





Support for
International
Change

Strategic Plan

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Executive Summary

Mission

Support for International Change's (SIC) dual mission is:

- To limit the impact of HIV/AIDS on underserved communities
- To develop future leaders in global health and development

Background

SIC began in 2002 as a volunteer program aimed at spreading awareness about HIV/AIDS in rural communities around Arusha, Tanzania. Now, at the end of 2008, we are a registered non-governmental organization in the United States, the United Kingdom and Tanzania. SIC has reached thousands of people living in rural areas with HIV education, testing and care. Thousands of young Tanzanians have learned about HIV and reproductive health through SIC's education programs. SIC's mobile voluntary counseling and testing (VCT) unit has provided counseling and testing to more than 22,000 people since 2004 and more than 600 people living with HIV have enrolled in our Community Health Worker Program for support and care. Over 400 young people with an interest in making the world a better place have had the opportunity to learn leadership skills through real, hands-on experience. Our services are built from consistent, trusting relationships with our target communities.

SIC currently works in 91 rural villages in northern Tanzania, offering a comprehensive set of community-based services to combat HIV/AIDS. SIC supports a Community Health Worker (CHW) Program, a Peer Educators (PE) Program in secondary schools, community-based health awareness campaigns, and mobile VCT. With a few pilot programs, in conjunction with the district hospitals, we support mobile ARV clinics.

Our volunteer programs have grown from an annual capacity of 20, to more than 80, with participants drawn from students at 13 universities, 12 American and one British. Our UK Schools Program has created a large volunteer network in Southampton and Liverpool that dedicates its time and energy to increasing knowledge and understanding of the global HIV epidemic amongst UK secondary school children. These same dedicated volunteers also raise funds for our programs in Tanzania through innovative events.

Executive Summary continued

Strategic Direction

The strategic direction and goals included in this plan are SIC's response to our current understanding of our internal strengths and weaknesses as well as the global environment in which we operate.

The next three to five years will be a time of consolidating and expanding our sustainable community-level service delivery and developing our service-learning and leadership training programs in global health for undergraduates and young Tanzanian professionals. We will assume a leadership role in providing these services in Tanzania. Concurrently, SIC will achieve greater financial stability by strenuously recruiting new sources of support, while remaining committed to our core organizational values.

The strategic plan will focus on these four areas of focus:

- 1) Developing and expanding our service delivery in Tanzania
- 2) Enhancing our ability to train future leaders for global health and development
- 3) Strengthening organizational structures and processes
- 4) Improving visibility and resources

Methodology

The SIC Staff developed this strategic plan as a roadmap for future growth. This plan is a work-in-progress and will be reviewed and developed annually by our field and management staff, Board of Directors and Advisory Board.

The Executive Director facilitated the planning process with SIC's country teams in Tanzania, the US, and the UK. Each country team conducted an environmental and organizational scan. The planning participants used the findings from these scans to identify the upcoming challenges and opportunities and to inform the five-year strategic direction.

This plan was created as a management tool for SIC. It has two purposes. First, it presents the most comprehensive compilation of its component parts. It is a record of the strategic planning process and the decisions reached by the Board of Directors and staff. Second, it is a reference guide for future strategic planning. It will be referenced and updated annually when creating the following year's implementing plan and budget. We will create an abridged version and post it on the SIC website for supporters and beneficiaries to access.



SIC Tanzania staff amidst a planning session



Our History

Background

SIC was founded in August 2002 with the dual goals of limiting the impact of HIV/AIDS in Tanzania and training future leaders for global health and development. In the rural communities where we work, poor infrastructure and widespread poverty limit access to HIV testing and prevention information, and leave people living with HIV socially and physically isolated from care. Public clinics provide VCT and antiretroviral medications in urban centers, but lack of information, stigma and the costs of transportation all represent barriers to access and leave these services beyond the reach of Tanzania's rural majority. As a result, HIV transmission continues, few people are tested in the villages and many of those living with AIDS die without accessing treatment.

