

GRACE CHARITABLE AND REHABILITATION ORGANIZATION (GRACARO)

*"Bringing Hope to the Hopeless"*

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P.O. Box 1033, Mankon - Bamenda

# 5- YEAR STRATEGIC PLAN FOR GRACE CHARITABLE AND REHABILITATION ORGANISATION (GRACARO)



2023 – 2027

# GRACARO

## Ascending to the Next Level

**2023-2027 Strategic Plan**

December 2022

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# Presentation of GRACARO

Mindful of law N<sup>o</sup>. 90/053 of December 19th 1990 relating to Freedom of Associations in Cameroon, GRACE CHARITABLE AND REHABILITATION ORGANIZATION (GRACARO) is founded to advocate for the rights of the vulnerable people, promote programs aimed at addressing the social, economic, health, education and moral challenges of the society especially of the less privileged and vulnerable persons in our communities; help delinquent youths correct their offending behaviour and rehabilitate them through moral education, spiritual values and skills that will enable them to be morally upright and self-reliant, and better prepared to make meaningful contributions to the progress of society.

## **ARTICLE 1: Name and Law of Governance.**

The name of our Organisation shall be **GRACE CHARITABLE AND REHABILITATION ORGANIZATION** abbreviated **GRACARO**. It shall be governed by law N<sup>o</sup> 90/053 of 19th December 1990 bearing on the Freedom of Associations in Cameroon.

## **ARTICLE 2: Head Quarters**

The Head Office of the Organisation will be in **Bamenda I Sub Division, Mezam Division** of the **North West Region** of the **Republic of Cameroon** with a postal address Box: 1033 Bamenda, email: [hope@gracaro.org](mailto:hope@gracaro.org); Tel: (+237) 677179304/678930271; website: <https://www.gracaro.org>; Facebook: [@gracarocm](https://www.facebook.com/gracarocm); Twitter: [@Gracaro\\_cm](https://twitter.com/Gracaro_cm)

**GRACARO** shall have a national and international presence and shall be represented in other countries and regions where there is need for its services to humanity. GRACARO shall be headed by a President/CEO in the Head Office, and will be represented by Country Coordinators in countries where GRACARO will be registered and operate offices.

## **ARTICLE 3: Aim, Our Principles**

### **Aim:**

The main aim of GRACARO shall be to protect, promote and advocate for the rights of the vulnerable persons, (orphans, widows, disabled, abandoned children, elderly persons, single mothers, single parent children, Displaced Persons, victims of crisis, etc.) and contribute to social justice by improving upon the livelihood of the less privileged and other vulnerable persons especially in rural communities and subsequently restore them to the society to live in dignity.

### **Our Principles:**

GRACARO is guided by and upholds the core Humanitarian Principles of Humanity First, Impartiality in Action, Neutrality and Independence.

# GRACARO: Ascending to the Next Level

## Executive Summary

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Strategic planning keeps an organization on track over time, and allows the organization to respond to change while remaining faithful to their mission and vision. The process itself may have as much value to the organization as the final plan, since so much can be learned from surveying both the position of the organization and the state of the environment in which the organization operates.

First, I would like to thank the Strategic Planning Committee members for their commitment to this planning process, for their patience and good humor, and for their fortitude in seeing it through to the end.

Over the next five years, GRACARO will reach new horizons by proactively focusing on efficient service delivery, leadership, quality project implementation and innovation initiatives.

GRACARO will identify high impact areas aligned with the overall vision of its areas of intervention and the GRACARO's mission. We will set goals, define objectives and set actionable plans to achieve them. Serving as a roadmap charting the course for the next five years, the strategic plan will guide decisions, influence behaviors and inspire confidence in the mission of our organization.

