

Schools for the Children of the World [SCW] Strategic Plan 2008-2012

SCW Mission Statement

The mission of SCW is to empower children in developing countries through the provision of new school facilities and educational opportunities.

This mission will be accomplished through partnerships with local communities and supporting organizations to create quality learning environments that are safe, healthy, secure and educationally adequate.

Belief Statements/Values

- All children in the poorest developing countries should have the opportunity to attend school
- The quality of the school facility can have a positive impact on learning
- Schools should be a safe, secure and healthy environment
- Schools should serve as the center of the community
- School facilities should be developed through partnerships with the local community and other organizations
- Empowering local communities creates ownership and sustainable solutions
- The cultures of others are to be respected
- Education is the driver to:
 - Economic development
 - Advancing as a society
 - Individual, community and national sustainment
 - Eradicating poverty
- We do not believe in a handout mentality but in partnerships and enabling others to reach their potential.
- Hope inspires action

Strengths/Weaknesses/Opportunities/Threats

Strengths

- Planning & design skills
- Commitment to work with developing countries
- Goal driven
- Experience
- Altruistic values
- Leadership
- Community based approach
- Empowering local organizations
- Quality product [school facilities]

Weaknesses

- Size of the organization
- Language barriers
- Diversity
- Level of funding
- Local presence in countries other than Honduras
- Brand awareness: name recognition

Opportunities

- Expand/achieve more
- Central & South America
- Africa
- SE Asia, India, Nepal, Philippines, Pakistan
- Reducing inequalities
- Partnership with non-profit trade organizations
- Harness funds [i.e. grants, World Bank, etc.]
- Partners with other NGOs

Threats

- Spreading too thin
- Dependency on key personnel
- Political instability/turnover of governments in developing countries

Fundamental Principals

For SCW Project Development

- Demonstrated Need
 - Poor conditions
 - Lack of space [no schools or overcrowded]
- Targeted locations
- Qualified/dependable project manager
- Committed partners
 - Community
 - Local government
 - National
 - Other NGOs
- Local logistical support
- Apply SCW design and construction standards
- Shared financial support
- Financial transparency

Goals and Strategies/Areas of Focus

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|-----------------------|
| Five Year Plan |
|-----------------------|

1. Expand activities in Honduras

- a. Local community partnership projects
 - i. Two new schools per year
 - ii. 10 renovation projects per year
- b. Assist in making Santa Cruz a model Municipio in Honduras
 - i. 5 year plan
 - ii. Partnership with the Municipio
- c. Impacting the development of school facilities at the national level
 - i. Provide technical assistance
 - ii. Conduct workshops
- d. Supporting SCW: Honduras
 - i. Technical support
 - ii. Financial support
- e. Working in partnership with Heart to Honduras and other non-profit organizations which have common goals and can provide logistical support.

2. Expand projects to other Central and South American Countries

- a. Identify partners [companies, school/church partners, other NGOs]
- b. Ramp up activities
 - i. Pilot/demonstration projects
 - ii. Identify/develop local-in country support systems

4. Explore opportunities in Africa, India, Nepal, Pakistan and countries where we are called to assist.

- a. Identify interested individuals and organizations
- b. Conduct fact-finding trips
- c. Determine the most appropriate form of service [i.e. technical assistance-planning & design or full project implementation.
- d. Develop and implement pilot/demonstration projects

5. Provide opportunities for volunteerism

- a. Conduct a minimum of two education team trips to Honduras annually
- b. Begin education team trips to Africa beginning in 2009
- c. Encourage planning, design and construction firms and individuals to contribute their time, talents and resources.
- d. Encourage lay persons, church groups, schools and other non-profit organizations to be involved in SCW.

Goals and Strategies/Areas of Focus

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6. **Create dynamic partnerships to jointly develop projects with**
 - a. Private companies
 - b. International funding sources [UN, World Bank, BID, etc]
 - c. Professional associations (CEFPI, AIA, UIA, etc.)
 - d. Local foundations
 - e. Schools and Churches
 - f. Service organizations [i.e. Rotary Clubs, Kiwanis, etc.]

7. **Develop the Fundraising capacity of SCW to support the mission and activities of the organization [see fundraising strategies]**
 - a. Develop a donor recognition program
 - b. Hire a development manager
 - c. Develop and implement a fundraising campaign
 - i. Grants
 - ii. Corporations
 - iii. Individuals
 - d. Conduct regional fundraising activities [i.e. receptions, events]
 - i. Houston
 - ii. Chicago
 - iii. Columbus
 - iv. Washington DC

8. **Improve Internal and External Communications**
 - a. Semi-annual newsletter
 - b. Donor communication
 - c. Expand and improve the SCW web site
 - d. Conduct quarterly SCW Board meetings

9. **Foster the Development a Worldwide Network of SCW Affiliate Organizations**
 - a. Develop a collaborative framework for SCW organizations
 - i. Shared mission statement
 - ii. Common graphics
 - iii. One web-site portal
 - iv. Joint projects
 - b. Assist in the creation of future SCW chapter organizations as operations expand to new developing countries and as additional developed countries become involved.

