



# **CHIMTEKA CHILDREN SUPPORT STRATEGIC PLAN, 2007 - 2010**

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## TABLE OF CONTENTS

<b>1</b>	<b>CCS Vision – Mission – Values .....</b>	<b>3</b>
1.1	Vision.....	3
1.2	Mission .....	3
1.3	Values.....	3
<b>2</b>	<b>External Context.....</b>	<b>5</b>
2.1	Population.....	5
2.2	Technology .....	5
2.3	Richer Society .....	5
2.4	Volunteer .....	6
2.5	Volunteer Motivations .....	6
2.6	Volunteer Expectations.....	6
2.7	Recruitment & Retention of Volunteers .....	6
<b>3</b>	<b>Strategic Objectives .....</b>	<b>7</b>
3.1	Fundraise & Accounting .....	8
3.2	Programme and Project Planning and Management.....	11
3.3	Communications and Public Relations .....	13
<b>4</b>	<b>Structure.....</b>	<b>15</b>
4.1	CCS Board and Sub Committees .....	15
4.2	Skills Matrix.....	16
4.3	Local Partners .....	16
4.4	Staff .....	16
4.4.1	Ireland .....	17
4.4.2	Malawi .....	17
<b>5</b>	<b>Appendices .....</b>	<b>18</b>
5.1	CCS Key Areas of Responsibility .....	18
5.2	Appendix 2: PROFILE OF VILLAGE AIDS CO-ORDINATING AND ORPHAN CARE SUPPORT GROUP, JULY 2004 .....	20

## 1 CCS<sup>1</sup> Vision – Mission – Values

### 1.1 Vision

Chimetka is an area where all, and orphaned children in particular, are healthy and happy; all of the children have easy access to ample good quality water, food, education up to secondary level, and the skills to earn a livelihood; consequently that they can live with dignity as valued members of their community, without continued support from CCS.

### 1.2 Mission

The Sutton Committee exists to provide the means for the orphans of Chimteka and their carers to have a happier, healthier lifestyle free from poverty and AIDS-related diseases.

Our mission is to identify, support and respond in an innovative way to the needs of all the orphaned children of Chimteka and their supporters in order to improve their opportunities, quality of life and potential, in a spirit of collaboration, inclusion and justice.

### 1.3 Values

We believe in **Integrity**: honesty and transparency, in being accountable at all levels for the effect of our actions, and open in our judgement and communication with others.

We value **Quality**: we consult, encourage, give feedback and provide products and services that meet or exceed the needs, standards and timescales of the people of Chimteka and those who support the Charity.

We believe in **Reliability**: to deliver what we commit to and keep stakeholders informed of progress.

We believe in being **Collaborative**: by asking for and giving support by sharing success with others in partner organizations.

We believe in **Partnership**: between the orphaned children of Chimteka and our supporters at home, recognizing the importance of learning from and trusting each other; of receiving as well as giving and of working alongside each other to change the community in Chimteka.

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<sup>1</sup> Abbreviation for Chimteka Children Support: CCS

We believe that **caring and dedicated hard work** is one of the factors which will help turn the tide of poverty in Chimteka.

We believe in the **people of Chimteka and their ability** to build strong, holistic family life, given the necessary support.

## 2 External Context

### 2.1 Population

As more people are working to meet commitments and maintain certain standards of living, fewer people are available to volunteer. Increased level of debt means deferring volunteering. The fact that people are working longer because of the current pension challenge means a smaller pool of volunteers.

As families become more fragmented and isolated there is also a breakdown in voluntary activity. This may present an opportunity to target disconnected people as volunteers.

Higher levels of education are associated with higher giving, and this augurs well as society becomes more educated. More educated people are likely to have a better understanding of who they are helping and why this group is deserving.

### 2.2 Technology

New technologies have transformed the way we work on a daily basis over a relatively short period. We send off emails that can be received and responded to within minutes. When we need to locate a service or find information we rarely search the business pages or trudge down to the local library. Instead we load up Google or Yahoo and access information without moving from our seat. In the years ahead widespread uptake of broadband internet, digital interactive TV, street kiosks, photo and video messaging will become the norm. In order to gain a competitive edge it is important to master new technologies such as the internet.

