



SAVE A LIFE

Save A Life's 2021 -
2022 Strategic Plan



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Preface

It is with great pleasure that we present to you Save A Life's (SAL) first ever Strategic Plan. The Strategic Plan will run over a two-year period from 2021 to 2022. This Strategic Plan has been put together after several internal consultative meetings, brainstorming sessions, and desktop research by the SAL Team.

Due to a constant spike in poverty levels, high youth unemployment rates, low literacy levels and many spiritually lost and vulnerable souls, particularly in developing countries, it was deemed fit that a vehicle to help bridge the gap between the privileged and disadvantaged in society be established. That is 'why' and 'how' SAL was formed.

A study by the Pew Research Center in Washington, D.C. estimates that Islam will grow faster than any other major religion over the next three decades by 2050, albeit Christianity will remain the largest religious group. Growth projections for Christianity and Islam stand at 73 percent and 35 percent respectively by the year 2050¹.

With regard to poverty and hunger alleviation; health and education, research studies by the United Nations Development Programme (UNDP) have found that 6 million children die every year before their fifth birthday due to health related causes. Further studies have shown that more than 800 million people around the world still live on less than \$1.25 a day. Additionally, it stated that nearly 1 in 9 people on our planet goes to bed hungry every night. As far as education is concerned, studies by the UNDP have found that poverty, armed conflict and other emergencies are some of the leading causes preventing children from attaining an education. On a brighter note, findings have shown that the current enrolment rate of school going children in developing nations sits at around 91 percent.²

We have set extremely high objectives which we hope to achieve over the duration of this Strategic Plan. Hence forth, as a Christocentric Organisation, we believe that nothing is impossible with God. We hope to make a difference in the lives of those around us

¹ Pew Research Center, 2015

² United Nations Sustainable Development Goals (UNDP), 2015

through the overly ambitious targets we have set. This will of course be made easier with the unrivalled support that all our stakeholders will provide us with. SAL is made up of a team of exceptionally gifted and committed individuals who are willing to bring their God-given talents and skills to the table to make a difference in people's lives.

Victor A. Kanyama (Co-Founder)

Inutu N. Kanyama (Co-Founder & Coordinator)



Abbreviations and Acronyms

BSC	Balanced Scorecard
CB	Coordinator Benevolence
CC	Chief Coordinator
D.C.	District of Columbia
CCO	Coordinator Communications & Operations
CEE	Coordinator Education & Empowerment
CF	Coordinator Finance
CO	Coordinator Outreach
ICT	Information and Communication Technology
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
SAL	Save A Life
SEC	Strategy Execution Committee
SDT	Service Delivery Target
SO	Strategic Objective
SP	Strategic Plan
SR	Strategic Result
SWOC	Strengths, Weaknesses, Opportunities and Challenges/Threats
UNDP	United Nations Development Programme
ZMW	Zambian Kwacha

Executive Summary

This Strategic Plan, the first of its kind provides Save A Life (SAL) with vibrant strategic direction. Furthermore, it positions it as an organisation that endeavours to better the lives of people through outreach, benevolence as well as education and empowerment. The plan will also serve as a roadmap to realise SAL's mandate over the Strategic Plan period from 2021 to 2022 and will be implemented on a rolling basis. Therefore, emergent strategies, new and unforeseen environmental threats will be accommodated through annual and midterm reviews. This Strategic Plan was developed through an internal consultative process backed by desktop research and brainstorming sessions. It was further established using the Balanced Scorecard (BSC) methodology. The following Vision and Mission statements inspire the direction SAL wants to take:

Mission

To transform lives of the disadvantaged in society through the gospel, benevolence, and human empowerment.

Vision

A beacon of outreach, benevolence, and empowerment worldwide.

Core Values

Our values help us stay true to our vision in terms of decisions making and form the basis on how we interact with all our stakeholders. The following are our core values coined in the acronym 'SERVICE.'

Selflessness | Ethics | Responsibility | Versatility | Innovation | Cooperation | Empowerment

SAL will focus on four Strategic Pillars and eight Strategic Results, with a total of fourteen (14) Strategic Objectives and twenty (20) Strategic Initiatives to be achieved at the end of

the Plan period. The Strategic results are the means through which SAL will achieve progress under the strategic pillars. The strategic pillars with their respective SRs and Strategic Objectives are as given in the strategy house below:

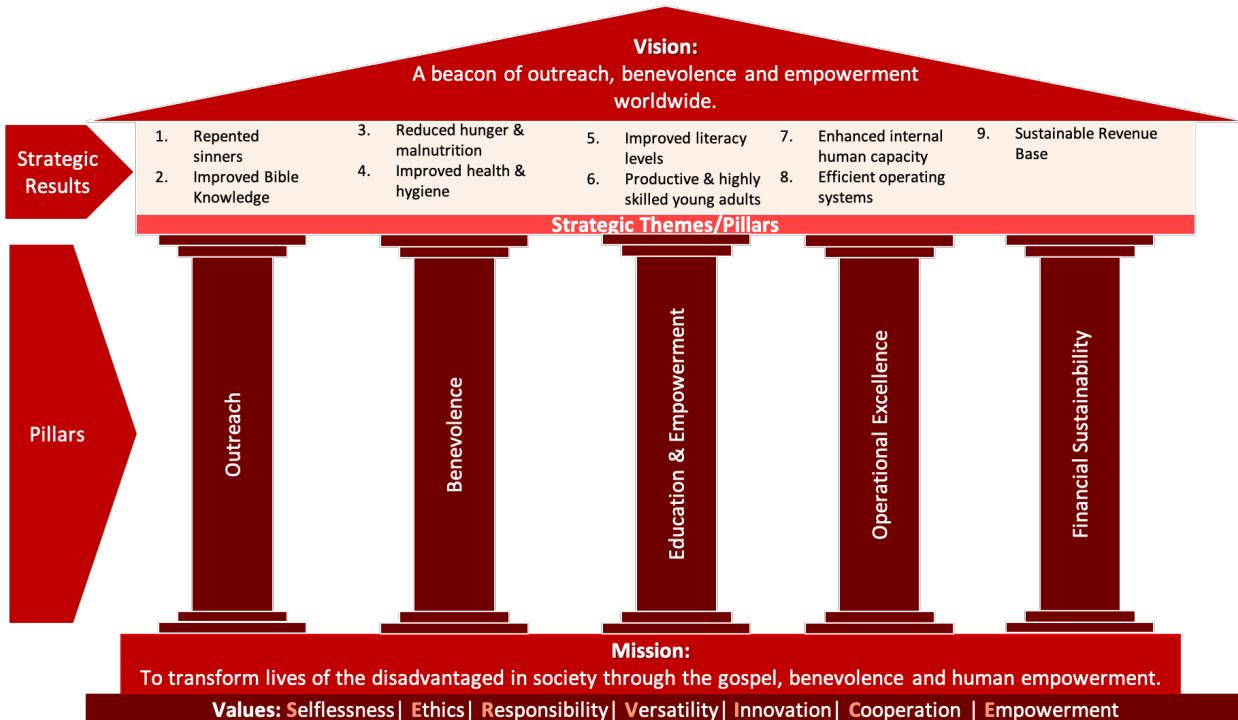


Figure 1: SAL Strategy House

To assist in tracking the progress during the implementation of the Strategic Plan, an implementation matrix has been developed. It details the specific objectives, initiatives, activities, Service Delivery Target (SDTs) and Key Performance Indicator (KPIs).

The total cost for the Plan is an estimated K40,966. Based on the Strategy crafted, a revised organizational structure has been developed to further enhance SAL's strategic direction.

Chapter I

Background



1. Introduction

1.1. Who are we?

Save A Life (SAL) is a non-for-profit, Christocentric initiative whose concept was birthed in February of 2017. The Initiative's main objective is to bridge the gap between the privileged and disadvantaged in society. This is to be achieved through outreach, benevolence, and human empowerment. Below is an illustration of our three key pillars:



Outreach

The aim here is to reach out to as many people as possible in our communities and the world at large, through the Gospel of Jesus Christ.



Benevolence

Making an impact through charitable works or donations is the objective of this pillar. This may include dishing out of food supplies, clothes, agriculture inputs, etc.



Education & Empowerment

'Give a man a fish and you feed him for a day. Teach a man how to fish and you feed him for a lifetime. Education is widely considered as the best tool or gift one could ever be given. It is through education and empowerment, coupled with relevant life skills, that SAL aims to make a difference in people's lives.'

SAL is committed to investing its expertise and resources in order to further achieve its cause. At SAL, success is not measured by monetary size, but by the impact created through combined effort in contributing to the communities it serves.

1.2. SWOC Analysis

Below is a summary of SAL's internal strengths and weaknesses and the opportunities and threats in the external environment.

SWOC Analysis Table

SWOC	Stakeholder Perspective	Internal Business Processes Perspective	Organizational Capacity Perspective	Financial Perspective
Strength (Helpful to achieving Objectives) Attributes of SAL)	1. Large untapped clientele base with strong willingness to learn and contribute to society	1. Virtual Communication already in place 2. Availability of ICTs for communication	1. Highly skilled and gifted team	1. Willingness to contribute by team members
Weakness Attributes SAL (Harmful to achieving Objectives)	1. Few established partnerships 2. Not many people reached out to	1. Partly established administration and operating policies or manuals	1. Inexistence of physical office establishment 2. Few committed volunteers	1. Lack of adequate funding for projects
Opportunity (Helpful to achieving Objectives) (Attributes of the environment)	1. Partnerships 2. Growth of clientele base	1. Development of internal policies 2. Purchasing of relevant ICT systems and software	1. Recruitment of staff and volunteers 2. Purchase, build or rent establishment (hub)	2. Growth of fund base for sustainability
Challenges (Attributes of the environment) (Harmful to achieving Objectives)	1. Resistance and rebellion 2. Slow buy-in and market penetration	1. System failure 2. Slow adaptability to policies	1. Volunteer attrition	1. Slow fund growth 2. Funding reluctance from contributors

1.3. Stakeholders

Stakeholder engagement is a critical part of an organisation's success story. Below is a summary of SAL's stakeholders:

