

STRATEGIC PLAN CRELAM

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Introduction

The Board of Directors and Staff of CRELAM developed this strategic plan that provides CRELAM with a five-year roadmap for supports, services and organization development. The Board of Directors (BODs) and staff will review progress quarterly and will review and update the plan annually as needed.

This plan was developed with broad involvement and guidance from the BOD and staff. The Strategic Planning Committee included seven board members and four staff on the management team. This Committee met twice to reflect on the mission, vision, core operating values and assumptions underlying the organization's approach to its work. These meetings set the stage for a work session of the full board during which the organization's strategic direction was defined. The staff helped coordinate the planning process and provided important support and analysis to complete this plan.

The BOD conducted an environmental scan including an internal organization assessment and interviews with several community stakeholders and a review of demographic and market data. The environmental scan and organizational assessment helped CRELAM assess both the challenges and opportunities it is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

Executive Summary

The CRELAM mission is: **“Communities where the poor, orphaned, and other vulnerable children and their parents/guardians are empowered to improve their own livelihood through appropriate and affordable alternatives”.**

Background and History

CRELAM began in 2019 as a volunteer parent support group. Today the organization is registered and provides supports and services annually to nearly 200 poor children and youth and their families, and is one of the country's employers. Its assistance is designed to support the poor children aged three years to twenty two years through provision of affordable education and nutrition.

CRELAM supports poor, orphaned and other vulnerable children and youth through providing them with primary, secondary and vocational education. CRELAM also offers information and referral services, and works to educate the communities on the poor children. It is widely recognized for its Strategic Plan.

Direction and Results

The strategic direction and goals included in this plan are CRELAM's response to its understanding of what its clients value most about the organization, and current opportunities and challenges for offering a high quality system of support in the community for poor children.

The five-year period of this strategic plan will be a time of assessing and deepening the CRELAM approaches to its work. Concurrently, CRELAM will take more of a leadership role in working with a broader array of community resources, and it will explore actively engaging more volunteers.

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, CRELAM will pursue the following strategic direction:

1. CRELAM will review and deepen its existing direct supports and services over time to ensure that they are state-of-the art for working effectively with children and youth.
2. CRELAM will further assess community needs to identify gaps or needed shifts in service delivery. This assessment will serve as the basis for expanding or adding new services.
3. CRELAM will take a leadership role in working with a range of providers to identify and meet the needs of the poor children and youth.
4. CRELAM will explore the feasibility of expanding the organization's visibility in the community and making greater use of volunteers.
5. CRELAM will emphasize building its discretionary financial resources to invest in providing quality services. This includes building the endowment and establishing a maintenance fund to take care of our property assets.

Goals

The following goals for CRELAM over the next five years are the organization's response to the important issues identified in the environmental scan that was completed as part of the strategic planning process. These goals provide a roadmap for fulfilling the strategic direction.

Service Delivery

CRELAM will provide model supports for poor children and their families, either directly or through partnerships with or referrals to other service providers in the communities.

Human Resources

CRELAM will develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission.

Resource Development

CRELAM will be a highly visible, well-respected, nonprofit organization that attracts increased numbers of volunteers and higher levels of contributions to support operations.

Successful implementation of this strategic plan will result in more quality supports and services delivered to clients, and a broader array of resources in the community valuing and supporting poor children and youth. The ultimate result CRELAM aspire to achieve is far beyond high quality supports and services for the poor children. It is about changing community conditions that make full community life possible for every person.

Organization of the Strategic Plan

As noted above, this strategic plan is intended to be a management tool for CRELAM .This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts. It is a record of the strategic planning process and the decisions reached by the Board of Directors and staff. Second, it is a reference guide for strategic planning. At the beginning of each section a box includes a definition of the component part. There are a few footnotes with additional helpful tips about how CRELAM can use the information in the plan. In the future CRELAM may choose to produce a summary version of the plan for distribution to its primary and supporting partners and other stakeholders.

Vision

The vision statement describes the organization in the somewhat distant future that is, 20 to 30 years. Components of the vision statement may include: 1) How big is the reach or scope of the work? 2) What is the organization doing? What is its role? 3) What does the organization itself look like? 4) Who are biggest partners? 5) What are the major sources of funding? It may also include major external context or assumptions that will influence this vision. The idea is to push the thinking out far enough that it is not tightly constrained by the current environment and capacities.