### 2.3 Richer Society

People are increasingly cash rich but time poor. This in turn means they seek a lot of satisfaction for the time committed. They will be more discriminating and demanding of what they expect when they commit. We are competing with cinemas, holidays and golfing. Choice – more choice in everything means more competition.

Growing affluence leads to a greater need for self fulfilment. This requires that we engage volunteers so that they are contributing to existing skills and experience. They must feel that somewhere, somehow they have made a difference in someones life. Roles and responsibilities must be set to make it possible for volunteers to acquire to new skills and friends.

## 2.4 Volunteer

The profile of volunteers is as follows:

- Women tend to volunteer more than men;
- Men tend to give more hours when they do volunteer;
- Those from higher socio economic status tend to volunteer;
- Those aged 35 to 55 years;
- Regular worshippers and churchgoers;
- Broadsheet newspaper readers;
- Home workers twice as likely to volunteer as non home workers;
- People who are put on the spot by someone and asked to volunteer but they move on when they have had enough,
- Longer Term volunteers are more committed to the cause and seek an affiliation

## 2.5 Volunteer Motivations

Those who volunteer want to make a difference, to impart skills and experience; they believe in the cause; they may be touched by the cause through voluntary work of friends and family. Some volunteer to test their strengths. Their ability to contribute and feel useful is vital to mental and physical health.

## 2.6 Volunteer Expectations

Cash rich and time poor volunteers demand interesting, stimulating and meaningful work. They must be consulted about things and given appropriate support and recognition. Furthermore, they expect their knowledge and skills to be used effectively.

## 2.7 Recruitment & Retention of Volunteers

Different recruitment messages are required for different target groups. It is necessary to send a message about what they want to get from the experience and convince them that we can meet their expectations.

For young people the message may be that the organisation is making a difference, provides interesting and challenging roles, flexible placements and good support.

For the older "Baby Boomer", consultation and participation in the management, providing autonomy in doing the tasks, being informed and having opportunities for social contact as well as being valued are key aspects.

Volunteers need to be able to see a clear beginning, middle and end; they need short and medium term goals. It is important for them to be able to see how where their little picture fits into the bigger picture.

### **3 Strategic Objectives**

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Goal: Chimteka Children Support will secure organisational resources, financial and otherwise through strategic partnerships, faith-based and civil society donors, which facilitate the delivery of organisational goals and objectives

**3.1 Fundraising & Accounting**

<b>KRAs<sup>2</sup></b>	<b>KPI<sup>3</sup>s</b>	<b>Objectives</b>	<b>Actions</b>
Income	<p>Surplus from corporate event</p> <p>Receipts &amp; profits from sale of Christmas Cards</p> <p>Number &amp; value of Standing Orders</p> <p>No. of participants in mini marathon Sponsorships</p> <p>No of participants in family walk</p> <p>Number of applications for grant aid</p>	<p>Run one corporate event every year</p> <p>Produce &amp; sell Christmas cards</p> <p>Sign up 15 standing orders each year for five year period</p> <p>Get commitment from 20 ladies to run the women’s mini-marathon in aid of CCS</p> <p>Organise a St. Stephen’s Day Walk around Howth Penninsula in aid of CCS</p> <p>Prepare 1 application for grant aid each year</p>	<p>Get company to anchor, promote &amp; underwrite the event; Raise sponsorship for prizes</p> <p>Produce Christmas cards catering for different segments of market, religious, African theme, etc. Sell cards sale through the parish shop, committee networks, web</p> <p>Promote the fact that we are looking for people to commit through church, newsletters, exhibitions,</p> <p>Reclaim tax from Revenue Commissioners</p> <p>Recruit ladies, provide packs, liaise with them before and after</p> <p>Promote walk, organise refreshments in hall at the end</p> <p>Identify fund, check fit, complete form &amp; supporting documentation; Prepare applications for funding, meet with the potential funders before and in response to requests for information</p>

<sup>2</sup> KRA – Key Result Area

<sup>3</sup> KPI – Key Performance Indicator

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**Fundraising & Accounting continued**