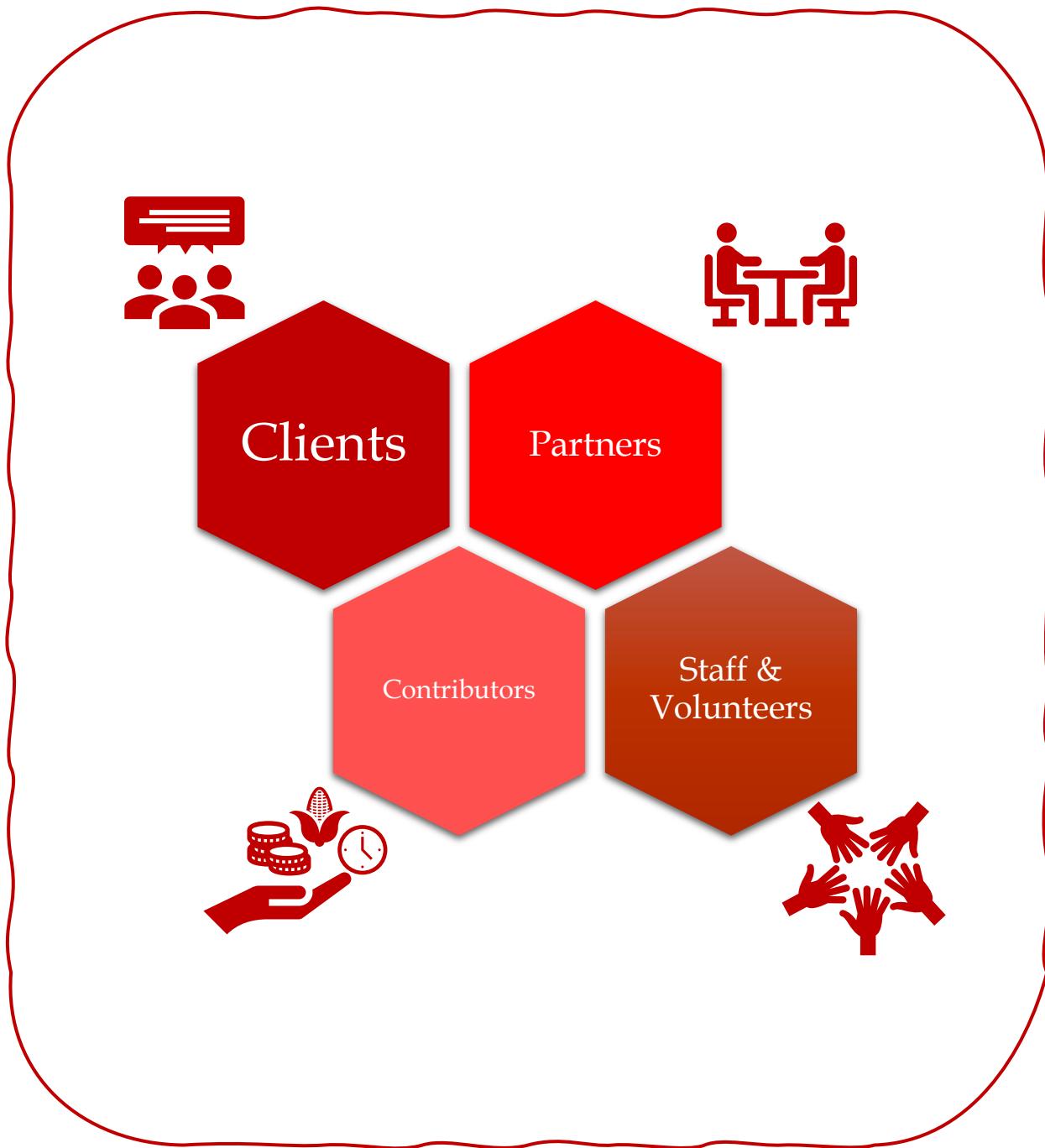


Figure 2: SAL Stakeholder Clusters

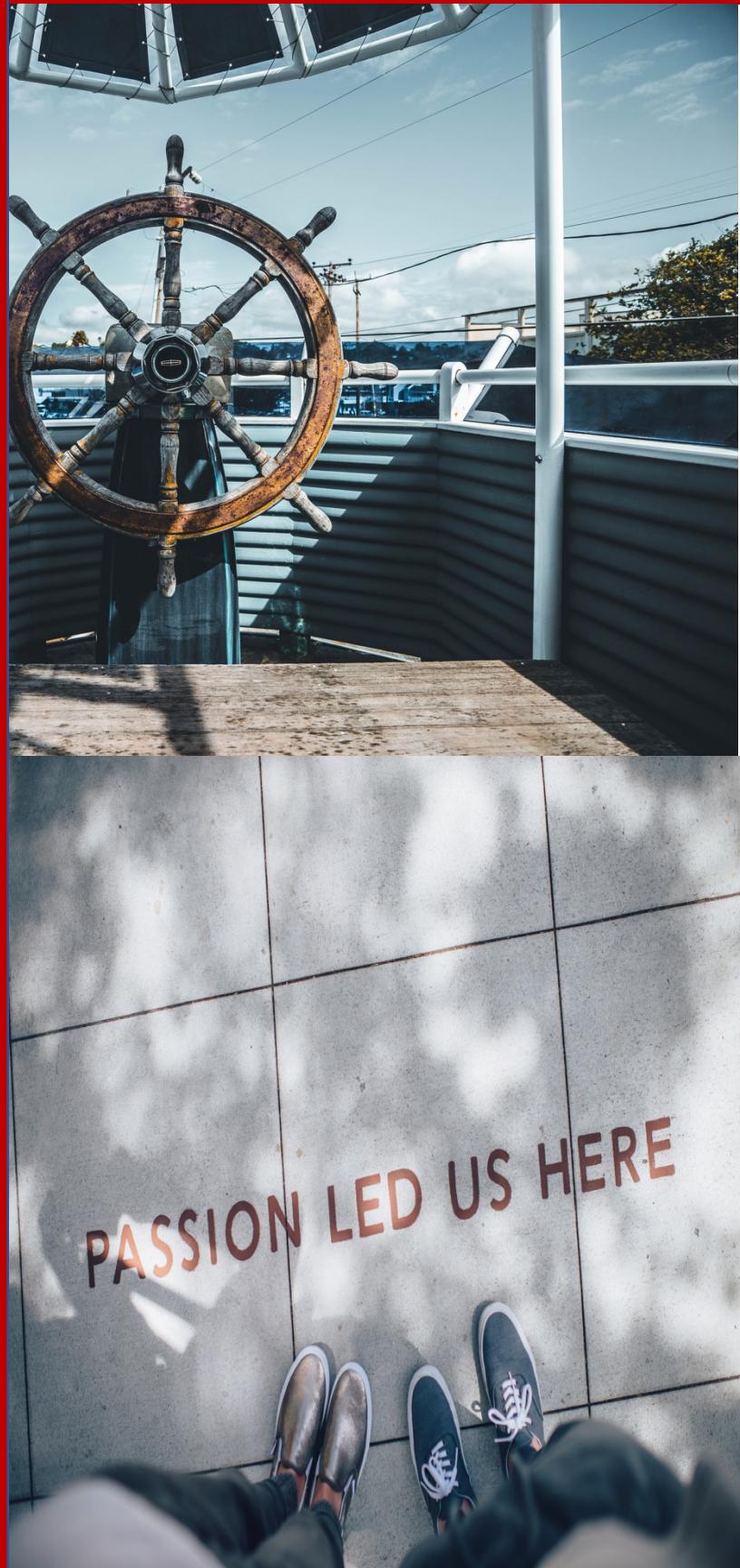
1.4. Strategic Issues

Through brainstorming sessions and desktop research, several strategic issues were identified. The table below clusters and provides analysis of the strategic issues which are grouped into five (5) strategic themes and aligned to the Balanced Scorecard perspectives as captured in the Strategy Map in section 2.

