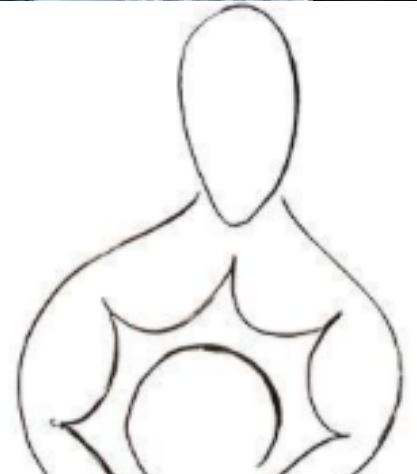


SUNRISE OF LIFE



2022 - 2026

Strategic Plan



Acknowledgment

STRATEGIC PLAN

2022 - 2026

COMMITTEE MEMBERS

- Tom Kuperus, Executive Director
- Sherrone Lobban, Committee Chair

- Aster Geerardyn
- Alexis Azoro-Osuji
- HanHoang
- Richard Kumah
- Sara Heitzman
- Yilin Ge

We thank all persons who contributed to the completion of this plan.

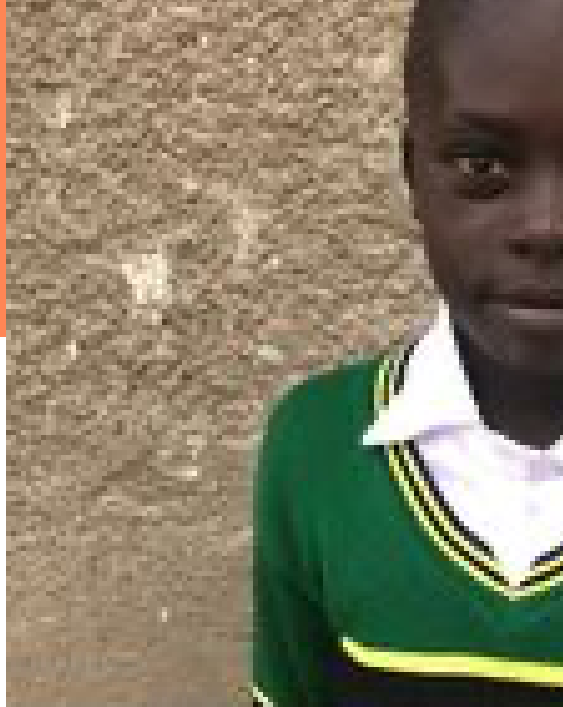


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Executive Director's Message



Tom Kuperus

EXECUTIVE DIRECTOR

MESSAGE

It is with excitement that I, along with the leadership team present this five year strategic plan. Throughout the past 10 years Sunrise of Life has been on a slow but steady trajectory of growth, and this strategic plan will guide the organization forward in a structured and sustainable way. Sunrise of Life is an organization that is firmly founded in love for all people, and it is this love on which we build.

After consultation with our members, beneficiaries, and donors we are excited to share a strategic plan that is focused on protecting the rights of the child, building strong partnerships, and developing sustainable futures.

Executive Summary

INTRODUCTION

The strategic plan was undertaken with the full commitment of the board and a team of dedicated volunteers who met weekly from April - August 2021.