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10. Establish the Support Operations to Sustain the Organization

- a. Provide appropriate staffing levels
 - i. Executive Director
 - ii. Accounting
 - iii. Fundraising manager
- b. Planning and management support in countries where projects are being implemented.
- c. Adequate housing for operations
- d. Ongoing fundraisings systems

SCW School Projects 2008-2012

The following are the proposed projects for SCW for the next five years. This would be accomplished not only through the United States operations but all SCW operations collectively.

| | Location | School Projects |
|------|-----------------|-----------------|
| 2008 | Honduras | 8-10 |
| | Africa | 2-3 |
| 2009 | Honduras | 10-15 |
| | Central America | 1-2 |
| | Africa | 2-4 |
| 2010 | Honduras | 10-15 |
| | Central America | 2-4 |
| | Africa | 2-4 |
| | India/Nepal | 1 |
| 2011 | Honduras | 10-15 |
| | Central America | 4-6 |
| | Africa | 4-6 |
| | India/Nepal | 2-4 |
| 2012 | Honduras | 10-15 |
| | Central America | 6-8 |
| | Africa | 6-8 |
| | India/Nepal | 2-4 |
| | TBD | 1-2 |
| | TBD | 1-2 |

SCW Organizational Structure

SCW is an umbrella organization with independent affiliates. Affiliate organizations are being developed to foster greater support in their respective countries and to meet the requirements for non-profit and charity organizations.

All SCW organizations share the same basic mission; however each national SCW is an independent organization.

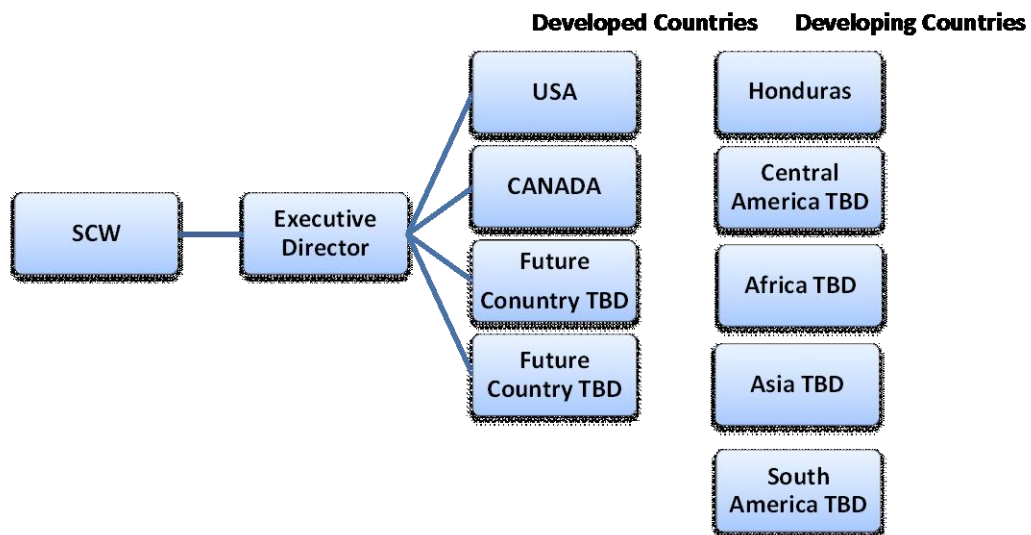
SCW organizations will:

- Have a common mission statement
- Share in the same belief statements
- Use common graphics [logo]
- Use the same Web portal
- Collaborate on projects where there is mutual agreement

Future joint considerations may include:

- Joint staffing
- Newsletters
- Other developments as the boards of the respective individual organizations agree

SCW Organizational Structure



Fundraising

It is proposed that funding for projects will be derived from a variety of sources.

- Individuals Contributions
- Corporate Contributions
- Foundation and Government Grants
- Donated Materials and Services

Most school projects are to be funded on a partnership basis where cash and in-kind contributions from developed countries are matched with cash and in-kind contributions from local communities, local governments and other developing country private, NGO and government sources.

There are three basic methods for funding projects.

1. SCW Funds Entire Project

Certain renovation or small projects implemented by SCW travel teams. SCW will buy the materials and supplies and provide the volunteer labor. Even in this situation, the local community will often provide volunteer labor as well. Examples: Honduras SCW team trip renovation projects.

2. SCW Jointly Funded Project

This is a typical partnership arrangement where SCW provides approximately 50% of the resources. These resources are matched with approximately 50% from the local government, local community and other in country government/NGO organizations. Examples: Pena Blanca, Arusha, Bambu, Panacam.

3. SCW Technical Assistance Only

Some SCW projects will be technical assistance only. Where SCW provides planning and design services and other organizations provide the funds for the actual construction. Example: Zambia school project which was designed by SCW and is being built by a Rotary Club. Other Examples: Brian White handicapped accessibility projects, Nigeria facility assessment project.