Emerging Themes	Cluster of Strategic Issues
Outreach	<ul style="list-style-type: none">• Flawed and/or no knowledge of the Gospel• Spiritually deficient people• Rising mental helath rates
Benevolence	<ul style="list-style-type: none">• Low literacy rates• High poverty rate• Natural disasters• Poor health and hygiene standards
Education & Empowerment	<ul style="list-style-type: none">• High youth unemployment rates• Increasing crime rates• Rising level of street kids
Operational Excellence	<ul style="list-style-type: none">• Need for standardised administrative and operating policies• Need for additional support in terms of numbers and competencies
Financial Sustainability	<ul style="list-style-type: none">• Need for adequate funding stream to run Initiative

Chapter II

Strategic Direction



2. Strategic Direction

2.1. Mission

To transform lives of the disadvantaged in society through the gospel, benevolence, and human empowerment.

2.2. Vision

A beacon of outreach, benevolence, and empowerment worldwide.

2.3. Core Values

Our values help us stay true to our vision in terms of decision making and form the basis on how we interact with all our stakeholders. The following are our core values coined under the acronym '**SERVICE**:

Selflessness – Putting the needs of others before our own is what SAL strongly upholds.

Ethics – SAL holds respect for moral principles in extremely high regard.

Responsibility – Everyone at SAL is accountable for every duty they are presented with as much as they are of their own actions.

Versatility – To be part of SAL means being agile and flexible enough to do almost anything as and when required.

Innovation – Coming up with new ideas of making life simple and better makes you an ideal SAL fellow.

Cooperation – Teamwork is at the very core of SAL. Like the saying goes, "*Teamwork makes the dream work!*"

Empowerment – SAL is all about making a difference in people's lives by empowering them with relevant life skills.

2.4. Strategic Pillars

On the basis of the distilled issues from the strategic issues (section 1), five (5) strategic pillars emerged that we believe collectively create value and contribute to the realization of SAL's vision. These strategic pillars represent deliberate strategic directional decisions made by SAL by focusing on key Strategic Results (SRs) that SAL must achieve to ultimately achieve its vision. In developing the strategic pillars, we considered other strategic elements that include the aforementioned strategic issues. The five (5) pillars that emerged out of the process were:

2.4.1 Outreach

The aim here is to reach out to as many people as possible in our communities and the world at large, through the Gospel of Jesus Christ.

2.4.2 Benevolence

Making an impact through charitable works or donations is the objective of this pillar. This may include dishing out of food supplies, clothes, agriculture inputs, etc.

2.4.3 Education and Empowerment

'Give a man a fish and you feed him for a day. Teach a man how to fish and you feed him for a lifetime. Education is widely considered as the best tool or gift one could ever be given. It is through education and empowerment, coupled with relevant life skills, that SAL aims to make a difference in people's lives.

2.4.4 Financial Sustainability & Operational Excellence

Critical to the success of SAL will be the development and implementation of efficient and effective systems of operation in addition to hardworking and committed volunteers.

2.4.5 Financial Sustainability

For SAL to function well and successfully meet its targets, it needs to have adequate financial resources in place and manage them prudently.

The Strategic Pillars with their respective Strategic Results, Strategic Objectives and Strategic Initiatives are as given in the figure below:

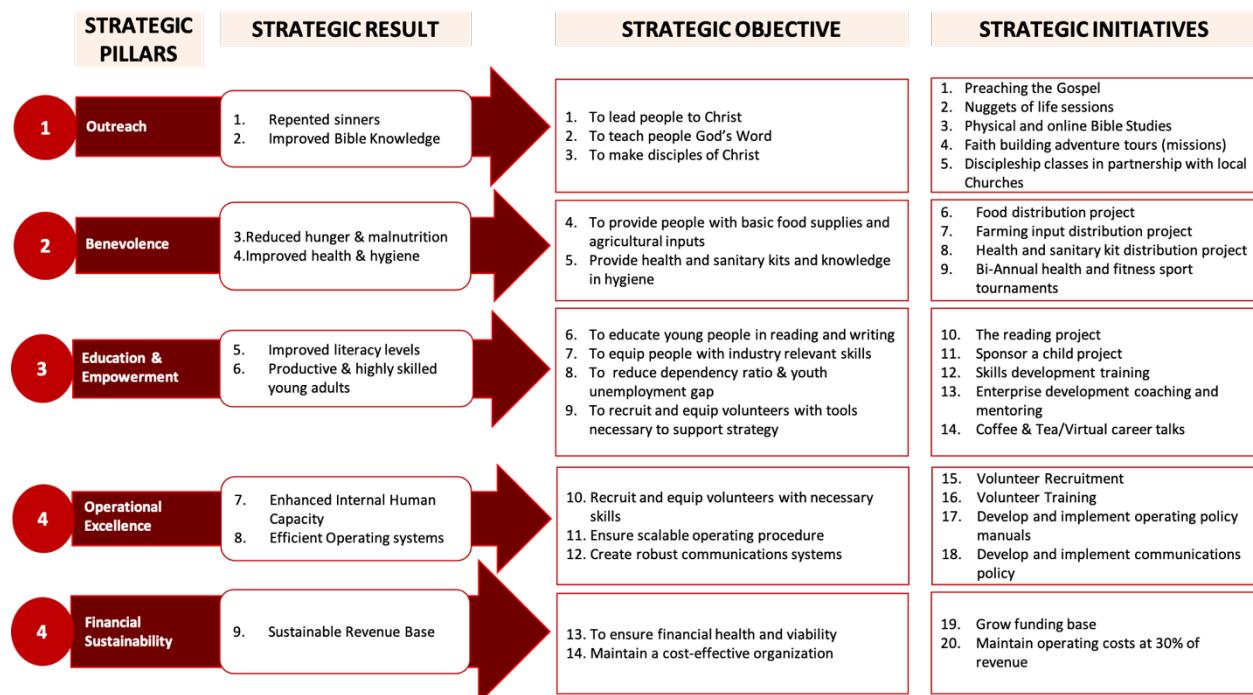


Figure 3: Pillars, Strategic Results, Objectives & Initiatives

2.5. Strategy Map

The SAL Strategy Map demonstrates the value generation chain through the identified linkages between Strategic Objectives. It is a communication tool and a visual representation of SAL's Strategy. The map also shows all areas of growth and productivity that SAL needs to pursue to attain the desired Strategic Results. The related strategic themes are consolidated to derive Strategic Objectives as shown in the Strategy Map below:

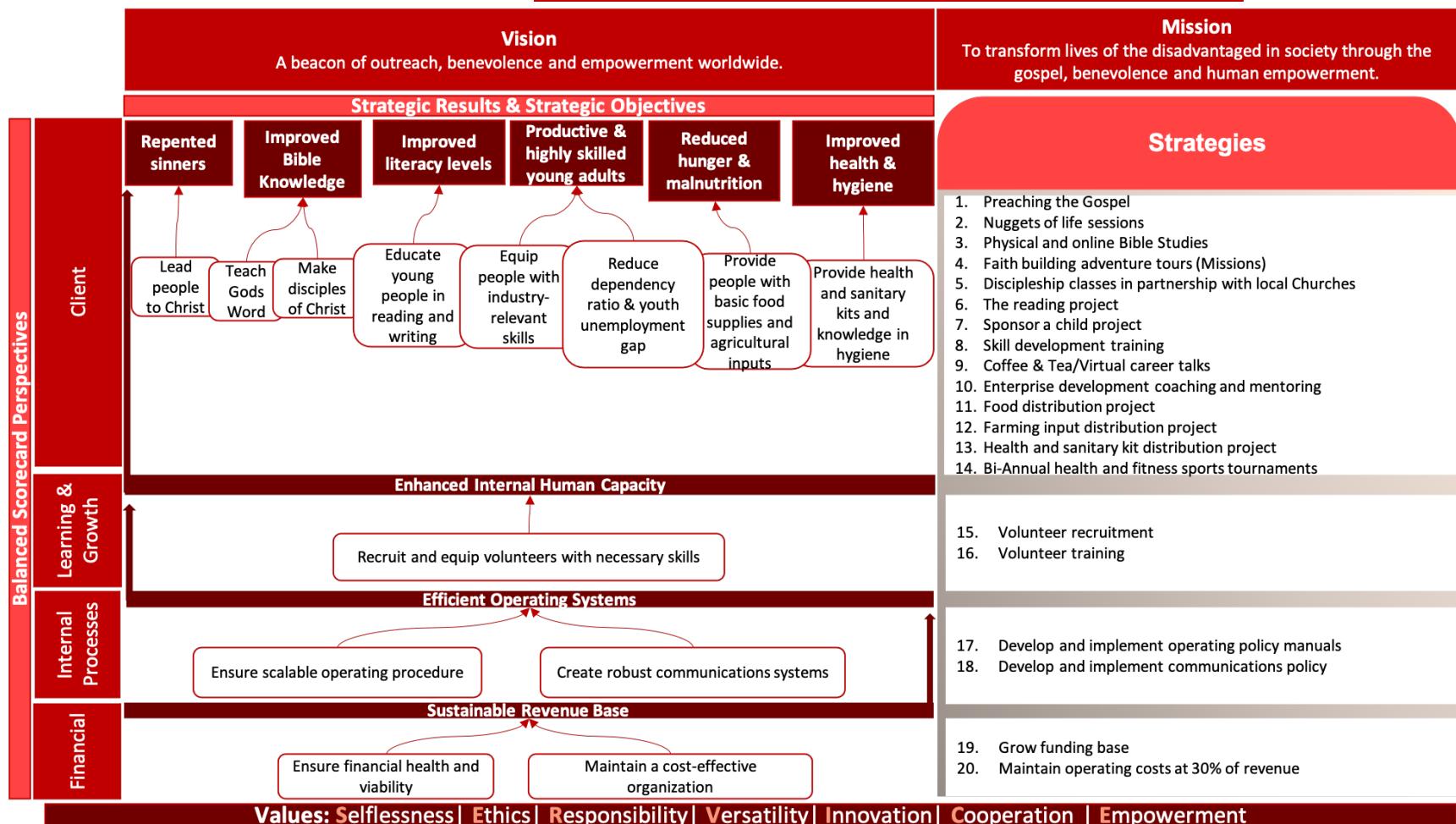


Figure 4: Strategy Map

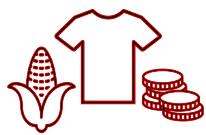
2.6. Pillars, Strategic Results & Objectives

The Strategy Map above demonstrates how the strategic elements within the four perspectives of stakeholder (client), financial, internal business process, and organizational capacity link with the SRs. A total of nine (9) Strategic Results will be pursued in this Plan period. These are major outcomes and impact areas for which SAL will be held responsible and accountable. There are fourteen (14) Strategic Objectives, which are medium to long term performance targets that the Organisation intends to achieve in relation to nine (9) SRs highlighted above. These are re-addressed below:



Outreach

Strategic Results	Strategic Objectives	Strategies
Repented sinners	To lead people to Christ	Preaching the Gospel
	To teach people God's Word	Nuggets of life sessions Physical & online Bible studies Faith building adventure tours (missions)
Improved Bible knowledge	To make disciples of Christ	Discipleship classes in partnership with local Churches



