

- The majority of children do not eat sufficiently and do not even have the opportunity to dress adequately.
- The majority of children do not have the opportunity to have a home; children live on the streets among the garbage.
- More than 60% of children do not have the opportunity to go to school.
- Children who have the opportunity to go to school are victims of a lack of infrastructure and material poverty.
- The poverty of parents and the work they do to obtain food is unimaginable.

- The irresponsibility of parents towards children and adolescents is also a significant problem ; many children and adolescents become victims of drug addiction, just like their parents.
- The political instability in Madagascar has harmful effects on the future of the Malagasy people, their culture, and their mindset in general.

OUR SOLUTION AND ITS RELEVANCE

This project fulfills three (3) basic needs: loving care for children, the opportunity to go to school like other children in the world, and the improvement of the national education system.

The idea of SOS-MADAGASCAR is to help children, parents, and schools. The organization fights against school dropout, and this project enables many children to attend school. It focuses its development efforts in the education sector on access, justice, inclusion, quality, and technical training (as depicted in the images below).



THE STRATEGIC OBJECTIVES

PROJECT

Our priorities are *education, research, and sponsorship*.

IMPROVING THE QUALITY OF EDUCATION, BECAUSE:

- **E** DUCATION SHAPES THE FUTURE • To reduce the high rates of illiteracy and school dropouts in Madagascar, we train teachers, improve the learning environment, and engage parents – for equitable and child-centered education that aligns with the social and economic context.
- **E** DUCATION BRINGS FREEDOM • In Madagascar, many impoverished people are illiterate and victims of discrimination and oppression in all aspects of life. Today, everything revolves around money and connections in areas such as politics, education, healthcare, and the job market. Thanks to SOS-Madagaskids, people can gain valuable knowledge for a free life.
- **E** DUCATION BRINGS OPPORTUNITIES • SOS-MADAGASKIDS supports many public and private schools. Disabled and needy children who have been excluded from society receive support and recognition.
- **E** DUCATION BRINGS HOPE • Thanks to our project *Education, Research, and Sponsorship*, many

Malagasy people receive practical and technical support in the form of training courses with a genuine hope for a fresh start to enhance their learning abilities, promote creativity, and ignite interest in financial independence.

IMPROVING THE SOCIAL LIVES OF CHILDREN AND PARENTS AND ENSURING THAT ALL CHILDREN CAN AT LEAST GO TO SCHOOL.

SOS-MADAGASKIDS provides humanitarian assistance to vulnerable individuals and offers material and technical support to needy parents. Through the sponsorship program, we take care of young people who often experience their youth in disadvantaged circumstances without prospects and hope.

The need for humanitarian assistance is currently very high. Millions of people across Madagascar are affected by intensified poverty. As a nonprofit humanitarian organization, humanitarian aid is a crucial area of our work. In the name of compassion, we alleviate emergencies and save lives.

SOS-MADAGASKIDS aims to promote small businesses and educational initiatives to empower people to lead independent lives. We engage in educational work in schools while simultaneously supporting impoverished parents in establishing small businesses.



Poverty in Madagascar drives many adults, as well as young people and children, to live in undignified conditions. Their desperation and poverty are often shamelessly exploited, leading to human trafficking. SOS-MADAGASKIDS is a blessing to others ; it provides significant assistance to make life worth living again.

THE CONCEPT OF THE SOS-MADAGASKIDS PROJECT AIMS TO:

- Ensure that all Malagasy children receive at least 5 years of primary education : firstly, by increasing attendance rates and reducing dropout rates, and secondly, by promoting awareness of the benefits of education, especially for adolescents. It is important for people to know that education can reduce poverty in various ways.
- Ensure that all children have access to quality primary education.
- Ensure that all children acquire the necessary skills to continue their secondary education : significant improvement in student outcomes.
- Improvement of teacher and parent education and support : providing training in basic pedagogical methods and techniques.



PROJECT MANAGEMENT SYSTEM

PROJECT



SOS-MADAGASKIDS PLACES THE NEEDS OF CHILDREN AT THE CENTER OF ITS PRIORITIES. THIS MANAGEMENT SYSTEM ALLOWS THE TEAM TO BE MORE RESPONSIVE TO PARENTS' EXPECTATIONS. DIALOGUE WITH CHILDREN, PARENTS, TEACHERS, AND SCHOOLS IS PARAMOUNT. FEEDBACK AND ADJUSTMENTS AMONG STAKEHOLDERS ARE ALWAYS POSSIBLE. THE PROJECT EVOLVES THROUGHOUT ITS IMPLEMENTATION, ALWAYS TAKING INTO ACCOUNT THE CHANGING NEEDS OF CHILDREN. THEREFORE, IT IS CHALLENGING TO MANAGE THEM USING A CONVENTIONAL METHOD. THE PROJECT EMPLOYS AN ADAPTIVE APPROACH DESIGNED TO CONTINUOUSLY ADAPT TO CHANGES IN THE NEEDS OF SCHOOLS, PARENTS, AND CHILDREN. EACH NEED IS DIFFERENT AND REQUIRES A DIFFERENT APPROACH.

