

# Zamda Strategic Plan

## Introduction

ZAMDA was founded in 2005 by a group of teachers from St Joseph's CBS primary school. ZAMDA raised funds and helped a charity in Zambia called KARA International. One of the projects run by Kara International was a school/drop-in centre for the most vulnerable children called Sables. ZAMDA's modus operandi was to go to Zambia and support Kara International.

In 2011 Kara International withdrew its support from the school/drop-in centre and the school was due to be closed. ZAMDA decided to take over the running of the school. One of ZAMDA's volunteers, Eoin Hegarty, volunteered to go to Kabwe and manage the school drop-in centre. This effectively changed the dynamic of ZAMDA from a charity who supported a charity to one who ran a school.

Thanks to the efforts of Eoin, followed by Pádraig and Emer and all the volunteers, committee members and supporters, Sables has become Sables Nua and has moved to a new site where a full primary school has been built and a full Secondary school is being built.

ZAMDA has grown considerably since its founding in 2005 and the current executive committee has decided the time is right to produce a Strategic Plan for the next three years. This is to ensure that we have a vision of what we want Sables Nua to be over that time.

A Strategic Plan Group was set up and tasked with producing a Strategic Plan. After some discussion four groups were formed to look at four pillars, the group considered would form the bones of the Strategic plan. These pillars are:

- Academic Standards
- Volunteering
- Governance
- Sustainability

The groups met virtually over a period and produced objectives to be achieved in each of the pillars. A process like this makes one consider how ZAMDA is doing, what it is doing and what should it be doing. For a purely volunteer based Irish organisation, important things can be missed because we do not have the time to examine what we are doing. This process now gives us a base to work on. Once the Strategic Plan is signed off by the Executive Committee, the work of operational planning to implement the objectives will commence.

I would like to thank each group for taking on this task so willingly and enthusiastically.

## Our Vision

We envisage that those supported by Zamda will have the **opportunity** to fulfil their **potential** and live **self-sufficient** and **fulfilling** lives, and **contribute** to the betterment of Zambian society.

## Our Mission

Zamda Ireland is **committed** to the provision of educational, medical and social **support** in the Kabwe area of Zambia and to **promote**, in Ireland, the broader **understanding** of economic and social development issues affecting the people of Zambia.

## Our Values

Supports are Respectful

Supports are Person-Centred

Supports are Capacity Building

Supports are Rights-based

Supports are Socially Inclusive

Supports are Non-denominational

Supports are Value for Money

Zamda is Inclusive

Zamda is Resourceful and Flexible

Zamda is accountable to stakeholders

Supports are Directed at Learning and Continuous Improvement

## Development phases of the plan

- Step 1 Strategic Planning Group established
- Step 2 Four key strategic pillars identified
- Step 3 Group established to develop four strategic objectives.
- Step 4 Survey conducted on previous volunteers
- Step 5 Survey conducted on teachers and staff in Sables Nua
- Step 6 ZAMDA practices benchmarked against Charity Regulator and Comhlámh standards
- Step 6 Presentation of four strategic objectives
- Step 7 Review and consolidation of strategic objectives by Strategic Development Committee
- Step 8 Approval of Strategic Plan by Board of Trustees
- Step 9 Development of Operational Plan and assignment of responsibilities for implementation
- Step 10 Implement, monitor and evaluate progress of Strategic Plan 2021 and onwards

## **Sustainability - Overall Strategic Objective**

**ZAMDA will continue to support Sables Nua by ensuring that resources are available to allow the school and its community prosper.**

### **Specific Objectives**

1. ZAMDA will support our director in Sables Nua.
2. ZAMDA will appoint a suitable local person to act as an assistant to our director.
3. ZAMDA will establish a board of management that will oversee the project in tandem with the local director and the Irish arm.
4. ZAMDA will strengthen our ties with local groups.
5. ZAMDA will rate the risks to Zamda whether Zambian or Irish.
6. ZAMDA will have the financial structures and resources in place to ensure the ongoing viability of the Sables Nua project
7. ZAMDA will identify projects around Kabwe that we can help with. e.g., school builds etc.
8. ZAMDA will look at the longer-term Strategy for Sables Nua.

## **Volunteering - Overall Strategic Objective**

**ZAMDA operates best practice as a Volunteer Sending Agency. We strive to maintain the trust that has been earned over the years by developing and formalizing existing practices, in support of Zamda's overall strategic goal of raising educational standards.**

### **Specific Objectives:**

1. ZAMDA volunteer visits enhance its mission and vision.
2. ZAMDA volunteer visits have targeted educational objectives.
3. ZAMDA has a comprehensive volunteer recruitment, selection, and management process.
4. ZAMDA provides comprehensive pre- trip Volunteer preparation.
6. ZAMDA creates a positive experience for all visiting volunteers.
7. ZAMDA has a growing support network, brought about by the engagement of all volunteers in post-trip feedback and communication.

## **Governance - Overall Strategic Objectives**

**Zamda operates best practice in organisational governance in support of the fulfilment of its mission and vision.**

### **Specific Objectives**

1. ZAMDA operates to the highest standard of governance, using Charity Regulator and Comhlámh guidelines as benchmarks.
2. ZAMDA'S Zambian-based company and board effectively manages the project at local level.
3. ZAMDA operates in a transparent and accountable manner.
4. ZAMDA promotes the interests of all its stakeholders including children, employees, volunteers, board members, suppliers, supporters, and the local community.