Rukundo INTERNATIONAL

Strategic Plan
2020 – 2022

Approved by:
Rukundo International Leadership Team

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I. Rukundo International

The word "rukundo" means love in the native language, Rukiga.

Rukundo International (RI) is a grassroots nonprofit with an all-volunteer staff in the United States. Our organization fosters global awareness among children and adults in the United States and in Uganda to authentically learn about new cultures and develop meaningful relationships with those outside of their community. Through education, outreach, and advocacy, RI delivers connections to develop a broader and more diverse understanding of our shared world.

Our Mission

Empower Kabale, Uganda's most vulnerable populations through educational and economic opportunities that create pathways to self-sustaining communities.

Our Vision

A Uganda where all children reach their full potential.

Our Values

- Act with integrity and be good stewards of the resources entrusted to us
- Engage with humility and cultural sensitivity in partnership with selected Ugandan communities
- Work with steadfast commitment and perseverance toward our mission and vision
- Invite honest communication and grow stronger through incorporating diverse ideas and opinions
- Value love, compassion, and community above all else

Our Impacts

- Close to 3,000 Ugandans with access to safe water through installation of four water sources
- 36 vulnerable boys who are “off the streets” due to our boys soccer program
- 109 students enrolled in the Rukundo Preparatory School
- 1,165 girls graduated from the Girls Empowerment Program
- 56 students participating in the Scholars Program
- 22 women participating in the Women’s Cooperative to gain extra income for their households
- 100+ children engaged in our weekly Community Center programs

II. Background

a. Uganda, Africa

Uganda, located in East-Central Africa, is home to more than 44 million people. Uganda has one of the youngest populations in the world, where 48% of the population is under the age of 14, and a staggering 61% of the population is under the age of 24.[1] As one of the fastest growing countries in the world, Uganda is expected to reach more than 100 million people by 2050.[2] More than one-third of the Ugandan population lives in poverty, with the highest rates in rural areas of the country.[3] Uganda is also among the 20 countries worldwide with the highest prevalence of undernutrition, defined as the outcome of insufficient food intake (hunger), being underweight for one’s age, too short for one’s age (stunted), dangerously thin (wasted), and deficient in vitamins and minerals (micronutrient malnutrition).[4] Poverty and undernutrition in Uganda is largely associated with the lack of education, high divorce rates, overpopulation, and epidemic diseases such as AIDS and malaria. UNICEF reports that as of 2018 Uganda had 2.5 million orphans, of which 1.2 million were orphaned by AIDS.[5]

The Uganda government has made strides to lower the rate of poverty, increase the quality of educational programs, and create better access for families, but despite these efforts, the government still falls short of meeting basic needs, especially in small, rural communities.

b. Role of Rukundo International

Founded in January 2014, Rukundo International is dedicated to the overarching goal to empower women and children in Kabale, Uganda, acting as a partner and advocate, to ensure they have the basic human resources necessary to reach their full potential and to be successful.

Rukundo International is currently partnered with Kyanamira subcounty – a small, rural community in Kabale District of Southwest Uganda – to create holistic, sustainable programs that provide opportunities for education, nutrition, hygiene, social development, and economic success.

Working collaboratively with local government officials, community leaders, and the people of Kyanamira, Rukundo International helps orphans, financially distressed families, and at-risk youth within the community. Rukundo International works to create a healthy educational environment that supports the development of the whole child: intellectually, emotionally, socially, and physically.

III. Our Programs

a. Rukundo Preparatory School

Rukundo Preparatory School (RPS) aims to create a healthy educational environment that ministers to the development of the child in totality: intellectually, emotionally, socially, and physically. Initial efforts have focused on building the school and development of the nursery school students to impact the lives of the younger children through early intervention. The school currently has five classrooms: a baby class (3 years old), middle class (4 years old), top class (5 years old), a primary one class (P1), and a primary two class (P2). The school's mission is *"to create world-changers through the power of high-quality education, love in action, and humble service."* Our school focuses on small class sizes, high quality curriculum, and exceptional instruction from qualified teachers. Two small gardens help provide the necessary nutrition to feed students two meals daily.