Benevolence

Strategic Results	Strategic Objectives	Strategies
Reduced hunger & malnutrition	To provide people with basic food supplies and agricultural inputs	Food distribution project Farming input distribution project
Improved health & hygiene	Provide health and sanitary kits and knowledge in hygiene	Health and sanitary kit distribution project Bi-Annual health and fitness sports tournaments



Education & Empowerment

Strategic Results	Strategic Objectives	Strategies
Improved literacy levels	To educate young people in reading and writing	The reading project Sponsor a child project
Productive & highly skilled young adults	To equip people with industry relevant skills To reduce dependency ratio & youth unemployment gap	Skill development training Coffee & Tea/Virtual career talks Enterprise development coaching and mentoring



Operational Excellence

Strategic Results	Strategic Objectives	Strategies
Enhanced internal human capacity	To recruit and equip volunteers with necessary skills	Volunteer recruitment
		Volunteer training
Efficient operating systems	Ensure scalable operating procedure	Develop and implement operating policy manuals
	Create robust communications systems	Develop and implement communications policy



Financial Sustainability

Strategic Results	Strategic Objectives	Strategies
Sustainable revenue base	To ensure financial health and viability	Grow funding base
	Maintain a cost-effective organization	Maintain operating costs at 30% of revenue

2.7. Organisational Scorecard

The Scorecard shows the areas of improvement that we shall emphasize in order to address the concerns that were identified through desktop research and brainstorm sessions. It also puts forward strategic initiatives that SAL shall implement in order to tap into the strengths and opportunities that were identified through the same process. Below is an illustration of the Organisational Scorecard:

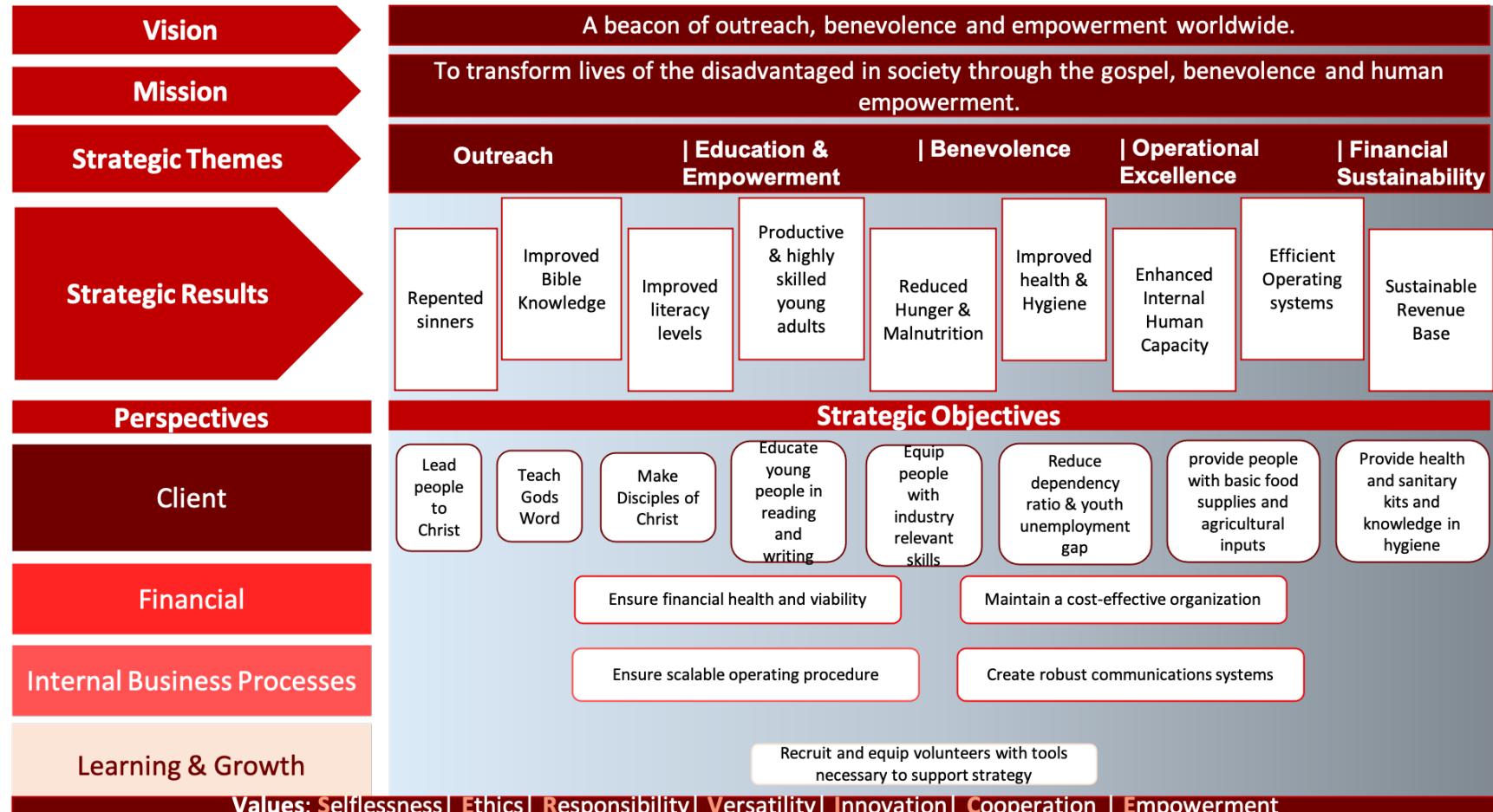


Figure 5: SAL Organisational Balanced Scorecard

Chapter III

*Governance Framework &
Performance Monitoring*



3. Governance Framework & Performance Monitoring

3.1. Governance

The Board provides strategic oversight to the Coordinators and other senior staff, in the execution of SAL's mandate. The Board will have the overall monitoring and evaluation (M&E) of the performance of the Strategic Plan (SP). This monitoring and evaluation shall be done through semi-annual strategic reports that shall come to the Board from Management. Upon receiving reports, the Board will review and see to it that the Strategic Plan is being delivered as planned or revised as and when necessary. The following is SAL's governance structure:

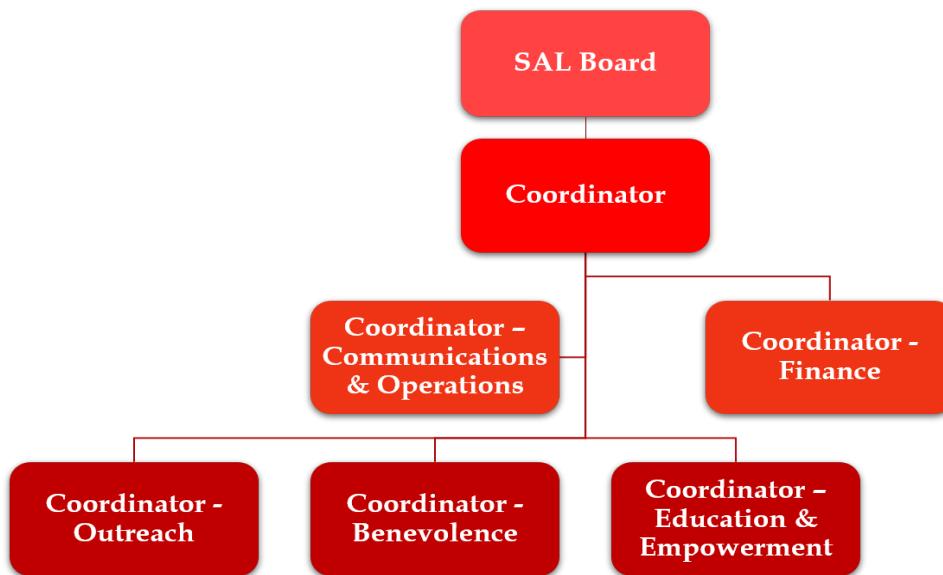


Figure 6: SAL's High Level Organisational Structure

The key responsibility in ensuring the implementation of the Strategic Plan rests with the Chief Coordinator (CC). The CC will report to the Board on the execution of this SP. Management will establish a "Strategy Execution Committee" (SEC). The committee shall ensure that the strategies detailed in this document are adhered to consistently. It will measure, manage, and track progress. The SEC will be made up of top SAL Management and/or senior staff from each department/functional unit. These officers will champion the implementation of the Strategic Plan at both Corporate and Departmental levels. They will, in so doing, coordinate the development and implementation of annual departmental plans, ensuring that these are aligned with this Strategic Plan.

3.2. Performance Monitoring

SAL will undertake two levels of monitoring and evaluation. The first is at the SAL institutional level itself and the performance of its activities. The Strategic Plan implementation matrix contains performance indicators for the purpose of performance monitoring. Evidence based data will be collected in line with the key performance indicators on regular basis. It is anticipated that performance monitoring reports from

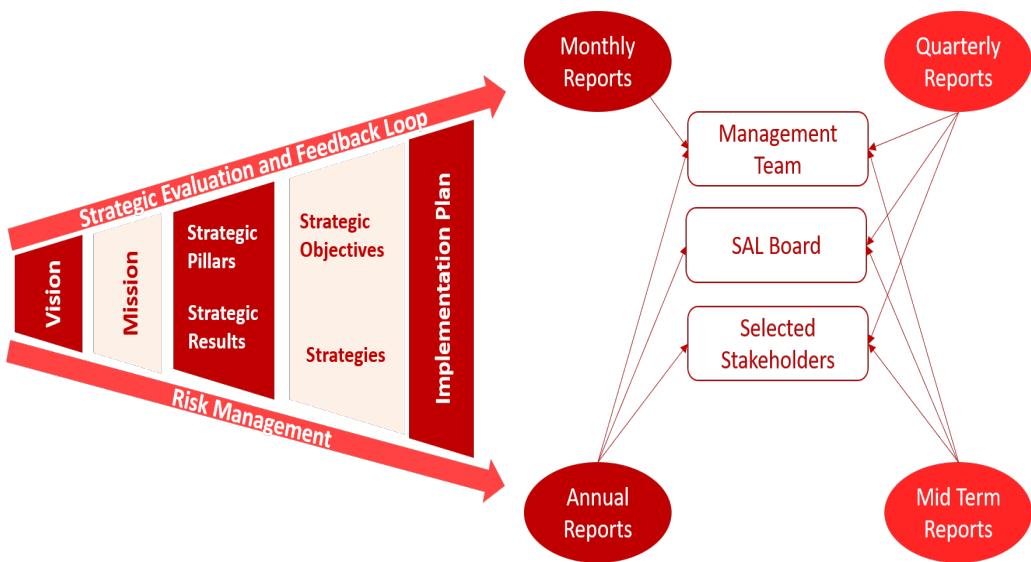


Figure 7: SAL's Performance Monitoring Flowchart

management will be presented in line with the objectives of this Strategic Plan. The respective departments will also present their

periodic and annual performance reports during the review. On regular basis i.e. monthly, quarterly, biannually, and annually, performance reports will have to be submitted directly to governance organs and stakeholders. The CC, in liaison with Strategy Execution Committee, will check for monitoring of the progress of activities being undertaken. Target based performance appraisals will be enhanced for both management and staff. The targets will be drawn from the Strategic Plan and cascaded to Departmental units in an integrated, consistent, and coherent manner. It is anticipated that this will improve Strategy implementation and success of SAL. A Monitoring and Evaluation framework will be developed and rolled out to enhance the implementation of the Plan.