KRAs	KPIs	Objectives	Actions
Income ctd.	<p>Receipts from church collection</p> <p>Receipts from donation by confirmation &amp; communion children, birthdays</p> <p>Receipts from company sponsorship</p> <p>Receipts from local lunch in sports club</p> <p>Trading Project</p>	<p>Organise an annual church collection</p> <p>Raise funds from the children taking First Communion and Confirmation, birthday parties and/or other fund raising events</p> <p>Raise funds from 10 – 17 sponsors to go towards the development of each of the 17 villages in Chimteka</p> <p>Run one family lunch event every year</p> <p>Investigate opportunity for trading project with Malawi and Chimteka produce</p>	<p>Prepare notices, displays, newsletter, appeal letter, Brief priests, Arrange hospitality team, Organise children to make the collections</p> <p>Get school agreement and formalise this &amp; liason person in all schools</p> <p>Make a presentation / appeal to children in all of the classes in all of the schools directly and also indirectly through the curate</p> <p>Generate qualified leads from a corporate event Follow up the lead and secure sponsorship</p> <p>Arrangements with venue, publicise, sell places, schedule for event, raise prize for raffle</p> <p>Research opportunities with existing and new channels to set up and run a trade project</p>

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Goal: To operate good practice in organisational, programme and project planning, implementation, monitoring and evaluation

**3.2 Programme and Project Planning and Management**

<b>KRAs</b>	<b>KPIs</b>	<b>Objectives</b>	<b>Actions</b>
Area Plan	Integrated Area Development Plan	Develop a multi sector, integrated area development plan for 3 year period  Identify and agree a number strategic priorities each year	Facilitate professional volunteers to visit, review, assess the situation in their own field  Update profile of area, analysis of issues, strengths & weaknesses, assessment of resources in light of ongoing information
Project Planning & Implementation	Number of project plans & implementation per year	Plan & Implement 5 projects per year including recurring ones (training & education fund)	Draw up project plan in association with Chimteka Committee and Technical help, review plan to meet funder requirements  Draw up an implementation plan following award of funding (for major projects)  Seek monitoring reports to certify quality of project, achievements of outcomes, targets  Agree role /job description of Volunteers & participate in management with VMM/Local Committee
Strategic Plan for CCS	Agreed Strategic Plan	Engage members in the production of a strategic plan	Work out a methodology, manage its implementation and synthesise the information
Monitoring &	M & E Reports,	Engage technical help to	Engage technical help & provide job description Provide support/template for m & e

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Evaluation ( M & E)	Conclusions & recommendations	produce monitoring & evaluation reports as required	Review m & e reports
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Goal: Chimteka Children Support will promote awareness of the values, goals, objectives and achievements of the organisations, using every form of communication, print, electronic, radio, TV and through the work of our members in the local area

### 3.3 Communications and Public Relations

KRAs	KPIs	Objectives	Actions
Networking	Organisation Linkages	<p>To foster &amp; maintain positive relations with educational, parish and other local groups on Howth Peninsula</p> <p>To recruit volunteers as required</p> <p>To develop &amp; maintain relationships with stakeholders and other interested parties in order to promote their legitimate interests</p> <p>To identify 4 strategic partners through whom we will collaborate e.g. VMM, White Fathers, Woldingham Parents Trust, Parish Clergy</p>	<p>Establish a link person in main organisations and maintain ongoing relationship</p> <p>Define skills required, Organise occasional open events for new volunteers,</p> <p>Produce and distribute newsletters on achievements and plans</p> <p>Acknowledge support &amp; help given</p> <p>Provide briefing reports to</p> <p>Attend meetings as required</p>
Awareness & Interest	Up to date marketing collateral	<p>To produce and edit all communication materials e.g. publications, speeches, presentations, brochures, newsletters, web, CD, Videos, Christmas Cards</p>	