The following are the overall objectives guiding GRACARO strategic direction:

1. Define the mission, vision and values of GRACARO in support of its thematic areas and align with its national development plan.
2. Identify the service areas and define the commitment to service levels GRACARO will provide to its stakeholders, beneficiaries and other actors in the humanitarian and development sector.
3. Set strategic goals and define clear objectives based on their impact and alignment to take our organization to a significantly higher level of performance over the next 5 years.
4. Outline a five-year plan with specific actions, resources, and milestones required to achieve our goals and objectives.
5. Communicate a clear path moving forward, that inspires people to ascend to the next level and greater community impact.

# Advancing the Organizational Plan

GRACARO is committing a strategic plan that furthers and aligns with the overarching goal and key initiatives of the National Plan.

## Our Organizational Plan:

### GREATER COMMUNITY IMPACT AND ACCOUNTABILITY

By year 2027, GRACARO will be a high performing Organization in all its areas of intervention, as measured by the Humanitarian and Development performance framework.

*How do we get there?*

- Y **Organizational readiness:** By year 2027, GRACARO will have all the tools, resources, capacity, expertise and experience to fully carryout and exceed its mandate as a humanitarian and development Organisation.
- Y **Whole Organisation:** Create an organizational environment where all personnel:
  - ✎ Learn and practice a high performance organizational culture;
  - ✎ Are supported by qualified and committed staff;
  - ✎ Are engaged in learning from and accountable to the communities;
  - ✎ Are challenged to excel and prepared for future success of the Organisation;
  - ✎ Are in environments that are physically and emotionally safe;
  - ✎ Are socially and emotionally intelligent to the needs of others, the communities and the Organization.
- Y **Close the opportunity gap:**
  - ✎ By year 2027, the efficiency of the staff of GRACARO and proficiency of Organizational processes will increase by 80%.
  - ✎ The efficiency in Organizational management, project proposal writing, financial management, project implementation, community engagement, and other key functions of the Organisation will increase by 85%.

*What does this mean for GRACARO as an Organization?*

- Y **Our staff will have the capacity and will to deliver**
  - ✎ By year 2027, 90% of personnel in GRACARO will be skilled in specific tasks or function and still able to work with minimum ability across departments.
  - ✎ By year 2027, we will quadruple the number of highly qualified personnel in the Head Office who will be flagbearers of our time-tested Organizational culture.

*What is the focus to support the Organizational Plan?*

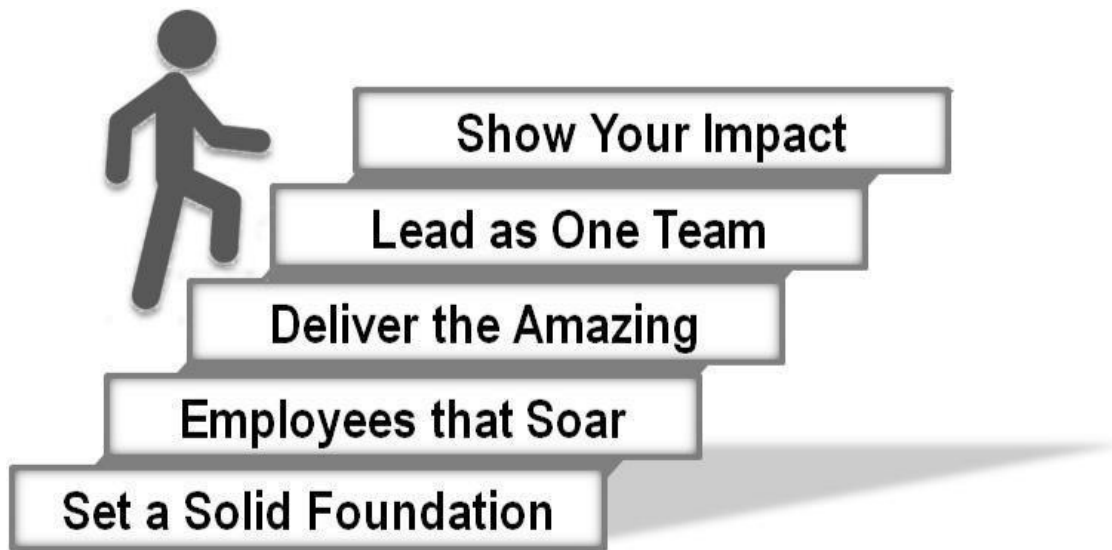
- Y **Leadership**
- Y **Accountability**
- Y **High Performance**
- Y **Integrity and Sincerity**
- Y **God Fearing**
- Y **Impact Delivery**
- Y **Culture**