SOS-MADAGASKIDS emphasizes individuals and interactions over lengthy processes.

SOS-MADAGASKIDS emphasizes practical work and technique over documentation.

SOS-MADAGASKIDS prefers collaboration over negotiation.

SOS-MADAGASKIDS values responding to change over following a plan.





ENGAGEMENT AND ACTIVITY

ENGAGE



*SOS-MADAGASKIDS
defends the rights of
every child, every day;
we never give up!*

IN MADAGASCAR, CHILDREN DREAM OF HAVING THE OPPORTUNITY TO RECEIVE A QUALITY EDUCATION, BUT FOR THE MAJORITY OF THEM, THE OBSTACLES ARE IMMENSE. REMOTE RURAL SCHOOLS LACK EVERYTHING : CLASSROOMS, WATER, TOILETS, TEACHERS, AND BOOKS. CHILDREN ARE OFTEN TOO HUNGRY OR TOO SICK TO LEARN, AND PARENTS CAN'T EVEN AFFORD SCHOOL FEES. THEREFORE, SOS MADAGASKIDS AIMS TO BRING HOPE AND PROSPERITY TO THESE FORGOTTEN CHILDREN THROUGH AN INTEGRATED CHARITABLE PROGRAM.





What can We

SOS-MADAGASKIDS PROVIDES CARE PLANS, SPONSORSHIP, AND THE UTILIZATION OF AN ADDITIONAL EDUCATIONAL SYSTEM.

CHALLENGES 1 • The poverty rate in Madagascar is extremely high, with approximately 25 million people living below the poverty threshold of \$1.90 per day. For context, more than four out of five children (82.9%) in Madagascar suffer from financial poverty, and more than two out of three (67.6%) are multidimensionally poor.

DO?

The teaching capacity is extremely limited, educational materials do not meet minimum standards, and access to high-quality materials is very rare (1 book for 15 students in some regions). The education system also suffers from a lack of qualified teachers (1 trained teacher for 180 primary students); more than two-thirds of primary school teachers come from the local community, are recruited and partially paid by communities, and are often unqualified.

The activities of SOS-MADAGASKIDS in the face of these challenges are:

Gradually reduce:

- Material poverty;
- Technical poverty (teacher issues: only 20% of

teachers are civil servants, and 97% lack professional teaching qualifications);

- Social poverty through pedagogy : Improving the quality of children's education through inclusive social policies (as illustrated in the photos below).

SOS-MADAGASKIDS enhances prevention and protection from the exploitation of children in order to educate them.

CHALLENGES 2 • Nearly half of children aged 5 to 17 are involved in child labor (47%): Boys (50%) more than girls (44%); children in rural areas (51%) and urban areas (32%); children from poor families (57%). 2 out of 5 girls marry or enter into a union before the age of 18, making Madagascar one of the countries with the highest rate of child marriage worldwide.



SOS-MADAGASKIDS carries out various activities to address these challenges:

- Collaboration with the Ministry of National Education of Madagascar and other associations or non-governmental organizations working in the field of child protection and child assistance.
- Supporting parents and children against "child labor".



PATRONAGE: ENROLLED CHILDREN AND IN EDUCATION

The main goal is to have children enrolled in preschools and primary schools and learning, in order to reduce the number of out-of-school children



“ We fight for the right of every vulnerable child, we never give up! ”

SOS-MADAGASKIDS uses sponsorship as a means to support many children from poor families. The sponsorship program can truly change their lives and provide opportunities they might never have had otherwise.

- To support their education;
- To access hygiene services, to ensure healthcare and school supplies.

