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Registered Charity Number 1116952

## Village by Village Strategic Plan – Three Years – 5/6/08

Village by Village is reducing poverty in rural communities in Africa. The charity is a small organisation with one full-time member of staff and many volunteers. After 18 months in operation, the charity's board and CEO are keen to explore all the elements of a strategic plan, and finalize the core programs and activities. Here are the results.

### **Vision...**

is of a rural Africa where village communities have access to the basic facilities we in the developed world take for granted.

### **Mission...**

is to improve the lives of people living in poverty, in 100 rural Ghanaian villages by 2016, through collaboration and sustainability.

### **Our core values...**

Collaboration  
Cost efficiency  
Sustainability

# Goal One:

People living in rural villages in Ghana should have clean water & sanitation

**Objective #1:** Dig wells in rural villages without clean water

Strategy:

- Employ a local "Project Officer" to locate villages within practical reach of Gboloo Kofi without easy access to clean water.
- Liaise with the District Assembly to ascertain which villages have unsuccessfully approached the assembly for a well.
- Consult and mobilise the village community to locate and dig a 40 ft. hole, collect sand and stones.
- Bring 'Gapmonth' volunteers to help dig the wells.
- Subcontract an experienced local builder to line the hole and cap the well.
- Train two village "Pump Champions" to replace and fix the hand pump if it breaks.
- Conduct a culture and wellbeing audit before and after completion of well in a village.

\*KPI/Measure: On average there is a need for us to construct one well in every three villages we work in. Therefore if we plan to support 100 villages by 2016 we need to construct 35 wells at the rate set in the operations schedule (Appendix A)

**Objective #2:** Build toilets in rural villages without sanitation

Strategy:

- Employ a local "Project Officer" to locate villages in the surrounding area of Gboloo Kofi without working VIP latrines.
- Liaise with the District Assembly to ascertain which villages have unsuccessfully approached the assembly for toilets.
- Consult and mobilize individual community households to locate and dig an 8 ft. hole and purchase one bag of cement.
- Subcontract an experienced local builder to line the hole and build a block out house – VIP latrine.
- Use 'Gapmonth' volunteers/Project Officer to provide education & training for village partners on basic sanitation practices.
- Conduct a culture and well being audit before and after completion of VIP latrines in a village.

KPI/Measure: On average we need to construct 20 VIP latrines in each village we work in. Therefore if we plan to support 100 villages by 2016 we need to construct 2000 latrines at the rate set in the operations schedule (appendix A)

# Goal Two:

People living in rural villages in Ghana should be able to access education for their children

**Objective #1:** Work in partnership with parents whose children do not attend school to find a sustainable solution to getting those children into school

Strategy:

- Employ a local "Project Officer" to identify parents that currently do not send their children to school because of the reasons of poverty.
- In exchange for a commitment fee of 2 Ghana cedis per child per year we purchase and supply:
  - Shoes
  - Uniform
  - Pens
  - Books
  - School Bag
- Using 'Gapmonth' volunteers, consult with the families who will be receiving scholarships to identify sustainable forms of income to continue their child's education after the initial years scholarship
- Develop a basic business plan to ensure the business's viability
- Arrange meetings to develop individual business ideas
- Introduce other agencies (micro finance etc) that would be available to support possible business startups.
- Conduct a culture and well being audit before and after the start of the scholarship program.

KPI/Measure: We can offer 10 scholarships for one year up to JSS level\* in each village we work in. Therefore if we plan to support 100 villages by 2016 we need to offer 1000 scholarships at the rate set in the operations schedule (appendix A)

# Goal Three:

Involve people in the organisation whose belief is in the vision and not only the remuneration

**Objective #1:** Ensure volunteers are fully integrated in the organisation

Strategy:

- Only employ one full time member of staff in the UK
- Make sure everyone knows and understands why we have this policy
- Include this policy in volunteer induction information

KPI/Measure: At all times there should only be one full time employed member of staff in the UK. This should be confirmed annually at the AGM

**Objective #2:** Actively recruit, recognise, involve and reward volunteers at all levels of the organisation

Strategy:

- Communicate with returning 'Gapmonth' volunteers via e-newsletters updates and ask them to recruit new volunteers on their return to UK.
- To retain volunteers, offer an event that all volunteers are invited to and celebrate Village by Village's achievements e.g. "The May Ball"
- Create press and PR opportunities to raise awareness of our activities but always include a section requesting more volunteers.
- If planned trips to Ghana are not full allow former 'Gapmonth' volunteers to attend without having to fundraise £850 but would have to cover their own food and transport costs whilst in-country
- On the back of business cards print a request for volunteers
- Advertise on VbyV's vehicles requesting volunteers
- Promote via the internet our need for volunteers
- Promote we are run by volunteers to encourage others to volunteer
- If and when we get funding for session workers ensure volunteers are encouraged to apply for these paid roles
- Create a timetable of events in the UK to attend through the UK summer which will promote the charity and the need for volunteers
- In country volunteers should be asked to complete a leavers survey
- UK volunteers should be surveyed once a year at the annual May Ball

KPI/Measure: Conduct a survey of volunteers that measures the number of volunteers feeling recognised, involved and rewarded. This should be checked annually at the AGM.