# Guiding Framework

Ascending to greater impact is our guiding framework.

We believe that GRACARO is a critical component of fulfilling the vision of the National Plan. The buildings, building infrastructure and strategic management of District assets and people directly impacts the learning environment, student experience and public perception of the District. In this regard, we are committed to excellence and a most efficient operation.

To progress successfully, each of us must step forward to accomplish the goals and objectives that have been strategically planned and aligned to move us forward. The five bold steps in the guiding framework describe the areas where we will make significant progress over the next five years.



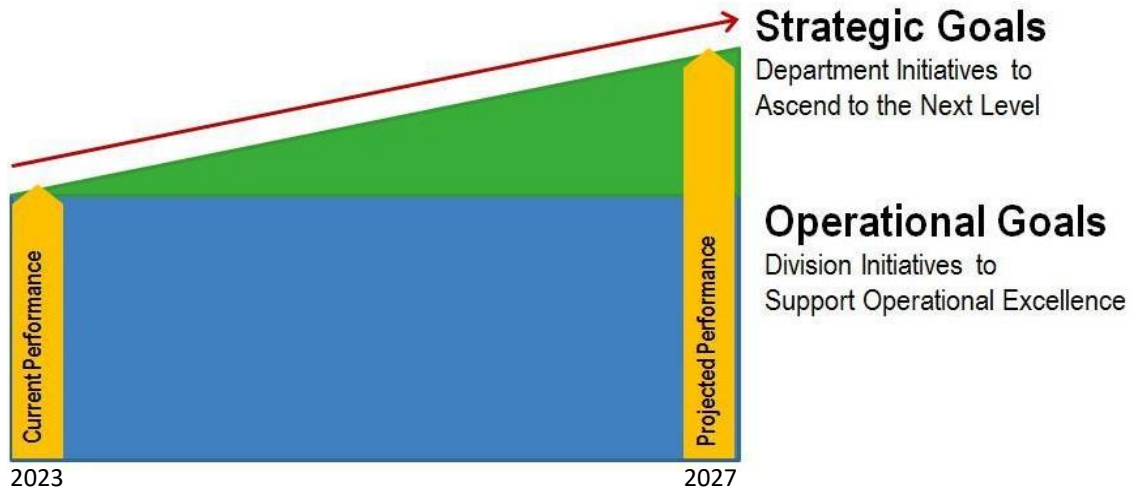
## Strategic & Operational Goals

The GRACARO Strategic Plan outlines both strategic and operational goals that address the most relevant opportunities and challenges we foresee over the next 5 years.

The strategic goals represent innovative, future-oriented and department-wide initiatives that will require employees at all levels across GRACARO to work jointly towards a common goal. Strategic goals take us to the next level through a planned and forward-thinking strategy.

These operational goals support the strategic goals within each of the Divisions. Operational goals focus on the Division plans needed to optimize the performance of its operations and reach our objectives over the next 5 years.

Both strategic and operational goals account for the work to be performed over the next 5 years. This will require that every person, team and division performs their functions to the best of their ability, and then go beyond. We need to significantly improve what we do and how we do it.