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Image/Identity		To make presentations in all schools on Peninsula  To establish, protect and enhance the image and identity of the charity	To co-ordinate the communications to ensure the protection and enhancement of the image and identity of the charity
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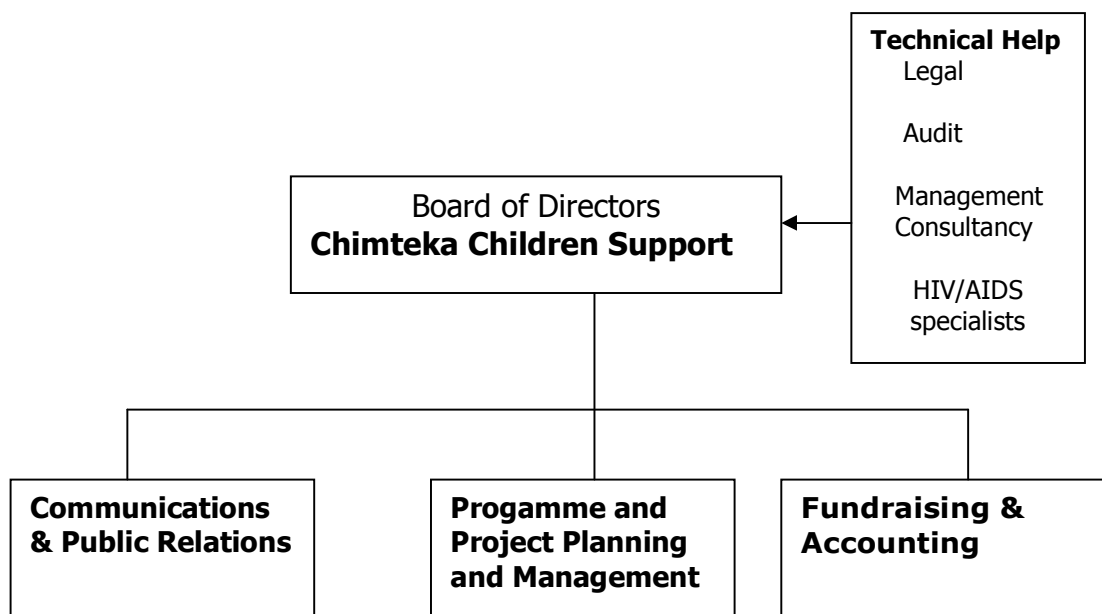
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## 4 Structure

### 4.1 CCS Board and Sub Committees

Chimteka Children Support is a registered company with a voluntary management Board of Directors. Chimteka Children Support comprises a Board of Directors and three sub committees, each taking responsibility for a key result area. These key areas of responsibility are shown in Appendix 1.



In addition to the above, there are other groups who assist with special events such as the hospitality for fund raising, co-ordination of mini-marathon runners.

## 4.2 Skills Matrix

An overview of the main skills of CCS committee members is shown in the following Table 4.1.

**Table 4.1: CCS Skills Matrix, 2007**

	PC	PD	PMCD	CP	CS	TLD	DG	AD
<b>Senior Management</b>	x	x	x		x	x	X	x
<b>Agriculture, Food &amp; Rural Development</b>	x							
<b>Education and Training</b>	x	x			X			
<b>Overseas Development</b>	x					x		
<b>Development in Africa</b>				x				
<b>Architectural</b>				x				
<b>Youth</b>	x	x	X					
<b>Community</b>	x	x	x	x				x
<b>Entrepreneurial</b>	x	x	x		X	x	X	x
<b>Health</b>						X		
<b>Voluntary Organisations</b>	X	x	x	x		x		x

## 4.3 Local Partners

Our local partners in Chimteka are the Chimteka Village Aids Co-ordinating and Orphan Care Support, (CVACC). This is a voluntary body, which was formed in July 1998 by a group of concerned villagers from Chimteka and surrounding villages. Details of the group are provided in the Appendix 2.

We also use the offices of the Society of the Missionaries of Africa (White Fathers) in Dublin and Lilongwe. We have an organisation arrangement whereby monies are transferred via their accounts and finance system.

## 4.4 Staff

#### 4.4.1 Ireland

The organisation has no staff. Services to date in Ireland have been provided free of charge by the committee members and sponsoring professional companies.