After two years in operation, RPS has a 93% retention rate and 100% graduation rate. Attendance is at 90% for baby (three-year-old) class and 95% for all students ages four and older. At enrollment at RPS, 4.5% of students were under height and 2.3% of students were underweight for their age, as defined by WHO International Child Growth Standards. After 16 months at RPS, all students are now within normal height and weight for their age.

b. Amaani Gabato "The Power of Kids" Community Program

Launched in early 2018, the school is open on Sundays and serves as a community center for any child in the Kyanamira community ages 3-14 years. Our staff engage the children in playing games, offering educational lessons, providing physical nourishment, and creating a safe place to discuss concerns. Each child who attends the program is provided a meal. In our inaugural year, an average of 101 children attended the community program each week. By 2019, participation had increased 23%, and 132 children attended regularly. Additionally, in 2019, 627 kids attended our Community Easter party, and 222 children attended our Christmas party. Staff have reported many positive behavior changes in the children since the program's inception such as improved attentiveness, improved peer-to-peer interactions, and timely reporting, to name a few.

c. Girls Empowerment Program

Teachers (coaches) deliver an activity-based curriculum that uses soccer language and other cultural analogies to promote healthy, responsible behaviors among Ugandan youth, ages 10-19 years. The program focuses on reproductive health, life skills, HIV prevention, unplanned pregnancy, and STD prevention. Using the power of soccer to educate, inspire, and mobilize students, girls are urged to share what they have learned in their peer groups, families, and communities to help stop the spread of HIV.

The girls program has an added component that supports financial literacy training and a student-led entrepreneurial program, funded through an annual grant from the Women's Microfinance Initiative (WMI). These skills empower girls to begin learning good financial practices early. The girls are given a small microloan and choose their own entrepreneurship projects.

The program currently impacts hundreds of girls in seven rural Ugandan primary schools in Kabale: Humurwa Annex, St John's Ikumba, Mugyera, Nyarurambi, Nyaruhanga, Kakore, and Katiba Primary Schools.

The coaches and senior teachers report positive behavioral changes in all of the girls who completed the program, including improved academic performance.

Through the entrepreneurial part of the curriculum, girls have learned how to make crafts and how to grow crops. They have sold these products and purchased items including basic school supplies that rural families often struggle to provide for their children. The girls are encouraged to continue these projects at home.

Reports estimate that about half of adolescent girls in rural Uganda miss up to 24 days of school each year due to lack of sanitary products when they have their periods, translating to approximately 11% of total learning days.[6] This can lead to higher dropping out rates, because girls often cannot catch up with the missed school work. Working to change this cycle, from 2016-2018, every girl of menstruating age was provided an AFRIpads menstrual kit upon graduation from our program. AFRIpads are reusable sanitary pads that provide effective protection for 12+ months. In 2019, we increased the impact by training every girl enrolled to make their own reusable sanitary pads, which will keep more girls in school and possibly reduce dropout rates.

d. Boys Soccer Club

Soccer tournaments are arranged during school holidays to improve the boys sports skills and keep the children busy, so they can keep away from the trouble on the streets. Traditionally, the most vulnerable children miss out on these programs because they lack the resources to participate, but the RI soccer club offers the opportunity for at risk youth to participate. The club aims to reduce crime rates, prevent drug abuse, and bolster the fight against HIV/AIDS by keeping children engaged in soccer activities over school holidays.

Coaches report that the boys who participate in the soccer club have positive behavioral changes; build lasting friendships; develop good self-esteem and confidence; and develop strong character that improve mental outlook and personal development.

e. Scholars Program

Scholarships are available to high-performing students from rural areas who would otherwise be unable to continue their education due to financial hardships. Under the direction of our social worker, this program strives to meet the educational, physical, social, and emotional needs of our students. Our Scholars are required to attend holiday retreats, where they receive additional training, mentorship, and guidance. In addition, Scholars are required to complete at least one student-led community service project per year to foster and encourage community involvement. Their educational progress is closely monitored, and healthy home environments are encouraged by assisting caregivers. Supplemental care is provided on a case-by-case basis for additional needs such as school supplies and medical care.