3.3. Resource Mobilization and Financial Management

The effective implementation of the various Strategic Objectives in this Plan will require optimum resource allocation. SAL's annual budgeting will therefore consider the various resources needed for the fulfilment of all the Strategic Objectives and the tactics associated with them. SAL will adopt a proactive approach to engage key stakeholders for resource support in operationalizing the deliverables in this Strategic Plan. To achieve these goals and attain the projected performance levels, a sum of K40,966 will have to be invested in the Initiative over the period of the Strategic Plan as shown in annex 2. These funds will mainly be realized through internal contributions, investment initiatives and contributions from other stakeholders.

3.4. Organisational Risk Management

Risk management is a continuous process as part of good governance practices. It involves identifying, ranking, and coming up with risk response initiatives to maximise the probability of success of the Strategy. The risks are classified into three categories being: High, Medium, and Low. Mitigation actions are identified for each risk type. The identified risks are captured in the table below:

No.	Risk	Rating	Mitigation	Owner
1.	Repented sinners reverting to sin	Red	Re-engagement and counselling.	CO
2.	Increased handout dependency by beneficiaries	Green	Put a cap on handouts per beneficiary and promote more skills development initiatives.	CB
3.	Inability to meet project deliverables on time	Red	Prioritise projects based on resources available (including time) and relevance.	CC
4.	Sponsored child failing to complete education level	Red	Sponsor high-performing and committed children.	CEE
5.	Wastage or theft of donated items	Amber	Transfer all financial-related donations to SAL bank account through CF. Track and record receipt and management of all SAL donations (M&E). Rent safe house and/or secure storage facilities.	CB
6.	High failure rate of Enterprise developments	Amber	Focus on industry-relevant projects yielding high rates of return.	CEE
7.	Fraudulent activity on financial resources	Red	Transfer all funds to SAL bank account. Regularly monitor and record financial transactions.	CF

Risk Rating Legend: Red= High; Amber= Medium; Green=Low

Chapter IV

Annexes

“The smallest, good act today is the capture of a strategic point from which, a few months later, you may be able to go on to victories you never dreamed of.” –

C.S Lewis



Figure 8: Gallery at Vision of Hope Foundation, Lusaka

4. Annexes

4.1. Implementation Plan

4.1.1. Client/Customer Perspective

Strategic Pillar	Strategic Results	Strategic Objectives	Strategies	Measure / KPI	Metric	Service Delivery Target				Owner
						Overall Target	Baseline	2021	2022	
1. Outreach	Repented Sinners	To lead people to Christ	Preaching the Gospel	Preached sermons	Number of sermons	100	4	50	50	CO
				Salvation recipients	Number of converts	100	New	50	50	CO
		To teach people God's Word	Nuggets of life sessions Physical & online Bible studies	Sessions conducted	Number of sessions	40	New	20	20	CO
				Bible study sessions held	Number of sessions	48	New	48	48	CO
	Improved Bible Knowledge / Encouragement	To make disciples of Christ	Faith building adventure tours (missions)	Adventure tours held	Number of tour9	New	3	3	3	CO
				Discipleship classes conducted	Number of discipleship classes	20	New	10	10	CO
			Discipleship classes in partnership with local Churches	Knowledgeable Disciples	Number of knowledgeable disciples	40	New	20	20	CO

Strategic Pillar	Strategic Results	Strategic Objectives	Strategies	Measure / KPI	Metric	Service Delivery Target				Owner
						Overall Target	Baseline	2021	2022	
3. Education & Empowerment	Improved literacy levels	To educate young people in reading and writing	The reading project	Literate young people	% Reading and writing scores	50%	New	40%	50%	CB
			Sponsor a child project	Completed primary & secondary school education	number of primary school leavers	10	2	3	4	CB
		To equip people with industry-relevant skills	Skill development training	Trainings conducted	Number of trainings	6	New	2	4	CEE
			Coffee & Tea/Virtual career talks	Career talks conducted	Number of sessions	10	New	4	6	CEE
	Productive & highly skilled young adults	To reduce dependency ratio & youth unemployment gap	Enterprise development coaching and mentoring	Training & Mentorship sessions conducted	Number of trainings	3	1	1	2	CEE
				Qualified personnel	Number of trained & qualified personnel	7	New	3	4	CEE
				Enterprises developed	Numer of enterprises developed	4	New	1	3	CEE

4.1.2. Learning and Growth & Internal Business Processes Perspectives

Strategic Pillar	Strategic Results	Strategic Objectives	Strategies	Measure / KPI	Metric	Service Delivery Target				Owner
						Overall Target	Baseline	2021	2022	
4: Operational Excellence	Enhanced internal human capacity	To recruit and equip volunteers with necessary skills	Volunteer recruitment	Volunteers recruited	Number of volunteers recruited	15	5	5	10	CEE
				Volunteer turnover	% Attrition	5%	New	9%	5%	CEE
	Efficient operating systems	Ensure scalable operating procedure	Volunteer training	Trainings conducted	Number of trainings	4	New	2	2	CEE
			Develop and implement operating policy manuals	Developed & implemented Policy Manuals	% of policies implemented	75%	New	30%	45%	CCO
		Create robust communications system	Develop and implement communications policy	Developed & implemented Communications policy	% of policy implemented	50%	New	25%	25%	CCO

4.1.3. Financial Perspective

Strategic Pillar	Strategic Results	Strategic Objectives	Strategies	Measure / KPI	Metric	Service Delivery Target				Owner
						Overall Target	Baseline	2021	2022	
5: Financial Sustainability	Sustainable Revenue Base	To ensure financial health and viability	Grow funding base	Internal funds pooled	Internal fundraising (ZMW)	K30,750	K3,000	K15,000	K15,750	CF
				External funds pooled (Targeted fundraising)	External fundraising (ZMW)	K17,000	K1,800	K6,000	K11,000	CF
				Maintain operating costs at 30% of revenue	Amount expended	% of revenue expended	30%	New	20%	10%

4.2. Annex 2: Budget for the Two -Year Strategic Plan 2021-2022