In response to this crisis, SIC has expanded over the past six years from offering prevention education in three villages to providing a comprehensive range of HIV/AIDS services to 91 villages with a total population of over 300,000 in rural northern Tanzania. Our services now include:

- **Awareness Campaigns.** Led by international and Tanzanian volunteers, the campaigns target rural communities with evidence-based, practical information about HIV and behavior change. Volunteers teach to school and community-based groups and catalyze ongoing HIV prevention programs. Over the past six years, our awareness campaigns have taught over 75,000 people.
- **Peer Educators.** SIC empowers outstanding secondary school students to teach their peers about HIV/AIDS and strategies for prevention
- **Mobile Voluntary Counseling and Testing.** Trained counselors provide high-quality counseling and HIV testing at convenient locations in the villages where we work and at individual homes when arranged by SIC staff and community health workers. Testing is always available in conjunction with our awareness campaigns, and at regular intervals on an ongoing basis. We have provided over 22,000 free HIV tests since we began offering this service in late 2003.
- **Community Health Workers (CHWs) and Treatment Access.** SIC trains community members to teach about HIV/AIDS and talk about stigma in their villages. CHWs also assist people living with HIV to access treatment (including antiretrovirals) and are available to assist patients if they become unwell. SIC covers the cost of travel to HIV Care and Treatment Centers and provides patients with basic supplies including mosquito nets, soap, multivitamins, and male and female condoms. More than 600 people living with HIV have registered to receive services through our network of community health workers.

We take a long-term, community based approach to our work. SIC field officers are responsible for maintaining relationships with local leadership over time. Awareness campaigns provide an intensive period of education and testing, but our staff and community health workers ensure that all services are available on an ongoing basis. We typically revisit communities with Awareness Campaigns every three to four years to ensure that levels of knowledge about HIV remain high.

In addition to these community level interventions, SIC offers structured service-learning programs for international and Tanzanian volunteers. During our eight and twelve week programs, volunteers add capacity to our work, primarily by serving as teachers in our awareness campaigns. Volunteers learn about HIV, the organization, and global health more broadly through pre-travel campus-based classes and an intensive in-country orientation to begin their field experience. Over 400 student volunteers have passed through our programs since 2003. Many have gone on to graduate or professional training in related fields, to found other organizations, or to other leadership positions in global health and development. Our alumni now include two Rhodes scholars and a Truman scholar. We have grown from drawing volunteers from two US universities to 15 in the US, UK, and Tanzania.

In the United Kingdom, SIC runs a Schools Program to increase knowledge and understanding of the HIV epidemic in the developed and developing world among secondary school students. This project now operates in two cities and has reached close to 2,000 secondary students.

The organization generates income through our volunteer programs and by providing technical assistance for other university study abroad experiences and facilitating workplace peer education programs. We are also supported by annual foundation grants, individual donations and event-based fundraising. Our operating expenses for 2008 were \$415,000.

SIC is a registered charitable organization in the United States, United Kingdom, and Tanzania. A Board of Directors, who appoints an Executive Director to lead the organization, governs the organization. An Advisory Board with relevant expertise is available to assist the Board of Directors and senior management. As of December 2008, we have 15 full-time equivalent (FTE) staff in Tanzania, 1.5 FTE in the US and 0.25 FTE in the UK.



Current Strengths and Weaknesses

Strengths

SIC has built positive, sustainable relationships with our target communities, allowing us to deliver services that are trusted, accessible and low-cost. This has made us one of the most effective direct HIV/AIDS service providers in northern Tanzania and won us the support of local government and other stakeholders. We were one of the first organizations to provide mobile VCT in Tanzania, and our Community Health Worker program was developed to complement the services already provided by the Tanzanian government.

Our volunteer programs are consistently highly rated by participants and well received by communities. Volunteer led awareness campaigns are effective at reaching large numbers of people, and improving the visibility of our other services. Many of our alumni have gone on to professional training and career paths in global health and development and former volunteers have been an effective part of our expansion to new universities in the US and UK. Young Tanzanians involved with SIC as teaching partners, volunteers and staff members have also gone on to careers in community development. The quality of and communication amongst our Tanzania based staff is generally very good.

Income from our volunteer programs has been reliable and effective in partially covering the costs of our core programming. A number of generous individuals and organizations maintain ties to SIC. Our dedicated UK team has proven effective at event-based fundraising and has started a popular UK Schools Program.

Weaknesses

SIC's greatest weakness has arisen from the failure of our planning, fundraising, and organizational infrastructure to keep pace with the expansion of our service provision in Tanzania. This has meant that while we now deliver services to a large number of people in rural Tanzania, the long-term commitments we have made to our target communities and staff may soon be jeopardized by lack of funding. The organization urgently needs both intensive fundraising for the short-term and a significant strengthening of our long-term income generation infrastructure and financial planning.