Vision for CRELAM is:

Communities where children and their parents/guardians are empowered to improve their own livelihood through appropriate and affordable alternatives. By the year 2040, greater acceptance and full inclusion by the community, improved services and support and more prevalent and helpful technology will add to the quality of life for the poor children and youths. At the same time, because of population growth, the aging of the population, and higher incidences of multiple diagnoses, the needs of poor children and their families will remain extensive and varied. While significant strides will have been made in the improvement in the livelihood of the poor children, there will be an on-going push for community inclusion and participation.

Role and Program Services

CRELAM is the leader in identifying needs and bringing together all kinds of resources and services for all the poor children and youth and their families in the communities to support full long-term community inclusion and participation. Specifically CRELAM:

- Leads a collaboration of providers and community organizations and programs in the locality and from surrounding areas, as appropriate, in identifying needs and gaps in services;
- Directly provides cutting-edge, model services that meet identified gaps. The CRELAM ministries may not strive to provide comprehensive services itself—what direct services it does provide are of the highest quality.
- Collaborates with and makes referrals to other high-quality service providers; and

- Leads many advocacy efforts to ensure services are provided either by the CRELAM ministries or other providers.
- Facilitates financial planning to help create long-term financial security for the poor children it supports.

CRELAM play a leadership role in advocating at all levels of government, and with the private sector and the public at large for full inclusion and participation in the community. The CRELAM ministries encourage and support the poor children and families in pursuing this advocacy agenda.

Funding Sources

While government contracts will still be a significant source of funding, CRELAM has a robust and innovative fundraising program to get resources from local private sources including individuals and businesses as well as international friends, NGOs, and organizations.

Mission

An organization's mission statement is an opportunity to convey in a concise and compelling way the difference the organization is aiming to make in the world. Stakeholders want to be part of making this happen and they want the organization to be remembered for this in the future..

CRELAM mission is:

To restore hope among the poor, orphaned and the vulnerable children and communities that have been affected by poverty, abuse, violence, disease, displacement and other natural and social calamities.

CRELAM introduces a sharper mission statement in this strategic plan that defines the purposes of the organization and its intended contributions to improving the lives of the poor and vulnerable children and youths who are served through its efforts.

CRELAM supports children from three years to 22 years

Core Operating Values

Core Operating Values are the fundamental values or ideals at the heart of the organization. They articulate ideals that the organization aspires to hold itself accountable for and offer guidance about how the organization behaves in carrying out its mission.

The following core operating values influence the culture and public image of The CRELAM ministries as an effective community-based organization serving a wide variety of individuals and families.

Caring Attitude – CRELAM meaning the entirety of its board, staff and volunteers demonstrates compassionate support and concern for the poor and vulnerable children and their families. As a part of this caring attitude, we educate and inform these children and their families.

Responsiveness – CRELAM finds solutions that meet the needs and preferences of the poor and vulnerable children and their families through direct service or referrals to other providers.

Respectfulness – CRELAM honors the choices of the poor and vulnerable children, encouraging each of them to take control over his/her own life, and helps to shape these based on what is important to each member. We respect the role that families have in helping to shape these choices as well.

Individualized Support – CRELAM knows that people's needs vary significantly and can change over time; we seek to understand the individual child and youth and co-create the right supports for each person's development.

Diversity – CRELAM understands that the poor and vulnerable children are part of all races, ethnicities and religions; we seek to assist as many people as our financial resources support.

Integrity and Accountability – CRELAM has the highest level of integrity in its administrative, service, and outreach activities; we tie these activities directly to our mission, and we maintain and report our records accurately.

State of the Art Practices – CRELAM aims for excellent, high quality, state-of the-art approaches that the poor and vulnerable children and their families can always count on to be there.

Partnerships – CRELAM works with a wide variety of partners and advocates for quality service by all partners.

Advocacy – CRELAM educates the public and advocates for the long- term best interests of the poor and vulnerable children and their families.

Financial Sustainability – CRELAM believes its work as an advocate and service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Underlying Service Assumptions

This is a set of beliefs about the world that frame an organization's work. The Underlying assumptions inform the approach to the work or why an organization chooses to tackle problems or issues in a certain way. They make it clear why an organization's Board of Directors and staff believe that the actions they will take will have the desired results.