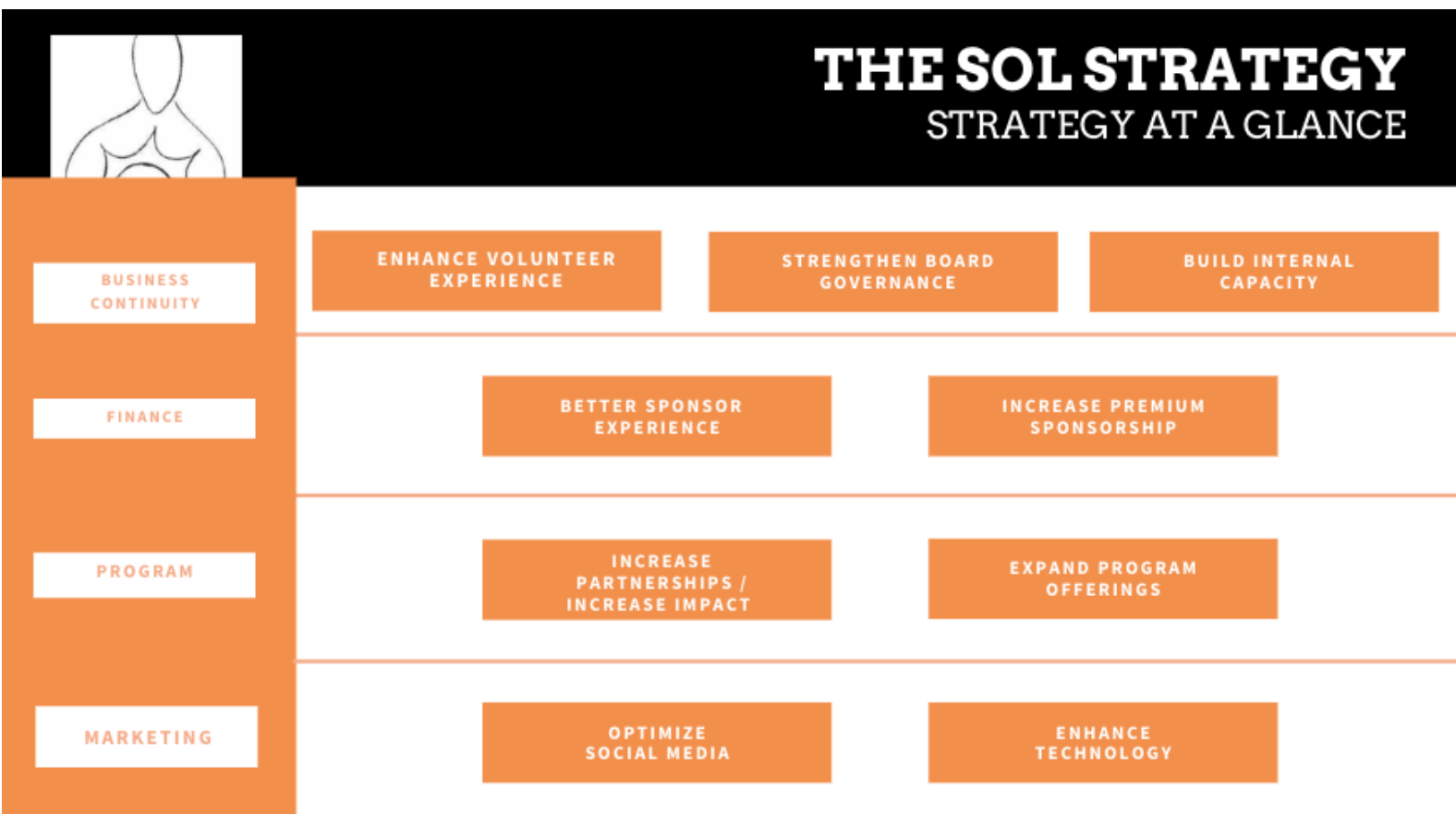
METHOD

A strengths, opportunities, aspirations and results (SOAR) analysis was used as the strategic planning tool. This tool was used to brainstorm and develop strategies for the priority areas. This method allowed the team to focus primarily on its strengths and aspirations for the future.