Related to this, the public visibility of our organization has lagged behind the results we have achieved with our programs. By raising our profile and more effectively disseminating our results, we could both generate more income and share our practices with other organizations. To achieve this, we could better utilize and disseminate formalized research, as well as improving our website, newsletter and other public communications. Many of our alumni remain engaged with the organization, but strengthening our post-field programming would have value for both the volunteers and for SIC.

Our growth has occurred without commensurate improvements in our infrastructure, and we lack adequate communication between country teams. Our US- and UK-based staff are under-funded and overstretched, which limits fundraising and damages morale. In Tanzania, our personnel infrastructure has improved over time, but to date few of our local staff members have achieved management level positions.

Weaknesses continued

Further improvements to our community-based programs, and especially the integration between them, are possible. We have historically developed our programs and expansion plans in consultation with local government, but in order to be considered for larger grants, we need to invest more in our relationships with higher levels of government and with large non-governmental organizations.

Our Future

Vision

SIC believes that the HIV/AIDS crisis creates both an imperative to act and an opportunity to learn. We envision a world where HIV/AIDS no longer limits length or quality of life or reduces the social or economic development of communities, and where young people learn the skills to address the health crises of future generations.

Mission

SIC's dual mission is:

- To limit the impact of HIV/AIDS in underserved communities
- To train future leaders in global health and development

Five-Year Goals

By the end of 2013, SIC will be a leader in HIV service delivery in Tanzania. We will work with the government and other partners to provide a comprehensive range of high-quality HIV/AIDS services to our target populations. Our programming will be evidence-based and adaptable over time to changes in community needs and standards of practice. We will maintain long-term relationships with communities and expand to serve more people as our resources allow. Our impact will be measurable and our interventions evaluated rigorously. All programs will have adequate funding, and the organization will be financially prepared to address unexpected changes in costs or revenues.

By the end of 2013, SIC will be recognized as a premier provider of field service learning and leadership training programs in global health for undergraduates. Our programs will be structured to maximize educational value for our international volunteers and Tanzanian participants, before, during and after their work in Tanzania. They will provide meaningful capacity to our HIV programming, and will prioritize respect for local culture and community values. SIC will maintain a sustainable presence on campuses across the US, UK and Tanzania. The organization will distinguish itself from others by our focus on leadership training through hands-on experience and by ensuring that the work of our volunteers takes place within the context of sustainable programming.

Organizational Values

In addition to adhering to the current best practices for non-profit organizations, SIC guides its decision-making process and cultural and ethical commitments based on the following values:

Accountability - We are committed to providing financial and programmatic reports that are transparent, accurate, timely and freely available. We are accountable to communities, donors, boards, supporters, volunteers and staff members.

Adaptability – We consider remaining adaptable to local environments a priority. As the organization grows on a global scale, it will preserve and invest in the ability to respond quickly and innovatively to local need.

Ambition - Being young does not mean you cannot have a major impact on local development. We believe we will have the greatest impact in the long term by fostering leadership opportunities for talented young people early in their careers.

Cooperation and Partnerships – We recognize that a sustainable, cooperative effort is essential in combating the global HIV/AIDS epidemic. We understand that partnerships can take time and resources to maintain, but believe they are worth the effort. As part of this cooperation, we are committed to freely sharing program innovations, monitoring data and educational resources.

Equality in Service Provision – SIC believes that nobody should be denied access to HIV care based on who they are, where they live or how much money they have. We recognize that lack of accurate information, stigma, cost and distance from service providers are all barriers to accessing services.

Integrity – We conduct ourselves in an ethical, honest and professional manner in all aspects of our work. SIC aims to develop and maintain an exceptionally capable and committed management team, Advisory Board and Executive Board. Our donors have the right to place limits on the uses of their contributions, but the organization will not undertake projects inconsistent with its values or strategic goals.

Sustainability and Community Leadership – We are committed to ensuring that the services we provide are available for the long-term. Our programs are built to ensure that their impacts can be sustained by local involvement. We recognize that the most effective agents of change in a community are members of that community. Our fundraising strategies and financial planning must enable us to effectively deliver on our mission in the long term.