All of CRELAM's services and the way it goes about its work are based on fundamental beliefs best way to support the poor and vulnerable children. CRELAM believes that:

- All people have strengths and assets.
- All people have equal rights

- It is possible to make a positive difference in the lives of the poor and vulnerable children and the youth.
- People thrive when they make their own choices and the poor and vulnerable children are capable of and have the right to make their own decisions; this is especially true for adults, who are better prepared to make decisions in their own best interest. We listen when the poor and vulnerable children speak for themselves.
- The poor and vulnerable children deserve the same opportunity to participate in their community as other people including equal access to transportation, education, jobs, medical care, recreation and housing.
- Engaging and participating in community life has a positive impact on the poor and vulnerable children. In addition, by participating in their communities the poor and vulnerable children enrich their lives and make positive contributions.
- The poor and vulnerable children are valuable members of their communities.
- People's health and safety are essential to effectively participate in their communities.
- Well-trained and motivated staff makes a difference in the lives of the poor and vulnerable children.

Summary of the most important points in the environment

An **environmental scan**, called the e-scan for short, is a process for discovering and documenting facts and trends in the operating environment of an organization that are likely to affect the organization in its future work. E-scan findings are used to orient strategic planning participants on the context in which the organization's mission is carried out. The e-scan can also include a summary of internal information about the organization and its history including who has been served, results it has achieved, its current structure, and financial data. It is often put in the framework of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

Strengths are internal characteristics, qualities, and capacities that are doing well and are part of the reason the organization's accomplishments. **Weaknesses** are internal qualities that need to be improved. **Opportunities** refer to external activities or trends that the organization may benefit from, connect with or take advantage of to grow or enhance its performance. **Threats** are external activities or trends that threaten the current and future success of the organization.

The following is a brief summary of opportunities, threats, strengths and weaknesses highlighted by the board and staff of the CRELAM:

. They represent a small portion of the complete environmental scan attached to this strategic plan.

Strengths

CRELAM's key strengths include the organization's demonstrated ability to provide high quality, necessary services, which help the poor and vulnerable children live a fuller life in the community. Staff is committed, and the services and programs offered are monitored for quality. When there is a challenge, the organization meets it through innovation. CRELAM has an excellent reputation and are looked to by other service providers as a leader.

Weaknesses

Some believe that CRELAM's significant growth has led to challenges to human resources, difficulty with supervision, lack of structure for coordination among departments, and inconsistent administrative and clerical support. There is a perceived need for improved management practices, use of technology, and increased use of volunteers. Issues with the

employment program were mentioned, including tracking, matching people to jobs, training, and finding more opportunities. There was a call for additional social and recreational services and for greater visibility in the community.

Opportunities

The opportunities considered most important included:

Increasing community acceptance and opportunity for further inclusion through enrollment of more children and the youth. Also several primary and secondary schools are willing to offer vacancies to the poor children provided they can meet the school requirements for these children. Also the fact CRELAM has capable staff that provides an added opportunity. Vocational training institutions have also received the program with open hands which has also enhanced the operations of the organization.

Threats

The threats considered most important included:

- Dependence on external donor funding which may not be sustainable. This implies that CRELAM needs to assess the real demand for its services, seek for internal support options, and be prepared to explore other opportunities for generating revenue. The question of what happens when private money is gone needs to be addressed.

Strategic Direction

The strategic direction is a succinct statement about the strategy or approach an organization will take toward its work over a specific period of time. The statement is based on a combination of both the current environment (the opportunities and threats Sample Strategic Plan: CRELAM has developed a strategic plan that provides a direction for the organization.

Based on the Board of Directors' understanding of CRELAM 's mission, primary clients, core values, and the opportunities and threats in the current environment, the next three to five years will be a time of assessing and deepening its approaches to its work. Concurrently, CRELAM will take more of a leadership role in working with a broader array of donor and community resources, and it will explore the feasibility of actively engaging volunteers.

- CRELAM will review and deepen its existing direct supports and services over time to ensure that they state-of-the art for working effectively with the poor and other vulnerable children and youths. The model emphasizes stakeholder decision-making and community participation and integration. CRELAM is committed to ensuring that all of its programs are exemplary.
- CRELAM will further assess client and community needs to identify gaps or opportunities for shifts in service delivery. This assessment will serve as the basis for expanding or adding new services. The emphasis on further deepening programs would be the priority in the

early years, and so growth in numbers poor children served would not be a priority, if at all, until the later years of the plan.