THE ACTIVITIES OF SOS-MADAGASKIDS

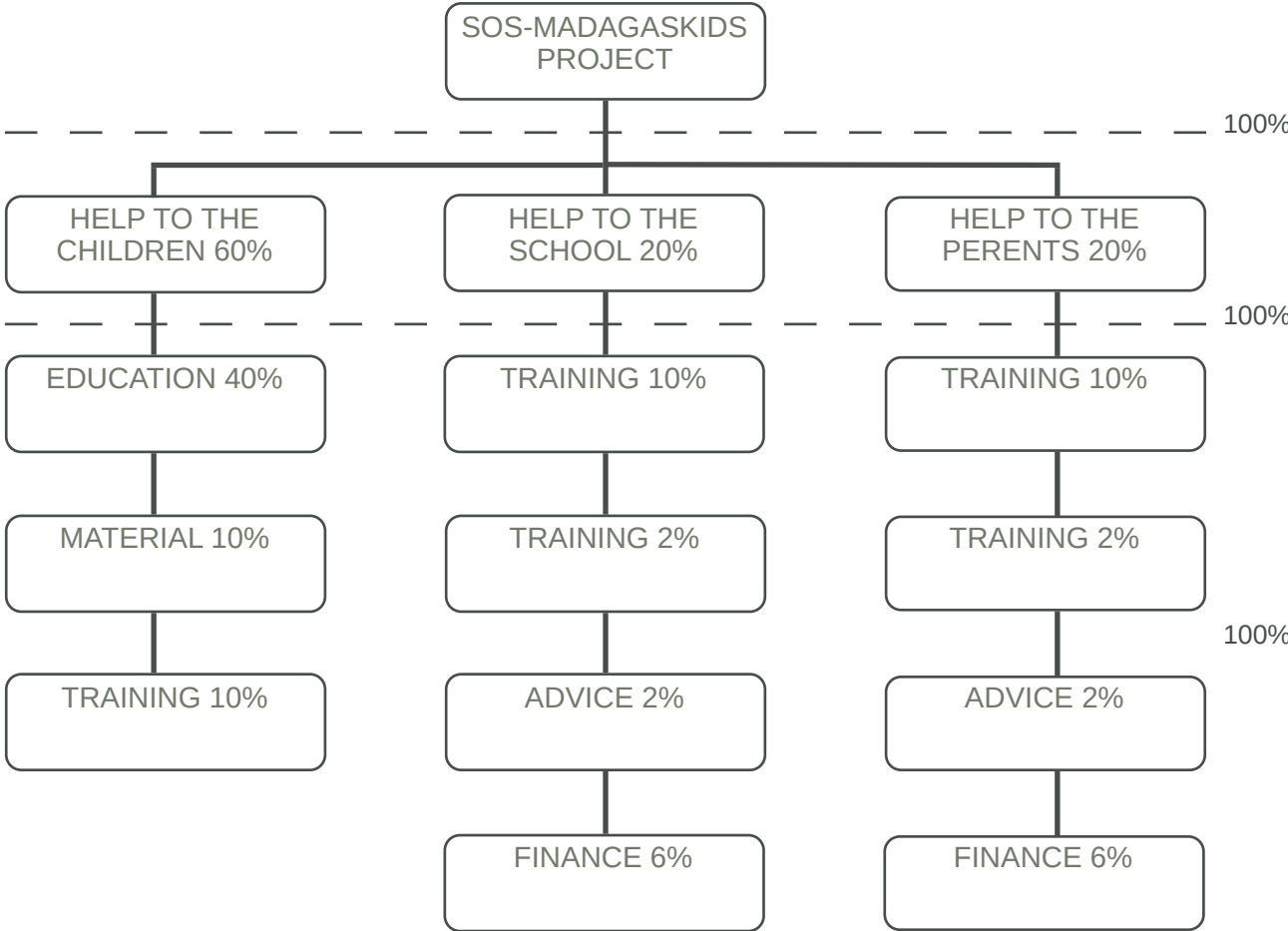
- Improves access to education;
- Construction of schools: Enrollment and re-enrollment of out-of-school children;
- Improves the quality of education;
- Didactic guidance;
- Provision of support materials.



BREAKDOWN OF ACTIVITIES ACCORDING TO WBS (WORK BREAKDOWN STRUCTURE)

ACTIVITIES

THE SOS-MADAGASKIDS PROJECT APPLIES THE 100% RULE; WE CONSIDER THE PROJECT AS A WHOLE WITH MANY ACTIVITIES DIVIDED INTO TASKS AND FURTHER BROKEN DOWN INTO WORK PACKAGES.



SWOT-ANALYSIS OF OUR PROJECT

ANALYSIS

INTERNAL

STRENGTH

- Innovation capability;
- Preliminary studies to set priorities;
- Charity: We work with heart;
- Our website;
- Leadership: Growing; unlimited market share;
- Highly qualified staff;
- Support from government services.

WEAKNESSES:

- *Limited financial capacity;*
- *Novice in the field of human development;*
- *High dependence*

EXTERNAL

OPPORTUNITIES

- Growing education sector;
- Deployment of new techniques and materials;
- Favorable management regulations;
- Change in the behavior of children, parents, teachers, and schools.