Achieving Results

The next three to five years will be a time of assessing and expanding our sustainable community-level service delivery and developing our field service-learning and leadership training programs in global health for undergraduates and young Tanzanian professionals. Simultaneously, we will generate financial stability by increasing SIC's visibility and strenuously recruiting new sources of support.

Strategic Direction

The strategic roadmap will focus on these four areas of focus:

- 1) Developing and expanding our service delivery in Tanzania
- 2) Enhancing our ability to train future leaders for global health and development
- 3) Strengthening organizational structures and processes
- 4) Improving visibility and resources

Developing and Expanding our Service Delivery in Tanzania

Desired Outcomes:

- A set of health services that respond effectively to the HIV crisis in underserved communities and use available resources appropriately.
- A talented, dedicated and empowered staff and Tanzanian volunteer corps that are well respected and effective in the community.
- An efficient, streamlined administration and management structure that facilitates high impact field-work and promotes a collaborative work environment.
- A strong reputation for SIC and its work on a local, district, regional and national level in Tanzania.

Key Issues:

- There is a demonstrated need in Tanzania for programs that prevent new HIV infections, increase the proportion of people who have had an HIV test, improve access to HIV care and treatment for people in rural areas and promote adherence to antiretroviral medication.
- Community based interventions that empower local people are sustainable and effective and draw on SIC's strengths and relationships.
- Resources must be used responsibly, maximizing program impact while minimizing operational cost. Human resources are a key component of SIC programs and are worthy of investment.

- Expansion must take place in the context of demonstrated need and available resources.
- The current strategic framework from the Ministry of Education and Vocational Training includes attention to behavior change strategies, reproductive health, life skills, participatory empowerment approaches and integrated development.
- Recent research demonstrates the effectiveness of the peer educator approach, synergistic programs and working with HIV-positive clients to improve adherence.
- Improved ART response and adherence with improved nutrition. While a sustainable, large-scale model for nutritional support still does not exist, funding, interest and partnerships for smaller scale projects are available.
- Compelling evidence from case studies and the WHO suggests that in resource-limited environments, shifting tasks from doctors to nurses and from nurses to community health workers is both effective and necessary.
- Building support infrastructure in local communities can foster dependency on SIC.

Objectives:

1. Service delivery capacity building – Continually improve effectiveness and efficiency of service delivery by:
 - a. Conducting needs assessments to identify key target populations and implementing programs that draw on SIC's strengths and respond to specific local challenges.
 - b. Increasing focus on monitoring and evaluation to measure impact and promote a results focused mentality with constant feedback from within the organization and to external partners including donors. These evaluations include project evaluations, cost analyses, survival analysis and routine program monitoring.
 - c. Cooperation and communication within our organization and with other agencies that share our aims, particularly through formal partnerships and through active participation in existing forums.
 - d. Pursue a program model that effectively integrates different projects to enhance effectiveness.
 - e. Constantly refine our program model based on experiences from the field and innovative best practices in global health delivery.
 - f. Identify strategies to reduce costs without impacting program quality and while fulfilling our organizational values.
2. Improve sustainability of programs and avoid fostering dependency by:
 - a. Increasing the capacity of the community to respond to this health crisis and other challenges to development.
 - b. Constantly collecting feedback from stakeholders to inform program decisions.
 - c. Promoting ownership of programs and outcomes among community members.
 - d. Empowering people living with HIV/AIDS (PLWHA) to support each other, especially by assisting them in organizing self-help groups and projects.
 - PLWHA support groups in all active wards by 2010.
 - e. Developing the capacity of CHWs to decrease the burden on doctors and nurses in the public health system.
 - 85% of CHWs trained to home-based care standards by end of 2009.
 - Annual re-trainings for all CHWs.
 - f. Linking target beneficiaries with organizations providing complementary services.
 - g. Working in collaboration with the government. Coordinating with the national government strategy, reporting program activities and outcomes to the appropriate authorities and involving the local government in the leadership of the programs.