# Goal Four:

Secure funds from a diverse and sustainable range of funding sources

**Objective #1:** Recruit volunteers who want to go out to Africa under the protection of the charity in exchange for a direct unreserved donation of £850 (+gift aid) to Village by Village

Strategy:

- Create and develop the 'Gapmonth' website and menu of opportunities
- Advertise the website and the request for 'Gapmonth' volunteers on VbyV vehicles.
- Attempt to recruit Ewan McGregor as Honorary President (or celebrity endorsement) and through increased positive public relations, exposure raise awareness of 'Gapmonth' and increase volunteer numbers and revenue.
- Collect a donation of £850 (+gift aid) off each volunteer
- Ensure the safety of the volunteers whilst in country through risk assessments
- Create a 2 year timetable of dates for volunteers to choose from
- Create a calendar of events VbyV can attend with smart car
- Create links with educators of 16-18 year olds
- Request returning 'Gapmonth' volunteers do presentations at schools etc.
- Recruit and support trustees with an effective mix of skills, training and expertise to maintain the organisational efficiency of the charity

KPI/Measure: Over the next three years recruited 83 volunteers (at the rate set in the operations schedule appendix A) and therefore generate £83k.

**Objective #2:** Get UK/Irish schools to twin with rural Ghanaian schools in poor villages. Create a school-twinning scheme that will fundraise a £1,000 donation per year and will send 10 children in Ghana to school.

Strategy:

- Transform the relationship between the world's richest and poorest school children
- Identify what type of school we want to target: Six Forms, High Schools etc.
- Locate 100 UK/Irish schools willing to participate in a school-twinning scheme through teacher introducing teacher marketing

- Produce a template DVD of each village supported by a school; interviews with the scholarship children before and after – with the Head Masters etc
- Create and develop a section on the Village by Village website
- Create a menu of activities schools can engage in to create understanding of the issues facing children in poverty whilst raising funds for the charity
- Create a school starter pack and introduction flyers
- Network to teachers who we have been referred to by a colleague
- Focus on The North West, South Shropshire and Worcestershire
- Recruit volunteers to run half day activities at participating schools
- Use the scheme as an early adoption of 'Gapmonth' volunteers

KPI/Measure: Successfully develop & deliver 17 school-twinning schemes by 2011 raising over £17k (at the rate set in the operations schedule appendix A)

**Objective #3:** Identify potential grant sources and write grant applications

Strategy:

- Recruit a volunteer specialist to help locate possible funders
- Recruit a volunteer specialist to write funding bid
- Create each of our objectives as stand alone funding opportunities with a fixed budget and outcomes:
  - Building toilets
  - Digging wells
  - Scholarships for children living in poverty
  - Actively recruit, recognise, involve & reward volunteers
  - Recruit volunteers who could benefit from going out to Africa
  - School-twinning scheme
- Write outline brief and for

KPI/Measure: Each year select two of the above objectives to secure funding for. Locate ten possible funding sources. Write ten bids per objectives.

## **Activities...**

### Core Programs x 3

1. Digging 7 wells by 2011
2. Construction of 340 VIP latrine by 2011
3. Scholarship for 170 children by 2011

### Building Projects x 4

1. Completion of an information centre in Gboloo Kofi
2. Completion of a volunteer bunkhouse in Gboloo Kofi
3. Completion of a library in Gboloo Kofi
4. Construction of a second locally built volunteer bunkhouse in Gboloo Kofi

### Fundraising Campaigns x 4

1. Recruit 87 new 'Gapmonth' volunteers in the next three years
2. Recruit of 3 high value donors to go to Ghana - millionaires month
3. Successfully bid write to raise £100,000 in the next three years
4. Successfully develop & deliver 17 school-twinning schemes by 2011
5. Promotion of phones for cement through PR and the internet
6. Annual promotion of Christmas card sales
7. Annual promotion of [toiletsrus.org.uk](http://toiletsrus.org.uk) through PR and the internet
8. Develop Village by Village ".ie", sister charity in Ireland

### Special initiatives x 2

1. Provide eye glasses for the village of Gboloo Kofi in 2008
2. Recruit Ewan McGregor and generate positive press for 'Gapmonth'
3. Support the driving of two Land Rovers down to Ghana Aug 09
4. Solar panelled computer lab @ Gboloo Kofi school
5. Paul Broom's friends trip

## Implementation & Evaluation

On the following dates, each year

- 31<sup>st</sup> Dec
- 31<sup>st</sup> May
- At the AGM (Sept/Oct)

An “Operational Achievements Sheet” will be distributed to the Trustees and key members of the management team

The Operational Achievements Sheet will show the targets and actual outcomes

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Definitions as pertaining to Village by Village...

Collaboration = Partnerships with local communities, with other local and international NGOs/charities

Cost efficiency = Networking, good value, cost effective ingenuity, efficient use of local resources, accountability, transparency, highest impact for lowest cost

Sustainability = Longevity, empowerment, community ownership

JSS level\* = Junior Secondary School program in Ghana’s School System

KPI\* = Key Performance Indicators