Results show that the youth in the Scholars Program have better home environments, improved academic performance, reduced medical visits, and higher graduation rates.

f. Women's Cooperative

The women's cooperative launched with a program for the women in the community to grow oyster mushrooms, the easiest and least expensive mushroom to grow. Rukundo International has secured a piece of land and built a structure in which to grow the mushrooms. Mushroom growing can be done with low investment, requires minimal space, is environmentally friendly, and ecologically sustainable. Additionally, the high nutritional and medicinal value of oyster mushrooms benefit the health of the community. The program strives to provide extra income from the sale of the mushrooms to help women to provide basic necessities for their families and pay school fees for their children.

In October, 2019 each woman in the cooperative was provided a female goat. Goats provide a reliable source of supplementary income, and improved nutrition through providing manure to gardens, which is important in this almost exclusively agricultural community. Goats are advantageous because they require low initial investment and inputs, have rapid reproduction rates, and are easy to maintain, able to thrive on readily available vegetation.

When each gifted goat bears its second and fourth kids, the recipient is required to gift those goats back to RI. The sale of the first round of goats will provide financing for the monitoring and supplies needed, making this program fully sustainable. The second round of goats will be gifted to other women in the community who need a hand up, repeating the cycle of giving. Third and subsequent kids remain the property of the recipient, and the recipient will graduate to full autonomy from the program with full ownership of her goats, after the goat bears seven kids (two donated for the program upkeep, and five to keep).

IV. Our Achievements

Six-Year Successful Track Record

Rukundo International has demonstrated a six-year successful track record for creating sustainable programs in southwestern Uganda. To date, Rukundo International has installed four clean water tanks; built a nursery school; constructed the primary one and primary two classrooms; launched a community center; funded girls and boys educational and sports programming; sponsored students through scholarships; and started a women's agricultural work program.

To date, your donations have been used for the following key accomplishments:

- **2014**
  - Certified as a Community-Based Organization (CBO) in Kabale, Uganda
  - Recognized as a 501(c)3 organization in the USA
  - Develop partnership arrangements with government, landowners, parents, and community officials
  - Developed the Scholars Program and Girls Empowerment Programs
  - Accepted 5 vulnerable students into the new Scholars Program, providing school fees and supplies, to support their education in primary, secondary, or vocational schools
  - Started the Girls Empowerment Program in one pilot school by training coaches and senior teachers
  - Installed a 500-liter rainwater harvesting tank at Kibuzigye Primary School, benefitting 800 students and teachers
  - Total support $48,728

- **2015**
  - Purchased approximately one-acre plot of land to site our school
  - Installed a 5,000-liter water tank at Kagarama Primary School (worked in partnership with Journey's Crossing.), so that 640 people have access to clean, safe water
  - Enrolled 11 vulnerable boys in the boys soccer program
  - Accepted 10 additional students in the Scholars Program that provides school fees, supplies, training, and mentoring for the students
  - Received our first grant from Women's Microfinance Initiative (WMI) that supports the training of teachers/coaches in 10 new schools that will be offering the Girls Empowerment Program
  - Total support $68,961

- **2016**
  - The field survey and demarcating of survey stones were completed for construction of the school
  - Accepted 3 vulnerable students into the Scholars Program, providing school fees and supplies, to support their education in primary, secondary, or vocational schools
  - Enrolled 883 girls in our Girls Empowerment Program
  - Installed a 10,000-liter rainwater harvesting tank at both Kacerere and Future Generation Primary Schools, benefitting over 1,500 students and staff
  - 20 boys participated in the soccer program
  - Purchased another small piece of land that houses our temporary mushroom-growing structure
  - Total support $108,657

- **2017**
  - Constructed Rukundo Nursery School, bathrooms, temporary kitchen, and erected fencing around property
  - Three teachers and a head teacher were selected for the opening of the school
  - 22 women were selected to participate and launch the Women's Cooperative.
  - 12 teachers representing six schools were re-trained as Girls Empowerment Program coaches
  - Accepted 4 new students into the Scholars Program
  - 25 boys participated in the soccer club and tournament, and the team made it to the quarter finals.
  - 652 girls graduated from our Girl's Empowerment Program
  - Total support $119,621