3. Expand the quality and diversity of our services to more effectively meet our communities' needs, such as:
 - a. Becoming more youth friendly; strengthening existing PE program and Fight HIV Clubs and targeting out of school youth.
 - Comprehensive youth program with PE clubs, Fight HIV Clubs and an out of school youth component in place in all wards by the end of 2011.
 - b. Including a sustainable nutritional support program.
 - Partnering to provide nutritional support in a majority of areas by the end of 2010.
 - SIC directly providing some form of nutritional support by the end of 2013.
 - c. Strengthening our focus on behavior change education, reproductive health and other integrated aspects of an effective HIV response.
 - Skills Development Workshop in behavior change by end of 2009.
 - Integrated use of music, film and art into HIV education by the end of 2010.
 - d. Scaling up the home-based VCT program.
 - 10% of people tested, tested through home-based VCT by end of 2011.
 - e. Expand mobile Care and Treatment programs to more areas, including motorcycle delivery of ART and VCT where appropriate.
 - Half of all areas serviced with some form of mobile outreach by end 2011.
4. Remain committed to providing up-to-date information through the development, translation and distribution of high quality resources.
 - a. Annual reviews of curriculum content, with new versions released each World AIDS Day.
 - b. Promote male circumcision for HIV prevention in conjunction with national campaigns.
5. Implement rational expansion strategies
 - a. Conduct needs and feasibility assessments prior to identifying areas for expansion.
 - Expand into selected districts with demonstrated need and feasibility.
 - Working in four districts in 2009, at least five districts by end 2011, and at least seven districts by end 2013.
6. Prioritize expansion within Tanzania, but stay open to opportunities in other countries. To expand services outside Tanzania, we would need to ensure:
 - a. National government support.
 - b. Strong partnerships with other organizations.
 - c. An identified need and assessed feasibility for our strengths in service delivery.
 - d. Committed resources that will not detract from program outcomes in Tanzania.
7. Constantly reassess our programs to ensure that we are indispensable players in the communities where we work and determine when our presence no longer adds value to the HIV response.

Enhancing our Ability to Train Future Leaders for Global Health and Development

1. The volunteer program experience
2. Improved alumni support

The volunteer program experience

Desired Outcomes: A volunteer program model that is continually evaluating and improving its methods to prepare and motivate participants to be the next generation of leaders for global health and development.

Key Issues:

- We can give a new generation of young professionals the skills necessary to become leaders in the fields of global health and development.
- Pre-program training is vital to maximizing the effectiveness of volunteers and teaching partners in Tanzania. This includes cultural, language and teaching content training when appropriate.
- We pride ourselves on professionally managed volunteer programs.

Objectives:

1. Improve our recruiting and selection process to consistently attract the highest quality volunteers and teaching partners.
2. Evaluate the pre-field training program and make improvements annually. Update approaches to maximize the volunteer and teaching partner benefits from their exposure to SIC in pre-field and in-country training.
3. Continue to seek out effective orientation leaders and secure them by the beginning of each year.
 - Recruit Tanzanian experts to lead orientations
4. Improve the process of volunteer program evaluation to highlight opportunities for improvement at each stage in the process of volunteering.
 - New system in place by May 2009
5. Create a strategy for volunteer program expansion by the middle of 2009.
6. Increase the focus on the in-country coordinator role as a leadership experience.

Improved alumni support

Desired Outcomes:

- An evaluated and strengthened post program support system for volunteers, both Tanzanian and international.
- A network of SIC alumni with the skills necessary to impact change in health and development on a global scale.
- A large portion of alumni who go on to study or work in a related field.
- Increased recognition of SIC as a premier provider of field service learning and leadership training programs in global health for undergraduates.
- A strengthened relationship with our affiliated universities.

Key Issues:

- The more we can engage our alumni, the more likely they are to be advocates for SIC's mission and work.
- Many young Tanzanians are interested in careers as development professionals, but there are few opportunities available for them to learn the skills needed to be effective.

Objectives:

1. Create an alumni support strategy that includes:
 - a. Maintaining alumni representatives for each volunteer program who will be responsible for monitoring the progress of their cohort.
 - b. Hosting at least one alumni reunion/conference to improve the support structure and connection between alumni and the organization.
2. Continuing to actively support the professional development of SIC alumni. This will include building and maintaining a frequently visited alumni blog where SIC will seek out and post career and academic opportunities.
 - a. Strengthen ties to relevant potential employers and academic institutions
 - b. Highlight alumni achievements on our website and at other press opportunities.
3. Build on the progressive leadership path within the organization (also see Strengthening leaders organization-wide)
 - a. Develop our internship program.
 - Three interns hosted in Tanzania annually beginning in 2009, five from 2011.
 - Three interns working at least part-time in the US beginning in 2009.
 - b. Create a progressive leadership path for Tanzanians within SIC, starting with building a fellowship program for young Tanzanian professionals.
 - 15 Tanzanians participating in a fellowship opportunity in 2010.
 - Continue to offer coordinator positions to both international and Tanzanian volunteers.