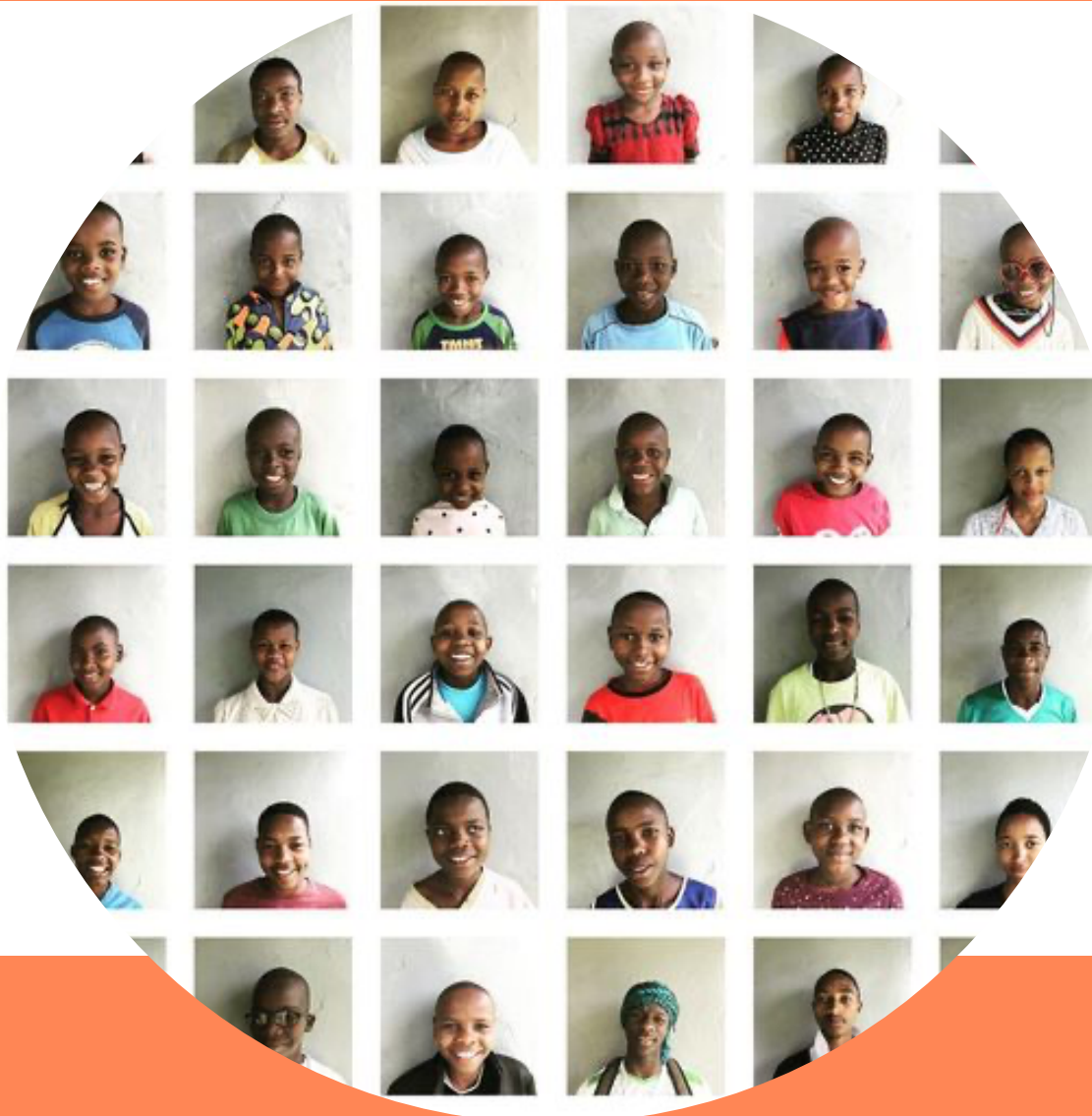
PRIORITIES

The following illustrates the priorities and overarching strategic goals

Table 1: Strategy at a glance



Our Vision



2021 - 2030

A world in which every child's rights are protected. Where they have access to education, family and community connectivity, and give back to the community.

Our Mission



2021 - 2030

We protect the rights of the child through social development programs that empowers them to achieve their highest potential.

Our Core Values

SOL'S RAISON D'ÊTRE

- We support the universal rights of the child.
- We believe in accountability and transparency and that every dollar should be used for the purpose that it was given.
- We believe in evidence-based, locally driven social and economic developmental interventions that are sustainable.



Our Value Proposition

OUR COMPETITIVE ADVANTAGE

At SOL we are committed to being responsive and respectful of our beneficiaries whilst forming valuable partnerships to deliver high-impact services. The following are the main unique value that we deliver to beneficiaries and sponsors:

RESPONSIVE

SOL is an agile organization, which allows us to be responsive to the needs of beneficiaries.

PARTNERSHIPS

Ability to effectively establish partnership with government, the community and other like-minded NGOs

BOTTOM-UP

SOL operates with a bottom-up philosophy. We ensure that there is grassroots-level ownership of development activities, results and outcomes.



Our Story where we aspire to be

IT IS THE YEAR 2030

Sunrise of Life is a common name that is associated with love and support in the local communities we work. Folks know and understand that when they come to Sunrise of Life seeking assistance they will receive help through local leaders, empowered to find the solutions that are within the communities.

Sunrise of Life has a wide network of community support, assisting families and communities to strengthen themselves. The Sunrise of Life Children's home is known to take a holistic approach, where all who are there find their life path through love and mentorship.





Our Top Priorities

- *Business Continuity* for sustainability, accountability and relevance to our stakeholders
- *Finance practices* and projects that improve confidence in our financial viability, namely availability of funds for operating, program and related expenses agreed upon in this Strategic Plan
- *Program Expansion* that is in line with our vision statement
- *Marketing and Promotion* actions that increases market share and results in increase in funding

1. BUSINESS CONTINUITY - next 3 years

STRATEGIC GOALS

- 1.1 Strengthen Board capacity, and focus on governance
- 1.2 Ensure continuity of the organization vision
- 1.3 Strengthen Board capacity, and focus on skills building

OBJECTIVES

- 1.1.1 Review the board policy in the next 3 years to update succession planning and formalize a 12 month check-in with current board members to assess ability to continue serving on the board.
 - 1.2.1 Strengthen relationships with existing organization networks in Tanzania in the next 2 years by partaking in the network meetings and ensure current agreements remain in place.
 - 1.3.1 Establish a rainy day investment fund within the next one year.
- Strengthen the programmatic skillsets of the current and future organizational personnel (board members/ volunteers) across skill sets in the next 3 year.