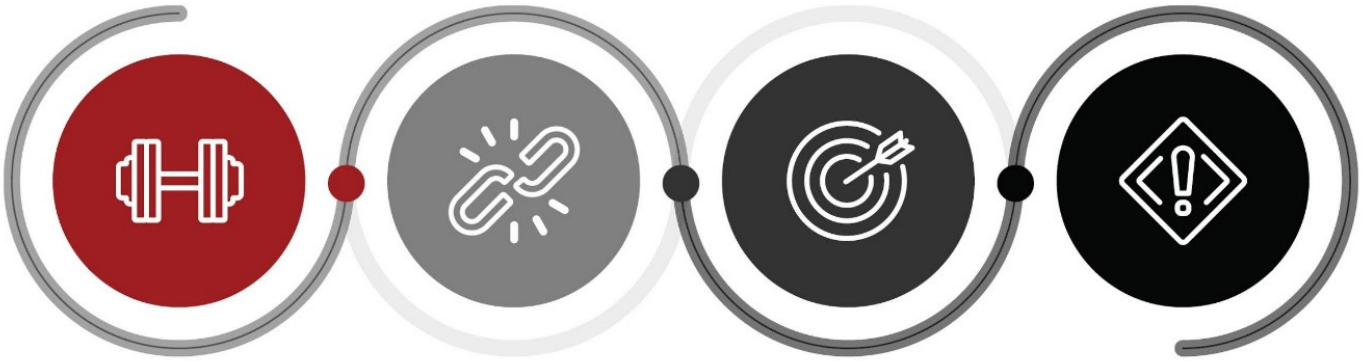
- **2018**
  - Enrolled 56 students at Rukundo's Nursery School
  - Graduated 100% of the students to the next level
  - Launched Children's Community program with 100+ children attending during the inaugural year
  - 22 women were fully trained to establish and run the new mushroom-growing program

- Accepted 4 new students into the Scholars Program
- Launched the Junior Scholars Program, and accepted 20 students on full or partial scholarship at Rukundo Preparatory School
- 376 girls graduated from our Girl's Empowerment Program
- 29 boys participated in the soccer club
- Total support $142,434

- **2019**
  - Completed construction of Primary 1 & Primary 2 classrooms
  - Holistically educated 108 Students at Rukundo Nursery & Primary Schools
  - Supported 56 total Scholars, of which 28 junior scholars are at Rukundo's nursery schools and 28 scholars are in other, outside schools
  - Increased attendance at our Children's Community Program, Amaani Gabato, to an average of 132 attendees each week
  - 137 girls graduated from our Girl's Empowerment Program
  - Added one additional recipient school to our Girl's Empowerment Program
  - Certified as a national Non-Governmental Organization (NGO) in Uganda
  - 22 women launched our Women's Mushroom-Growing Cooperative
  - 36 boys were mentored and coached, both on and off the field, through our Soccer Program
  - Purchased land for a school playground
  - Total support $152,728

IV. SWOT Analysis

To guide our strategic planning process and goals, Rukundo conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. We assessed the above four aspects within the organization, and determined that our internal strengths lie with our high-quality programs and their delivery, and in our strong support-base in both Uganda and the U.S. Additionally, our 100% volunteer staff in the U.S. gives us a competitive advantage, with high program delivery rates. Our internal weaknesses were determined to lie within our policies and procedures, and monitoring and evaluation, both at the program and administrative levels. We identified a multitude of untapped opportunities, as most of our fundraising efforts to date have focused around our headquarters in Maryland. Lastly, we identified threats in the areas of high competition with other, similar organizations for supporters' time and finances, as well as the challenges of working in a developing country. The SWOT analysis, presented in the table below, provided us with a solid framework for prioritizing the goals outlined in the following section.



STRENGTHS

- Strong track record of successfully building school and growing enrollment
- High quality programs and strong delivery
- Strong graduation, nutrition, and satisfaction rates
- Low administrative costs
- Strong community support in Uganda
- Strong grassroots donor base

WEAKNESSES

- Weak quantitative data measurements for program impacts
- Weak financial management and internal controls in Uganda
- Board has limited engagement
- Not expanding new funding sources
- Limited financial reserve
- High volunteer turnover

OPPORTUNITIES

- High Demand for our services in the rural area RI serves
- Untapped donors outside of U.S. headquarter area (MD)
- Partnerships in Uganda largely underdeveloped
- Improve U.S. volunteer management and engagement
- Apply for grant and foundation funding

THREATS

- Corruption prevalent in Uganda:
  - Gov't could threaten RI status
  - Stealing among RI employees causes funding risk and high turnover of critical positions
- Competition for supporters' time and donations

V. Our Strategic Goals for 2020 – 2022

As we complete our sixth year of operation, the development of this strategic plan will guide our steps for the next three years and create a framework for sustainability, growth, and continued success.

