

Goal One: To build a firm foundation

A) Raise more dollars		
5-year (2009) Goal	2009 Benchmarks	Strategies
1. *\$600,000 raised through donations and fundraising events	1. *\$366,000 raised through: <ul style="list-style-type: none"> • donations - \$346,000 • fundraising events and grants \$20,000 	<ol style="list-style-type: none"> 1. Fundraising activities – maintain current 2Ask Events, field trips, schools, etc. 2. Grants - apply for one new per quarter; minimum total of \$200K applied for 3. Stephen Lewis Foundation - apply for grant; minimum total of \$25K (Feb) 4. Service clubs existing – maintain contact with and encourage clubs to continue donating (Rotary White Rock, Pt. Moody, Edmonton, etc.) \$29K 5. Service Clubs new - approach 4 clubs, i.e. Lions, Soroptomist, etc. ask for \$40K 6. Existing donors - leverage workplace giving programs, i.e. United way, BMO, through direct ask and via newsletter and monthly updates – target \$10K 7. Representatives – receive Vancity support through Karen Ford (2009 rep) i.e. micro-finance advice, networking, and capacity building, contacts for volunteers 8. Schools - Develop plan for increasing; fundraising, use of curriculum kit (Jan) 9. Create a new fundraising DVD (Feb-April) “A day in the Life of our school” 10. Gift catalog - develop “project” marketing for other ACCES programs 11. Research, ID and approach 8 corporations for donations; ask for \$10K each 12. Create team to review, revise and implement RMM model, add new strategies
2. *25 major multi-year donors	2. 20 major multi-year donors	<ol style="list-style-type: none"> 13. Contact current donors through newsletter, more focused, intentional ask 14. *One-on-one meetings with top tier donors to directly request pledges
	<ol style="list-style-type: none"> 3. New CIDA VSF funding of \$500K secured (see concept paper) with \$50,000 advance in 2009 4. Board knowledgeable regarding the difference and process regarding CIDA program vs project funding 	<ol style="list-style-type: none"> 15. Reallocate Shitaho funding if it is clear that construction cannot take place (Jan) or go ahead with the building, and seed the report for the next proposal. 16. Phase II CIDA/VSF grant - apply for new \$500K (Dec submission/Jan approval) 17. Public Engagement - apply for project funding once CIDA announces new program criteria; potential for \$50K stand alone project (Likely April announcement) 18. Maintain contact and relationships with the ACCES VSF desk officer and VP of Partnership branch, as well as Joe Knockhaert in Vancouver 19. Attend 2009 CIDA events and presentations to get “plugged into” the policy groups and roundtables at CIDA, and enhance ACCES’ presence and reputation 20. Respond to CIDA invitations to contribute with online forums, blogs, etc.
3. ACCES Foundation reaches	5. Increase balance by \$50,000(?)	<ol style="list-style-type: none"> 21. Continue to publish planned giving mechanism in newsletter, website, etc

\$150,000(?)	6. 2 new donors make contribution in 2008	22. Continue to publish articles & updates about the foundation in the newsletter, website, etc. 23. Continue to promote and hold Annual BBQ event, building on last year's
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B) Implement intense, continuing publicity and marketing plan

5-year (2009) Goals	2009 Benchmarks	Strategies
1. *Have new, consistent, branded materials in use. 2. Have multiple media exposure 3. Have a marketing plan in place and being implemented	1. *Marketing and publicity strategies and goals established 2. *Marketing team established 3. *Revamped website and multi-media materials to reach a wider market	24. Develop promotional material consistency and branding with professional graphic company (pro-bono) (March) 25. Create and publish new promotional and marketing materials (April) 26. Identify 2 new marketing techniques/areas, i.e., trade shows, blogging 27. Send one story/article/issue every month to minimum 12 media contacts 28. Send one story/article/issue every month to established student, university and educational trade journals and newspapers (to be identified by board) 29. Post 4 videos on Youtube 30. Find 8 new opportunities for public speaking/presentations about ACCES 31. Redesign website for easy content management and increased interactivity (May) including a Kakamega section 32. Link ACCES website to at least 10 other appropriate sites to increase visibility 33. Create and maintain interactive section of website (May) 34. Keep updated photo and video files on website 35. Student/volunteer to create presence on Facebook and other new social networks 36. Recruit volunteer(s) to maintain all website and social network sites initiatives; university student, or local graphics company (January)