2. FINANCE

STRATEGIC GOALS

2.1 Expand fund development opportunities

2.2 Promote sound financial planning

OBJECTIVES

2.1.1 Establish a funding grid that establishes how much funding will come from each area such as income generated internally in relation to external funding.

2.1.2 Establish a funding mix that establishes how much funding will come from each area such as stewardship, personal giving and fundraising.

2.2.1 Design a strategic Financial plan that includes:

- Process for seeking finance
- Collaboration and partnerships with donors and like-minded NGOs
- Respond to call for proposals
- Calculate funding (and inflation) required to finance the strategic plan for the next 3 years based on the program and other strategies.



3. Program

STRATEGIC GOALS

OBJECTIVES

5 year targets

3.1 Strengthen the volunteer program that includes plans for recruitment, rewards and retention with the aim of attracting and retaining highly skilled volunteers that is strategically aligned to the growth of the organisation.

3.1.1 Recruitment - Have positions filled by passionate volunteer leads who will run each program area below with five members supporting each volunteer lead for areas below hour work week and 10 members for those requiring 40 hour work week

3.1.2 Retention- Design and implement a retention plan that includes tri-annual rewards and monthly recognition and bi-yearly pulse volunteer survey aimed at addressing concerns and improving the volunteer program.

3.1.3 Retention and Reward - Develop a training “sol academy” in google classroom that includes onboarding modules and a mentorship model which all volunteers and board members will partake in.

3.1.4 Incorporating training opportunities through external agencies like Consortium for Street Children, Canada Helps and Grant Advance, as a component of volunteer development. After three months but not more than twelve months volunteers will be encouraged attend at least one external capacity building training.

3.2 Diversify the volunteer program based on a best practice approach to include under represented persons.

3.2.1 Recruitment - Have positions filled by passionate volunteer leads who will run each program area below with five members supporting each volunteer lead for areas below hour work week and 10 members for those requiring 40 hour work week