Goal 1: Invigorate and Expand Uganda Programs

Strategy 1.1: Expand and enhance school programs

Over the next three years, our main goals are to expand our school by one classroom a year until we have a full primary school through Grade 7; build a boarding residency for the children by 2022; and develop a plan to add a busing service for those students that live too far away to attend RPS. The organization also strives to enhance our high quality, multi-disciplinary programs in Uganda that provide holistic educational, economic opportunities, and community engagement.

Initial Actions:

- Raise enough funds and execute on construction plans to build a new classroom each year
- Develop the plans for a busing program and building a residency

Measures of Success:

- 100% of the annual phased construction plans are completed each year
- 25 new students enrolled annually
- 90% of our students progress to the next grade level
- Residency (boarding section) constructed by the end of 2022

Strategy 1.2: Improve the health and well-being of the children in our programs

Over the next three years, our main goal is to improve the health and well-being of children within our school programs. Rukundo plans to continue providing two nutritious meals to students daily and to maintain anthropometric indicators within WHO Growth Standards. Additionally, Rukundo will hire a part-time nurse on-site at RPS and add preventative health care screenings for students. The on-site dormitory/residency for students is typical for schools in Uganda, and it helps provide a safe environment for children throughout the school year to learn and thrive.

Initial Actions:

- Hire a part-time nurse
- Develop a preventative healthcare screening plan for the students

Measures of Success:

- 90% attendance rate for baby nursery (3-year-old) class; 98% for all other classes
- 100% of students within WHO Child Growth Standards, measured two-years post-enrollment

Strategy 1.3: Facilitate education and empowerment opportunities for young girls and boys within the community

Over the next three years, our main goal is to better support girls with our girls empowerment program and boys participating in our soccer club. By impacting and educating vulnerable girls and boys in the community, Rukundo International wants to increase the number of youths with strong skills to be successful.

Initial Actions:

- Increase the training opportunities for teachers (coaches) that lead the Girls Empowerment Program
- Increase the support provided to the boys soccer club
- Create a robust monitoring and evaluation plan for these programs

Measures of Success:

- 70% of girls in the empowerment program will learn substantial new health and financial information from the program, shown through pre- and post-surveys
- 95% attendance rate for girls in empowerment classes
- 25% of girls will continue entrepreneurship projects post-graduation, by 2022

Goal 2: Revitalize and Streamline Uganda Operations

Strategy 2.1: Maintain a strong, dedicated, and well-trained workforce

Uganda board, staff, and team members are the lifeblood of the organization and are responsible for the implementation and facilitation of all the programs. They represent the first impression of Rukundo International to Ugandan government officials and the communities in which we operate.

One of the key strategies of this plan is to sustain a team that is dedicated to the success of the organization. It is imperative that we provide the team with clear, concise policies and procedures, along with consistent oversight from the U.S. board and staff.

Initial Actions:

- Advertise and select highly-qualified and dedicated candidates for any vacant Uganda position
- Create and execute a yearly training schedule for all staff

Measures of Success:

- 100% of Uganda positions filled within 90 days of vacancy
- 75% retention rate for two years or more for employees working for Uganda operations
- 100% of staff complete trainings as outlined in yearly training schedule

Strategy 2.2: Inspire Community Members and Increase Stakeholder Engagement

An inspired and engaged community helps to facilitate the success of our programs and creates a sense of community partnership. We endeavor to include the communities in which Rukundo International operates as invested “stakeholders” who are committed to seeing our programs thrive. Without active support and partnership from parents, villages, and local Ugandans, we are not able to develop new programs and see current programs thrive. Their insight, influence, and active engagement are invaluable to operations. As such, a plan to inspire the community to become stakeholders is an essential strategy.