Strengthening Organizational Structure and Processes

1. Sustainable international organizational structure
2. Strengthening leaders organization-wide
3. Improving US and UK programs

Sustainable international organizational structure

Desired Outcome: A sustainable international organizational structure that unifies all involved countries, maintains our ability to respond quickly and independently to program developments and uses a low proportion of program revenues for overhead.

Key Issues:

- The current organizational structure is prone to US- and UK-based staff feeling isolated from the outcomes in Tanzania.
- Increased communication between countries will enhance engagement, which will in turn improve motivation and results.
- Global organizational growth risks promoting top-down decision-making. Top-down decision-making will not create a productive and motivated work environment.
- Requiring management staff to work on a voluntary basis is unfair and reduces performance.
- Our administrative processes can be streamlined to reduce redundancy.

Objectives:

1. Codify the governance and structure of SIC to strengthen key organizational functions and management systems.
 - a. Expand the Board of Directors, beginning by the end of 2009
2. Build a management structure in the UK and the US that allows for growth while keeping overhead cost proportionately low. Ensure that country team leaders have the ability to make quick decisions, but that the feedback loop to the international body is clear and appropriate.
3. Improve and formalize communication between Tanzania, the UK and the US.
 - a. Monthly senior staff calls
 - a. Annual strategic planning sessions, preferably in Tanzania
4. Create opportunities for US- and UK-based staff to visit Tanzania.
 - a. UK staff to visit by 2010, with annual alternating trips for UK and US
5. Research and develop an IT system that will better connect country systems by the middle of 2009

Strengthening leaders organization-wide

Desired Outcomes:

- A stable, highly qualified and motivated workforce that actively implements SIC's mission and seeks to improve and expand the organization's capacity.
- A more effective and diverse management culture at all levels of the organization from Board members to field managers.

Key Issues:

- We can give a new generation of young professionals the skills necessary to become leaders in the fields of global health and development.
- We are committed to a diverse management team
- We hold all employees to high expectations and support them in meeting those expectations.
- We select and support people based on their potential and demonstrated talents and give them opportunities to expand their skill sets and assume more responsibility.
- In order to strengthen and improve our own approaches we need to access the growing expertise in the fields of public health, non-profit management, and social entrepreneurship.

Objectives:

1. Incorporate staff development opportunities such as workshops, trainings, meetings and conferences into funding proposals whenever possible.
 - a. 100% of field-based and management staff participating in external training or conference each year beginning in 2009
2. Balance recruiting highly qualified staff from outside the organization with internal growth and development.
3. Implement effective performance evaluations at all levels annually and provide fair compensation for the responsibilities held and evaluated performance.
 - a. Annual performance evaluations beginning in 2009.
4. Develop Tanzanian leadership
 - a. Promote qualified Tanzanians to management positions within the organization.
 - b. Develop a fellowship program to provide young Tanzanian professionals with rigorous and meaningful work experience.
 - c. Seek training and staff development opportunities.

Improving US and UK programs

Desired Outcomes:

- Active and expanding campus presence across the US and the UK.
- A comprehensive monitoring and evaluation system in place for the Schools Program and Volunteer Program that informs program design and increases funding potential.
- An extensive pool of qualified and diverse recruits for our volunteer program.

Key Issues:

- There is an expanding pool of talented young people interested in global health and development.
- We feel an imperative to expand our volunteer program to receptive universities. Every volunteer and teaching partner has the potential to have a major impact on global health and development.
- To attain high levels of success with our volunteer program, we must ensure that we are continuing to recruit and select quality volunteers and teaching partners.
- There is a lack of knowledge and understanding of the HIV epidemic amongst UK and US school children.
- Partnerships with UK schools and research centers could strengthen the evidence base upon which we design our Schools Program.

Objectives:

Volunteer Program:

1. Build on the existing volunteer recruiting system to ensure a high standard for our volunteers and teaching partners.
 - a. Learn from the ways in which other relevant organizations recruit on university campuses (Teach for America, Peace Corps, SPW, etc.).
 - b. Improve marketing materials to represent the quality of our volunteer program.
 - c. Become major players in campus-wide awareness events like World AIDS Day
 - d. Develop an active university expansion plan by June 2009
2. Actively expand the volunteer program to ideal universities and consider expansion opportunities on other campuses based on alumni involvement. Ideal universities are ones that have an interest in global health and development and that have a campus structure that is conducive to word-of-mouth recruiting. Expand on university campuses before significantly increasing the number of positions available.