VOLUNTEER

3. Program - contd.

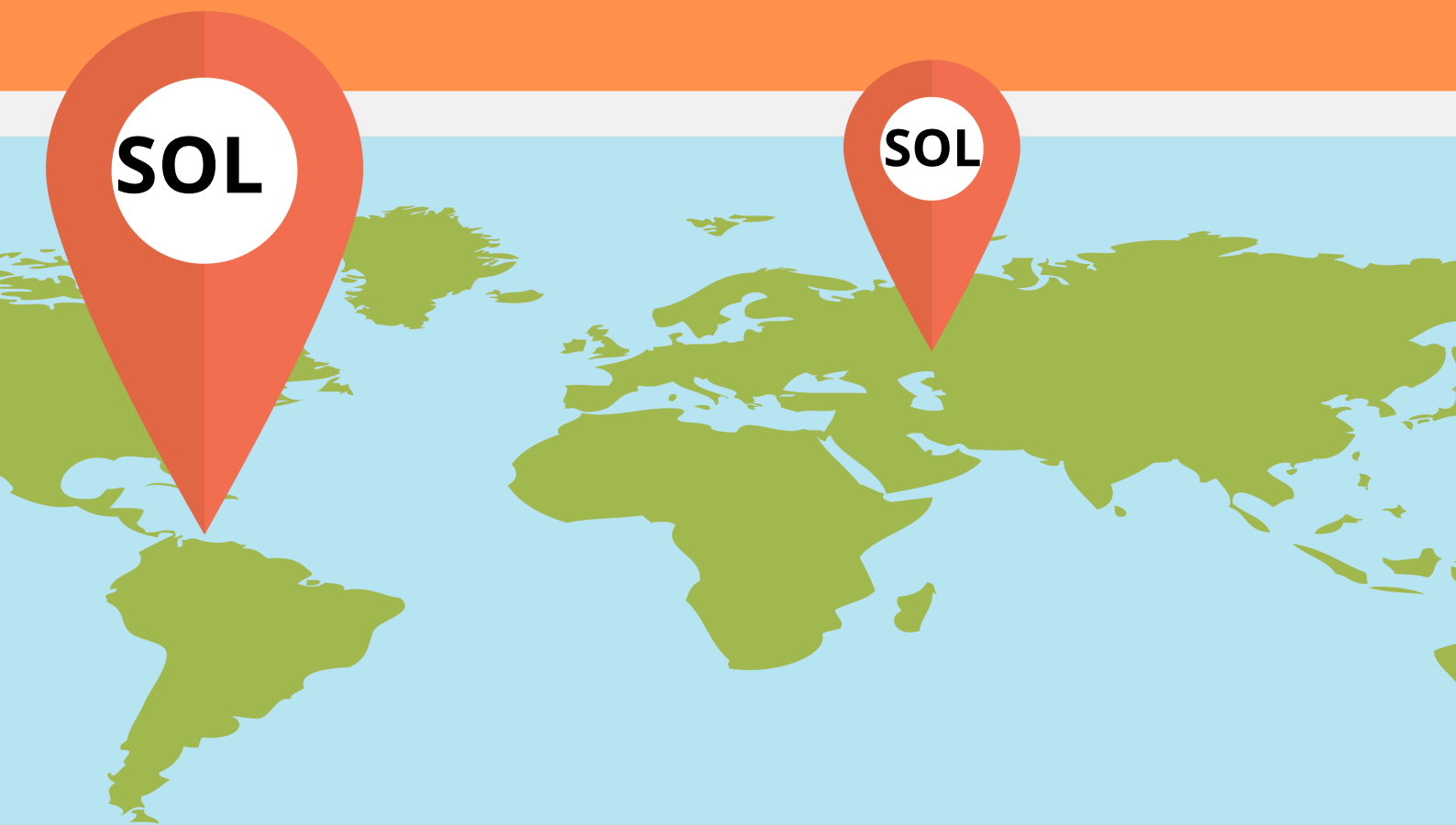
STRATEGIC GOALS

3.3 Expand and diversify the programming with and beyond the current YPSA as the only beneficiaries, to include every child's rights.

OBJECTIVES

5 year targets

- 3.3.1** Establish one additional beneficiary program similar to the YPSA model.
- 3.3.2** Design a public sensitization program on the rights of the child according to Tanzania legislation and UN guidelines.
- 3.3.3** Purchase land and relevant infrastructure that is energy independent to facilitate expansion and diversification of the programming.



4. Marketing & Promotion

STRATEGIC GOALS

OBJECTIVES

5 year targets

- | | |
|--|--|
| <p>4.1 Select and establish a social media plan/ presence using channels that give the greatest impact to visibility of SOL and engagement.</p> | <p>4.1.1 Increase facebook following/likes by 30% within the next 6 months by posting, engaging content at least once per week.</p> <p>4.1.2 Gain 500 followers on Twitter within the next 6 months by posting educational content and industry news 3 times per week.</p> <p>4.1.3 Boost Instagram engagement rate by 10% in the next 12 months by posting interesting pictures and videos with the relevant hashtags.</p> <p>4.1.4 Gain 800 instagram followers within the next 12 months by posting industry news and updates from our projects and inviting friends and networks to follow the page.</p> |
| <p>4.2 Promote and market the sponsorship program using appropriate channels for example newsletter and events.</p> | <p>4.2.1 Feature a child every month in the newsletters; high quality videos and pictures.</p> <p>4.2.2 Organize two events within the next 12 months to specifically promote the sponsorship program featuring stories, high quality videos and pictures.</p> |

4. Marketing - contd.

STRATEGIC GOALS

OBJECTIVES

5 year targets

4.3 Promote and market the e-commerce channels with the aim of monetizing them

4.3.1 Gain 500 clicks from google ads within the year 2.

4.3.2 Gain 5% sale increase in revenue from merchandise through social media e-commerce channel within the next 12 months; Instagram, Facebook etc.

4.4 Build brand equity and mindshare by hosting special events that are donor focused

4.4.1 A board member makes at least one appearance on national TV in TZ to promote an existing program or launch a new program within the next 12 months.



Next Steps

A strategy is a road map towards achieving our goals. The next step is to execute the strategy by developing annual operations plans for each priority areas. The table below is a sample of how the operations plan will be executed and measured. The following tasks will be done in order to build sound operational plans:

- Set annual priorities
- Set short 3 - 6- 12 months goals
- Set key performance indicators (KPIs)
- Ensure goals are set for the program and team
- Ensure the operational budget is aligned to the plan
- Measure and conduct quarterly progress reviews.
- Conduct annual reviews

A change management strategy will also be developed to manage change associated with the new strategic plan. The change management is intended to manage and promote the change internally and externally.

Table 2: Sample operations plan template

| Key Indicator | Activity / Project | Data / Outcome |
|--|---|---|
| Your Key Performance Indicator goes here | Add a few details describing the related activities | <ul style="list-style-type: none">• What results did you obtain from your project?• Write them here. |
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**We thank you for your continued support to
the children supported by Sunrise of Life**

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