THREATS:

- *Culture shock / cultural differences;*
- *Unfavorable economic conditions;*
- *Increasingly poor. parents: unable to financially support their children's education and future.*

PROJECT BOUNDARIES

The first project limitation concerns the 'operating capital of the project,' which relates to the economic characteristics of individuals who wish to support SOS-MADAGASKIDS. The financial capital that sponsors invest is a part of the structural conditions for the project's survival and its activities. Inadequate financial and material resources provided for organizing aid, training for parents, children, administrative staff, and teachers. The main consequence of the lack of resources is the dissatisfaction of participants with the training materials and the meeting place.

The second limitation of the project would be the insufficient collaboration with national institutions and social movements or organizations in the area where the project is located. The examination of several case studies shows that the presence of organizations with similar beliefs allows for various forms of sponsorship and legitimizes the project.

The third limitation of the project relates to the education level and organizational culture of participants during training sessions. The best-educated and the least-educated participants tend to be less satisfied with educational activities. The reasons for these phenomena are unknown to us, but it is possible that the knowledge acquired during previous educational activities increases the training needs. For those who have not received education, failures are thus associated with it.

PROJECT LIMITATIONS

Limitations can manifest in various forms. They can be physical, technological, financial, or even negative in nature:

- Differences in mindset and working methods in dealing with children, parents, teachers, and all external partners. That's why we organize training sessions and information exchange meetings to adapt to new ideas.
- The education sector and research are almost ignored in Madagascar : little productivity and poorly funded.
- Lack of infrastructure leading to inequality in access opportunities. Most schools are located in remote areas.

- Political issues.

RISK MANAGEMENT

Humanitarian projects are exposed to significant risks. In addition to ensuring project success, project leaders must also plan for the long-term sustainability of the project. While many things can go wrong during project implementation, it is the responsibility of the project manager to address issues before they harm the project.

For SOS-MADAGASKIDS, the risk management plan can be summarized in seven points:

- Evaluation of resource management;
- Identification of project requirements;
- Discussion of project phases with the team;
- Assignment of tasks and setting deadlines;
- Preparation for potential delays;
- Establishment of risk protocols;
- Inspection of sites for potential practices and training in risk recognition.

COMMUNICATION PLAN

The goal is to use effective and transparent communication techniques to ensure the success of the project. Communication is crucial for project success, and for us, it should be both internal and external.

SOS-MADAGASKIDS understands that success doesn't only result from effective planning and implementation but also from clear and precise communication. Therefore, this project employs well-organized communication to facilitate team coordination, reduce the risk of misunderstandings, and strengthen the motivation of all involved stakeholders.

SOS-MADAGASKIDS uses various communication channels such as:

- The media: Newspapers or news reports; Press releases or press conferences.
- Posters and brochures, presentations, special

events (organization of seminars),

- Meetings: BSG, staff, ICT meetings, board meetings, partner consultation committee.
- Social media: Instagram, Facebook, TikTok, WhatsApp, Twitter, Website, E-mails.
- Training and informational sessions.

SOS-MADAGASKIDS has available communication resources: Budget allocated for research and analysis; Budget allocated for communication.

In our approach, communication always goes both ways. The project makes every effort to receive feedback, even just to ensure that the message was understood as intended. Misunderstandings, unspoken matters, half-truths, or even lies have no place in the communication strategy of the SOS-MADAGASKIDS project.

RESSOURCE MANAGEMENT

The personnel management leaders at SOS-MADAGASKIDS have the responsibility of ensuring that the project has the necessary staff for its operation and that this staff gives their best to improve the organization's performance while promoting their own development. The goal is to ensure the sustainability and growth of the organization by getting the best out of its employees.

To achieve this, project leaders will:

- Strengthen their strategy by introducing a personnel policy.
- Optimize project productivity based on staff resources to promote their efficiency (including competence development, motivation, etc.).
- Manage and accompany changes (including competence development and training).
- Organize and manage daily personnel work, which mainly includes administrative tasks such as: Vacation and leave management, time management, payroll, management of the personnel unit register.

ACCORDING TO SOS-MADAGASKIDS, MATERIAL MANAGEMENT IS LARGELY A BALANCING ACT. DONORS WANT TO HELP NEEDY POPULATIONS BY FUNDING PROJECTS. THIS IS THEIR MAIN MOTIVATION FOR DONATING : TO BE USEFUL AND ENSURE THAT THEIR MONEY SERVES A GOOD CAUSE. THE PROJECT ACHIEVES ITS GOALS BY BALANCING (1) FINANCIAL MANAGEMENT, (2) MATERIAL EFFICIENCY, AND (3) THE SERVICES PROVIDED. THE AIM IS TO ENSURE THAT THE PROJECT MANAGES MATERIALS IN A SUSTAINABLE AND FINANCIALLY RESPONSIBLE MANNER TO SUPPORT THE PROFITABLE AND EFFECTIVE DELIVERY OF HUMANITARIAN ASSISTANCE.