Schools Program:

1. Recruit unique funding sources for the Schools Program that will also cover administrative costs and core staff salaries.
2. Work with schools and those involved in related research to ensure that our programs are not only engaging and inspiring, but also based on real need.
3. Build a monitoring and evaluation system that assesses whether the Schools Program workshops increase knowledge and challenge attitudes about the global epidemic and inspire young people to take action towards limiting the HIV epidemic on a local, national and international level, to start in March 2009.
4. Based on the outcomes of the impact assessment, evaluate the potential of a US Schools Program, building on the UK model and utilizing interested alumni to organize and implement.
 - a. Evaluation in 2009-2010

Improving Visibility and Resources

1. International profile and communications
2. Strategic partnerships and networking
3. Sustainable income strategy

International profile and communications

Desired Outcome: Increased visibility achieved through implementing a focused communications strategy, which could lead to greater access to volunteers, funding and other resources.

Key Issues:

- Our international profile should reflect our organizational core values.
- Enhancing our donor, volunteer and alumni relationships to impact our mission will require a long-term investment.
- The internet and other new media enhance the feedback loop between country outcomes and fund-raising and improves communication between the country offices.
- There are a wealth of relevant national and international conferences which could be better leveraged to improve SIC's visibility, develop our staff's professional skills, collaborate with other organizations and keep abreast of current trends in global health delivery.

Objectives:

1. Finalize research in non-profit best practices for communications campaigns.
2. Develop a communication strategy that:
 - a. Strengthens SIC's international brand for targeted audiences.
 - b. Cultivates existing donors and encourages new donors.
 - c. Increases media activity by ensuring coverage of university campus activities, attracting attention from local print newspapers and developing and promoting our visibility online.
3. Create a promotional video that can be used to raise awareness, recruit volunteers and generate funds in 2009.
4. Attend relevant conferences and meetings to gain recognition of SIC's programs and feedback from knowledgeable sources.
 - a. SIC representation at a minimum of four conferences per year.
5. Publish case studies on different aspects of our service delivery system.
 - a. Publish two case studies annually starting in 2010.

Strategic partnerships and networking

Desired Outcomes:

- Formalized partnerships with key civil society organizations and government agencies that will further SIC's mission and reduce the load on its resources.
- Relationships with relevant contacts that can be used to improve our governance and attract funding.

Key Issues:

- SIC has found it challenging to predict the development of partnerships with the government and the private sector in Tanzania.
- Partnering with PEPFAR funded organizations as an implementing partner can lead to future funding, but if the relationship is not formalized it is easy for the smaller NGO to be taken for granted.
- SIC believes in investing in a positive relationship with stakeholders and the Tanzanian government at multiple levels.
- Partnerships with academic bodies can improve capacity to bid for funding and advance lessons learned through evaluation and publication of SIC's work.

Objectives:

1. Conduct a targeted environmental scan to access additional partnership possibilities that exist in Tanzania. Continue to update these findings biannually.
2. Participate in key local, national and international conferences and meetings that offer useful networking environments.
 - a. SIC representation at a minimum of four conferences per year.
3. Secure partnership agreements and establish stronger links to:
 - a. Regional ARV sponsoring agencies, such as AIDSRelief, EGPAF and EngenderHealth.
 - b. Organizations that are currently receiving funding from major donors.
 - c. Other organizations that provide complementary services, such as FEMINA, PSI, DSW, Heifer International, etc.
 - d. Academic institutions that will either strengthen our on-campus volunteer and teaching partner recruiting or enhance our staff, skills and research capacity.
4. Regularly visit key donors in Tanzania and at their head offices and invite key donors and partners to visit our field operations in Tanzania.

Sustainable income strategy

Desired Outcome: A diversified fundraising infrastructure that will produce sustainable income and build an endowment fund.

Key Issues:

- The global budget for HIV/AIDS resources is growing annually and Tanzania continues to increase its expenditure on HIV/AIDS.
- Instability in the global economy.
- Large, multi-year grants support long-term sustainable growth.
- A significant increase in funding is necessary to cover program and operational costs, capacity development and to build an endowment in order to complete each stage of this plan.
- SIC has skills and expertise of benefit to the private sector and which could be a source of revenue.