- CRELAM will take a leadership role in working with a range of providers (not just poor and other vulnerable children providers and maybe some outside of the country) to identify and meet the needs of poor and other vulnerable children. The CRELAM ministries will serve as a service “broker” when necessary. The focus will be to ensure quality across services and eliminate duplication.
- CRELAM will explore the feasibility of expanding the organization’s visibility in the community and making greater use of volunteers. The organization will explore developing and supporting a network of volunteers, being more active and visible in a wide range of community initiatives, highlighting the positive role that the poor and other vulnerable children are playing in the community, and creating strong supporters for community participation throughout the broader community.
- CRELAM will emphasize building its discretionary financial resources to invest in providing quality services. This includes building the endowment and establishing a maintenance fund to take care of our property assets.

Goals Areas

Goals and objectives set out the broad results that the organization hopes to achieve within a specific time period (goals) and statements of shorter term results and collections of activities (objectives) which if achieved will constitute an achievement of the goals.

In order to pursue the strategic direction described above, CRELAM will fulfill the following goals and objectives:

Service Delivery

CRELAM will provide model supports for the poor and other vulnerable children and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

- “Paying their school fees
- Feeding and accommodating them at their respective schools
- Providing them with school uniforms
- Providing them with scholastic materials
- Economic family support for the families of these children.
- Organizing an annual gospel conference for these children and their parents/guardians so as to keep them close to God

Objectives:

To mobilize resources and establish educational opportunities for the poor, orphaned vulnerable children in Uganda

- b) To ensure that children are safe, healthy and protected at home, in schools and communities
- c) To facilitate the rehabilitation of traumatized children through sports, music, dance, and drama
- d) To support community-led initiatives with focus on using sustainable technologies to enhance development
- e) To build capacity and sensitize children and communities on sexual reproductive health, rights and other preventable viral illnesses like HIV and chronic hepatitis
- f) To help these children access the good news (gospel) of Jesus Christ

Human Resources

CRELAM will develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission.

Objectives:

1. CRELAM improves its capacity to attract and retain qualified direct care staff.
2. All staff thoroughly understands the meaning of the mission and how their job contributes to achieving it.
3. A professional development program is implemented to strengthen and expand the supervisory and management capacity and opportunities among mid-level managers.
4. A professional development program is implemented to strengthen and expand the capacity of direct support staff to be community liaisons and successfully integrate the client they support into the community.

Resource Development

CRELAM will be a highly visible, well-respected nonprofit organization that attracts increased numbers of volunteers and higher levels of contributions to support operations and the endowment fund.

Objectives:

A. Visibility Update the communication plan to align with the strategic plan.

Use strategic communication to facilitate volunteer recruitment.

- . B. Volunteers Increase by 50% volunteers who are involved in all activities of CRELAM
- . Establish a volunteer development program, including selection, training, leadership development and recognition.
- . There is an increase in the number of family members and other volunteers who are actively involved in advocacy on behalf of the poor and other vulnerable children.
- . C. Fundraising . The Endowment Fund reaches \$1 million in assets.
- . There is an increase by 25% in the amount of contributions that support the operating budget.
- . A maintenance fund is established and dollars are raised annually to sustain it. (Amount to be determined with additional research.)

Strategic Action Plan Focus by Year

YEAR	SUMMARY ACTIVITIES
1	<p>Service Delivery</p> <ul style="list-style-type: none"> • Shift from strategic planning to plan implementation • Administrative department and staff reorganization; new Administration, Finance and Facilities Department <p>Resource Development</p> <ul style="list-style-type: none"> • New Development Specialist position • Update the communication plan to align with the strategic plan
2 -5	<p>Service Delivery</p> <ul style="list-style-type: none"> • Fully develop capacity of the new administrative support team and strengthen program delivery with new practices using existing resources • Program Directors working to strengthen program integration • Employment support triage to strengthen training and placement • Partnership with local councils in the area • Increase advocacy efforts with communities • Work on communication skills to support the poor, and other vulnerable children and their parents/guardians. • Develop ministry-wide interest inventory • Pilot “typical after work” activities • Reorganize family support for increased capacity for meeting needs of families with the children. • Management Team focus on “best practices” <p>Human Resources</p> <ul style="list-style-type: none"> • Update training curriculum for direct support staff