Goal Two: To develop organizational structures for long-term sustainability and growth

A) Administration and Organization

5-year (2009) Goals	2009 Benchmarks	Strategies
1. *New database online and functioning, increased database numbers	1. Database fully migrated and updated to new system.	1. Finish testing Goldmine database (Dec-Jan); Migrate over to new database (Jan-Feb) 2. Add new contacts to database (strategy approval needed)
2. *Sufficient BC staff and volunteers with appropriate training to sustain operations	2. Volunteer opportunities increased by 4 projects 3. 4 volunteers from 1 company, and 2 university/colleges engaged	3. Create special projects, i.e web, interactive, social networks. 4. *Recruit local students/volunteers for special projects. 5. *Recruit (ACCES publications and apply to universities) regular office volunteers/interns for ongoing tasks (database, letters, etc.) 6. *Evaluate and adjust Admin Asst time and duties as appropriate
3. *Efficiency of operations	4. *Administration and fundraising	7. Create and use linked Excel workbooks for ease of reporting, tracking and

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** indicates repeated strategy or goal*

keeps administration cost below 10% of budget	costs kept under 10%	monitoring income and expense in real time
	5. Directors, staff and organization adequately insured	8. Upgrade server computer to accommodate bigger database 9. Review existing policy, research and recommend appropriate 2009 insurance coverage (D&O, CGL)

B) Board Development

5-year (2009) Goals	2009 Benchmarks	Strategies
4. Well-functioning Board of Directors, with diverse membership.	6. Identify future Executive	10. Identify Directors strengths, interests and contributions that can be directed towards filling these roles in future 11. Obtain membership with Volunteer Vancouver, attend course and workshops. 12. Review Board composition, recruit new Directors as needed
5. Canada Board gets regular feedback and communication from the LIFA board and KAC members in Kenya	7. LIFA minutes to be circulated to BOD after each LIFA meeting 8. LIFA sends minutes to ED in timely fashion 9. KAC minutes and input provided to board	13. Bring LIFA/KAC questions/issues as agenda items as appropriate 14. Strengthen KAC/LIFA BoD relationship through communication, information sharing and cross board meeting attendance
6. Ensure board is kept informed and active	10. Upload policy book into computer for review and revision/additions 11. ACCES policy book consolidated into a consistent format and location	15. *Maintain weekly updates to keep board informed 16. *Policy Review Committee - completes consolidation and review

Goal Three: To facilitate Kenyan Self-Reliance

A) Capacity Building

5-year (2009) Goals	2009 Benchmarks	Strategies
1.*Kenyan projects are under local governance, with appropriate monitoring systems to ensure program excellence and consistency	1.Re-written LIFA contract with clearly defined outcomes and processes 2.Appropriate recruitment and professional development of ACCES Kenya staff and volunteers 3.Clarified contractual relationship between ACCES and partners 4. Collaboration and partnership	1. LIFA Contract - Strengthen LIFA/ACCES contract through specific clauses defining communication, oversight, roles & responsibilities, provision of records and documents, etc. 2. Guide LIFA to develop three year plan including exit strategies, fund raising and sustainability, with decreased ACCES support 3. ACCES Kenya staff and KAC to provide input on policy and procedure review and approval process 4. Review, augment/revise and sign contracts with LIFA, FORWAC, Bethel and SACCO (and any other new partners) 5. Develop Partnership & Collaboration process between LIFA and ACCES

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	between LIFA & ACCES evidenced by joint initiative, oversight by Kenyan Program Director and improved communication.	leveraging information gleaned from Mo Rainbow's LIFA review results (Dale, Kenyan Program Director, board) by February. 6. Begin implementing Partnership & Collaboration process by March
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B) Define and Refine Role of Representatives

5-year (2009) Goals	2009 Benchmarks	Strategies
2. Focused recruitment of representatives with a demonstrated commitment ACCES	5. *Role of Canadian Representatives reviewed and re-defined 6. *Effective advertising and recruitment results in 6 suitable applications for Representative position	7. Representative program – Past reps (Mo Rainbow, Lisa Duprey, ?) complete review of the purpose, role, function, measuring results both in Kenya and Canada, length of time spent in Kenya, etc. (Feb) 8. Develop plan and schedule for advertising 2010 representative positions based on outcome of review, implement (Mar-May), evaluate (July)