Objectives:

1. Expand the capacity of our income generating programs, specifically the volunteer program and the workplace program, to support our core costs.
 - a. Ensure that our volunteer program fees are at a level commensurate with the market price for similar programs.
 - b. Identify and market our logistical strengths and expertise to potential customers, while not detracting from our on-going operations.
 - c. Invest in building a brand amongst safari companies and manufacturers so that people will recognize SIC's Workplace Program as an indicator of social consciousness.
 - Four trainings per year in 2009, eight in 2011, twelve in 2013.
 - d. Secure and promote relationships with other outfitters that provide SIC with commission. (Current partners include Good Earth, Summits Africa, Aardvark and Adrift.)
2. Refine our grant seeking and writing process and donor communication strategy.
3. Continually develop project proposals that are responsive to trends in global health, but also supportive of achieving our mission.
4. Build our reputation through credible grants and impact awards as a step towards securing large, multi-year grants.
5. Increase our capacity for event-based fundraising in the US and re-energize events in the UK. Build Development Committees on each of our affiliated campuses to plan and support fundraising activities in their communities.
 - a. Create a fundraising/development coordinator position on each campus that organizes their own committee and is responsible for a minimum of one fundraising event per school year.
 - b. Pilot a fundraising event in 2009 in Los Angeles that can be expanded to other major cities with an SIC presence in 2010.
6. Invest in promoting monthly/payroll giving.
7. Create a Major Gifts Program, targeting alumni, supporters and contacts from conferences and networking opportunities.

8. Increase the funding support from both the Executive Board and select Advisory Board members.
 - a. Set expectations in 2009
9. Secure grant funding for the Schools Program to:
 - a. Support UK running costs
 - b. Act as an initiating relationship that could lead to additional support in Tanzania.
10. Increase SIC UK's capacity to fundraise by building fundraising committees that will be sustainable over time.
 - a. Create increasing annual targets that are ambitious and reachable. For 2009, SIC UK has committed to transferring £1,000 a month.
 - b. Build fundraising committees of outside voluntary members in London that would target off-campus fundraising events
11. Build an endowment fund over the next five years that can cover minimal operating costs of the entire organization for a full year by developing relationships with past donating foundations and individuals.

Summary of Action Plan

The following is a summary of the anticipated major focus of activities in addition to on-going operations for SIC's Board of Directors and staff in each year of this strategic plan. SIC is a young and growing organization and exact targets for program outcomes (such as numbers of PLWHA enrolled, numbers of people tested for HIV) are challenging to predict without secured funding. Therefore specific targets will be set and assessed annually at the implementing planning meeting. Our activities will be guided by the following annual themes.

Year	Summary of Activities
1	<p>Theme: Stability Focus on building financial stability and a sustainable international structure:</p> <ul style="list-style-type: none"> • Secure funding for all countries and pay back debt • Improve program quality rather than investing in geographic expansion • Build local and international partnerships • Strengthen communication between country teams • Create university expansion strategy • Develop campus development teams and a replicable fundraising event • Expand Executive Board and Advisory Board • Build SIC communication strategy - including video and online marketing strategy • Lay groundwork for large, multi-year grants <p>2009 Targets (additional detailed targets are included in the 2008 annual report):</p> <ul style="list-style-type: none"> • Counsel and test 20,000 people in 2009 and enroll an additional 250 PLWHA in the CHW program • Initiate seven mobile Care and Treatment Centers within four districts
2	<p>Theme: Program Expansion Groundwork Focus on assessing and diversifying our core programs:</p> <ul style="list-style-type: none"> • Invest in developing partnerships • Continue to build external support • Evaluate program models and respond to identified need • Continue to reenergize fundraising efforts in the UK • Build a fellowship program in Tanzania • Run a national needs assessment for expansion within Tanzania
3	<p>Theme: Scale-up Focus on expanding and adapting our service model to other areas in Tanzania</p>
4	<p>Theme: Scale-up Focus on expanding and adapting our service model to other areas in Tanzania</p>
5	<p>Theme: Assess growth steps and build new strategic plan Focus on evaluating expansion steps, sharing lessons learned back to global community, and strategic planning</p>



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