#### 4.4.2 Malawi

CCS has engaged an engineer to certify independently the quantity and quality of the building works completed. CCS has also engaged an area development manager in Chimteka to assist with planning and implementing the development programme.

Contractors are engaged for construction or delivery of services such as training and education.

## 5 Appendices

### 5.1 CCS Key Areas of Responsibility

#### BOARD

Key Results Areas	Aims / Objectives / Actions
Vision, Mission and Values	To lead the broad direction of the organisation
Strategy & Structure	To direct the organisation's strategy & structure in order to ensure its survival; to protect its achievements, property and reputation; to stimulate its growth and regeneration
Delegation	To agree, monitor and control implementation of strategy, policies & plans, and legal and fiduciary obligations
Policies & Procedures and Systems	To ensure that adequate and effective policies, procedures and systems are in place in relation to key areas such as Health and Safety, Risks, Laws relating to employment, if relevant

#### Sub Committee 1: COMMUNICATIONS AND PUBLIC RELATIONS

Key Results Areas	Aims / Objectives / Actions
Awareness	To produce and edit all printed materials e.g. publications, speeches, presentations, brochures, Christmas Cards
Relationships/Networks	To foster positive relations with educational, parish and other local groups To recruit volunteers To develop & maintain relationships with stakeholders and other interested parties in order to promote their legitimate interests
Image/Identity	To establish, protect and enhance the image and identity of the charity

#### Sub Committee 2: FUNDRAISING & ACCOUNTING

Key Results Areas	Aims / Objectives / Actions
Fund Raising	To draw up an annual fund raising plan; To strengthen existing fundraising initiatives and identify and develop new fundraising opportunities; To administer Standing Orders and Tax Relief Forms; To strengthen current networks and establish new ones for fundraising
Accounting	To produce and report management accounts; To organise for the production of financial accounts,

	auditing the accounts and meeting the statutory or regulatory requirements
Risk & Control	To identify risks (e.g. handling of cash); To establish systems and procedures to manage risks and maintain internal control

### Sub Committee 3: **PROGRAMME & PROJECT PLANNING & IMPLEMENTATION**

<b>Key Results Areas</b>	<b>Aims / Objectives / Actions</b>
Needs Analysis	To channel feedback from Chimteka; To conduct other research as required
Programme & Project Development	To develop programmes and projects based on the needs analysis; To identify indicators for the key areas of programmes and projects
Project Management	To identify key areas of projects; To delegate responsibilities for each of the key areas
Monitoring & Evaluation	To monitor progress on programme and project implementation; To get regular feedback; To support evaluation methods

### Relationship of Sub Committees to Board

Sub committees will

report regularly on plans and progress with implementing;  
align plans, procedures etc with the policies, procedures and values as determined by the Board;

seek authorisation on matters impinging on policy, image, values and budget.

### Relationship of Sub Committees to Other Sub Committees

Each sub committees will

maintain ongoing and open communication on plans and progress so that the combined actions of all committees are complementary rather than conflicting or competing;

support the work of other committees as required e.g. on fund raising occasions;

maximise the participation of each member of the committee by using his/her experience, knowledge and networks.

## 5.2 Appendix 2: PROFILE OF VILLAGE AIDS CO-ORDINATING AND ORPHAN CARE SUPPORT GROUP, JULY 2004

Names	Position in Committee	School Qualification	Occupation
Evarista Domisiyano Mrs	Chairperson	Standard 8	Farming
Alufeyo Mwale	Vice Chairperson	Standard 8 Junior Certificate	Farming
Francis M Kamude Phiri	Secretary	M.S.C.E. Diploma in Police Studies	Retired Police Officer, now farming
Shadrack Chilije	Vice Secretary	Junior Certificate	Farming
Joseph Ganizani	Treasurer	Standard 8	Farming
Gertrude Stock	Vice Treasurer	Standard 8	Farming
Elizabeth Samuel	Committee Member	Standard 8	Farming
Gilberta Mtali	Committee Member	Standard 8	Caretaker at C.B.C.C.
Tiuzenji Mitondo	Committee Member	Standard 6	Farming
Lunesi Kapuya	Committee Member	Standard 5	Farming

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Company No. 393808