Goal Four: To expand the reach and impact of programs

A) Program Development and Review

5-year (2009) Goals	2009 Benchmarks	Strategies
1. *ACCES partners in Kenya reduce dependence on ACCES funding by 25%(?)	1. LIFA implements plan and timeline for registrations of schools for Kenyan government support 2. *Kenyan Program Director and KAC secure \$1,000 for one project 3. *KAC holds one fundraising activity(?)	1. Dale and Kenyan Program Director to ensure the process to register schools for future government support is carried out (Feb). 2. Kenyan Program Director and KAC to oversee and verify applications schedule and submissions 3. Representative's (Karen Ford) guest (April) to work with KAC on fundraising goals, plans, materials and implementation 4. Website redesign to include Kenyan page to assist with fundraising
3. *ACCES programs recognized as a model of excellence within the NGO community	4. *ACCES nominated for excellence award	5. Dale to identify 2 award possibilities and submit applications 6. Attend International Cooperation Days in Ottawa in fall 2009 (Nov) 7. Attend appropriate CIDA presentations and discussions in Vancouver 8. Research other education and/or development conferences to attend and contact for speaking and presentation opportunities
4. *ACCES programs in alignment with current Kenyan government education policy and needs	5. Registration of 3 schools finalized with government support in process with timeline	9. Kenyan Program Director to maintain contact and relationships with appropriate Kenyan government officials in the MOE, in particular those met in October 2008 with Dale 10. Follow up and oversight on process and advocacy with MOE departments

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5. *Develop transitional process for students through primary, secondary and post-secondary studies	6. *3-year projections and plans established for post-primary program 7. Distance Learning suitability and feasibility to be temporarily on hold	11. Post-primary scholarship program - Dale and Kenyan Program Director to assess future program requirements and develop projections for post-primary program 12. Distance Learning to be revisited last quarter of 2009 for verification of viability and potential
	8. Review of all current and proposed programs to ensure alignment with ACCES mission and vision	13. Board retreat to review all programs, with direction and focus by Executive Committee based on previous discussion

B) Expansion Plan

5-year (2009) Goals	2009 Benchmarks	Strategies
6. *Expand programs within Kakamega District	9. Complete all remaining work and program roll-out in the 3 constructed Community Learning Centres – Tumaini completed and occupied	13. Re-evaluate remaining school at Shitaho – is there sufficient budget? (Jan) 14. Consolidate existing programs; evaluate effectiveness, reach and measurable outcomes as per CIDA contract at 2009 retreat 15. Modularize program, plan for community exit goal and how to measure at 2009 retreat
7. *Projects established in three (3) new districts of Kenya	10. *Extend post-secondary scholarship program to Busia and Teso regions	16. Implement quota system as per Scholarship Coordinators' recommendation
8. *Initial steps taken for expansion to new country	11. Decision made about new country expansion based on analysis of appropriateness and feasibility	17. To be reviewed at 2009 board retreat

C) Partnership Development

5-year (2009) Goals	2009 Benchmarks	Strategies
9. *To link ACCES program areas with southern partners	12. New partnerships strengthened, capacity of partners increased	18. Dale (Feb) to review criteria for new partnerships, and develop strategy and timeline to look for and approach potential partners
10. *To develop partnerships with other NGOs, corporate donors and other groups in Canada/US in cooperative ventures	13. *Two potential Canadian NGO partners brought to board for discussion 14. *New corporate campaign leads to one sponsorship	19. *Nurture relationships with other NGOs through BCCIC, networking events, and research 20. Dale to (March) develop strategy and timeline for initial outreach (April), and develop long-term plan for corporate campaign (June) and create materials in accordance with marketing strategy

Goal Five: To ensure that personal touch continues to be an ACCES hallmark

A) Make Personal Touch our Method of Operations		
5-year (2009) Goals	2008 Benchmarks	Strategies
None set	<ol style="list-style-type: none"> 1. Best “personal touch” strategies and activities understood, documented and incorporated into ACCES operations 2. New “personal touch” strategies developed that provide increased financial and good will benefits 3. New communication initiatives take place regularly 	<ol style="list-style-type: none"> 1. Review newsletter to strategically make it part of the “personal touch” of ACCES 2. Send personal thank you notes to all “event” donors with their tax receipt 3. Recognize donor contributions with appropriate project specific information on receipt by automating Goldmine fields 4. One open event for donors commemorating 15 year anniversary 5. Develop 4 additional strategies for “personal touch” components 6. Develop 2 new communication strategies