Initial Actions:

- Develop a calendar of community events and meetings for each calendar year
- Advertise the planned events in the community forums

Measures of Success:

- 65 % of parents/family members of Rukundo students and other program participants who are engaged in community events
- Increase by 15% attendance at Rukundo community events

Strategy 2.3: Institute Internal Controls and Annual Monitoring Programs

As part of strengthening the Uganda operations, implementation of robust internal control procedures and active monitoring of programs are areas that need development. This key strategy involves the development of new policies and procedures that involve the Uganda staff, starts the active self-monitoring and reporting from the Uganda staff, and sees that additional auditing and oversight is conducted by the U.S. Board and staff.

Initial Actions:

- Institute revised and formalized policies and procedures for the beginning of 2020
- Develop performance plans for all employees
- Meet and counsel staff at least every 6 months
- Conduct independent annual audits

Measures of Success:

- 85% of employees understand and meet performance expectations
- 100% of RI's programs meeting project management requirements
- 100% of board visits and evaluations completed, annually

Goal 3: Restructure and Elevate U.S. Operations

Strategy 3.1: Develop and execute a new organizational structure

U.S. operations are essential in providing accountability, resources, and development for the organization. The creation of a formal organizational structure, with clearly defined roles and responsibilities, will create avenues of empowerment and accountability for all staff. This structure is vital to managing workloads more efficiently, utilizing the entire workforce, managing the organization's resources effectively, and improving and innovating processes.

Initial Actions:

- Develop comprehensive roles and responsibilities document by March 2020
- Advertise for key positions April – September 2020

Measures of Success:

- 50% of key positions are filled and have transitioned responsibilities by December 2020, 75% by 2021, and 100% by 2022

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Strategy 3.2: Transform the U.S. Board of Directors

The U.S. Board of Directors for Rukundo International needs to take a more active role in advising, fundraising, and creating opportunities for the organization. This key strategy is to revitalize and transform the board into a full functioning body that is actively engaged in the organization's success. A period of active recruitment will be necessary to install members with the skills, motivation, and commitment to see the organization thrive. The U.S. Board will be responsible for setting the tone for the organization's success by approving and supporting comprehensive annual financial plans and budgets and creating new funding opportunities.

Initial Actions:

- Recruit two new U.S. Board members who are actively willing to engage their network for fundraising and awareness, and advise senior leadership on the organization's activities

Measures of Success:

- 100% of Board positions are filled by May 2021
- % of Board members dedicating 25 hours annually to fundraising, outreach, awareness, and support in international programs

Strategy 3.3: Recruit and Retain Quality Volunteers

Volunteer recruitment and engagement is imperative for a successful nonprofit organization. New avenues of recruitment will be assessed, along with implementation of new opportunities for volunteer appreciation. A volunteer application, interview, and training process will be developed. Effort will be placed on delegating work and clearly defining roles, as well as holding volunteers accountable for work duties, deliverables, and due dates. Volunteers should have a sense of community and feel like partners who are instrumental in the success and achievement of the organization.

Initial Actions:

- Recruit new talent for volunteer roles
- Develop plan to keep volunteers engaged and active

Measures of Success:

- 75 % of key positions with retention rates of at least one year
- Formalize volunteer recruitment, training, care, and supervision process by June 2021#

Goal 4: Develop, Evaluate, and Streamline Fundraising Methods

Strategy 4.1: Expand and Strengthen Donor Base

All current fundraising initiatives will be evaluated for efficacy and streamlined to increase revenue while reducing volunteer burnout. A team will be installed to focus fundraising efforts and develop new fundraising initiatives and potential avenues. An effort to strengthen and expand the recurring and new donor base will be implemented, creating sustainable income for the preparatory school and other programs. Oversight and accountability protocols will be created and executed to ensure organizational financial goals are being achieved.

A new development plan will be created to nurture, engage, and strengthen RI's donor base through consistent updates, appreciation, and vested interest. A drive to recruit new donors will be developed to expand the reach of the organization. This strategy is key to creating an organization with sustainable income that fully supports school operation, scholars, and the expansion of programs.

Initial Actions:

- Recruit and on-board a Director of Fundraising and Development for the organization in 2020
- Conduct annual financial statement audit by end of 2020

Measures of Success:

- Increase the donor base by 15% by July 2021

Strategy 4.2: Create New Fundraising Opportunities

The recruitment of a development director and development team will allow for research and implementation of new avenues of fundraising opportunities. Untapped resources such as grants and crowdfunding events will be developed, along with a focused strategy for increasing

revenue over the next three years. Additional fundraising strategies will be developed to fund necessary staff appointments, and volunteer mission opportunities.

Initial Actions:

- Recruit a Director of Fundraising and Development
- Develop a new, multi-pronged approach to fundraising

Measures of Success:

- Raise an additional $15,000 by the end of 2020; $30,000 by the end of 2021; and $60,000 by 2022
- Conduct annual, independent audits of financial statements with no material weakness or adverse findings by 2022

Strategy 4.3: Streamline and Monitor Current Fundraising Events for Efficacy

All current fundraising events will be closely monitored to track efficacy. Events that consistently fail to meet expected fundraising goals will be scrutinized to see if adjustments can be made to produce results. The value of volunteer effort versus revenue will be closely evaluated as a measure of success.

Initial Actions:

- Develop annual fundraising calendar and determine factors that will be used to measure “efficacy.”
- Develop a new approach to raise an additional $15,000 in 2020.

Measures of Success:

- 15% increase annually in funds raised via quarterly fundraising events
- 90% of fundraising efforts will meet or exceed fundraising goals by 2021

Goal 5: Develop and Expand Effective Communications

Strategy 5.1: Increase Stakeholder Engagement

The analysis of organization data and reports will be refined into communications with donors and other stakeholders about the organization’s success and effectiveness. Through newsletters, emails, and other materials, a compelling narrative will be used to inspire continued support and expand the reach of the organization to new audiences. Goals and strategic objectives will be communicated in a timely and consistent manner.

Initial Actions:

- Develop and distribute quarterly newsletters by the end of 2020
- Develop and distribute termly (three times per year) donor program updates by the end of 2020
- Distribute annual reports within the first quarter of each fiscal year beginning in 2021

Measures of Success:

- 5% increase in engagement activity of current stakeholders each year as evidenced by open and “click through” rates tracked in newsletter and program updates
- 10% increase in new stakeholders engaged with the organization each year, tracked through subscription increases for newsletters and program updates

Strategy 5.2: Improve Brand Recognition and Reputation

A strategy will be developed to improve and increase Rukundo’s brand recognition and reputation across all social media and public channels. A marketing plan and calendar will be developed with team participation to set the tone, identity, and clear message of the organization. The main goal is to improve our access to new audiences and move them from being inactive observers into engaged participants who donate, volunteer, and share the mission.

Initial Actions:

- Distribute the master communications calendar in second quarter 2020 and have all team members utilizing it by end of 2020
- Expand Rukundo International’s presence on key social media channels: Twitter, Instagram, and Facebook
- Create and execute a marketing strategy for new platforms, including LinkedIn and Pinterest, by 2022

Measures of Success:

- Growth in social media engagement each year (10% 2020; 15% 2021; 25% 2022)
- 15% increase in social media follower growth each year
- 5% increase in new engagements on new platforms each year

Strategy 5.3: Create Influential Copy to Assist Fundraising Efforts

The Communications team will strategize with the Development team to create persuasive copy for fundraising efforts, including campaigns and grants. With data collected from the

development team, the communications team will create the collateral necessary for all fundraising efforts. Most of our focus to-date has been on digital marketing, with little attention given to persuasive, printed materials. A “fundraising packet” will be created, with sleek, donor-centered materials to broaden our appeal beyond our online presence.

Initial Actions:

- Create social media posts and scripts for online fundraising efforts in an online fundraising toolkit for crowdfunding and update it annually
- Draft correspondence for donor communications about fundraising campaigns and organization-wide financial needs
- Create printed collateral, as well as digital materials, to distribute to potential and current donors

Measures of Success:

- Complete all collateral for the printed “fundraising packet” by June, 2020 and update it each year thereafter; materials include a trifold, program summary sheet, program-centered rack cards, and other materials upon request
- Upload the crowdfunding toolkit by June 2020 and update each year by the end of the 1st quarter thereafter
- Complete social media posts and scripts for 3 major online fundraisers for the official social media channels of Rukundo International by the first quarter of each year beginning in 2021

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