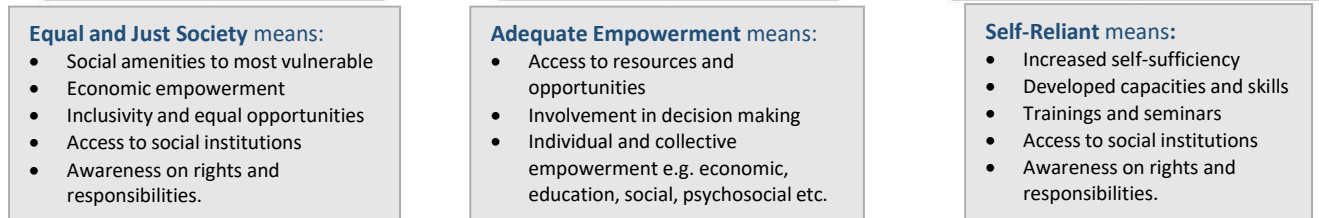


## Vision

GRACARO is inspired by a vision that is aligned with the mission and vision of the Organisation. Simple and straight forward, we envisage an **equal and just society** for all, where everyone is **adequately empowered** to live a **self-reliant** and dignified life.

The vision provides clarity around the direction and long term strategy that GRACARO will employ.

## Equal and Just Society where Everyone is Adequately Empowered and are Self-Reliant



## Mission and Values

As a forward-looking Organisation, we aspire to improve the living standards of vulnerable persons and communities, promote and advocate for their rights, especially the right to education, and provide material and spiritual assistance to marginalized and disadvantaged people and communities.

The following statements define the mission and values for GRACARO.



## Mission

- Provide a high quality learning environment for all students and staff
- We deliver high quality customer service both internally and externally
- We promote operations that are environmentally and economically efficient, effective and sustainable
- We focus on continuous professional development of our staff at all levels

We believe that GRACARO should align with the shared Core Humanitarian Principles and the Core Humanitarian Standards. We will strive to live these values and incorporate them into all that we do.

## Improve the Living Conditions of Vulnerable Persons/Communities and Advocate for their Rights

### Living Conditions means:

- Access to basic food items
- Access to quality Education
- Access to WASH services
- Access to basic healthcare
- Economically and socially empowered to take self-action

### Vulnerable Persons means:

- Persons with Disabilities
- Elderly persons
- Orphans and street children
- Widows and widowers
- Persons with Albinism
- Minority/marginalised groups

### Advocate their Rights means:

- Sensitization Campaigns
- Policy Recommendations
- Trainings and seminars
- Learning change
- Awareness on rights and responsibilities.

## Shared Core Values

- Leadership
- Community Engagement
- Accountability
- Collaboration
- Transparency

# SWOT Analysis

The SWOT analysis identifies strengths, weaknesses, opportunities and threats to provide a comprehensive assessment of GRACARO’s internal capabilities and external impact and image. The overall picture shows the balance of positive and negative factors. By cross referencing strengths with opportunities and weaknesses with threats, this SWOT analysis will help identify potential defensive and offensive strategies and approaches.

<b>Internal to GRACARO</b>	<b>Strengths</b>	<b>Weaknesses</b>
	<ol style="list-style-type: none"> <li>1. Multi-discipline expertise and competence on projects</li> <li>2. Strong institutional Capacity</li> <li>3. Experienced and dynamic staff</li> <li>4. Strong community presence, track record of efficient delivery</li> <li>5. Deep &amp; growing portfolio of work and areas of intervention</li> <li>6. Long-standing presence in local communities</li> </ol>	<ol style="list-style-type: none"> <li>1. Unclear strategy, mission follow-up, or organizational principle</li> <li>2. Limited staff strength, over-dependence on partners and volunteers</li> <li>3. Poor internal communication, sharing information between offices</li> <li>4. Low accountability, no clear metrics and budgets, no management tools</li> <li>5. Unclear path for advancement within the organization</li> </ol>
<b>External to GRACARO</b>	<b>Opportunities</b>	<b>Threats</b>
	<ol style="list-style-type: none"> <li>1. Increased demand for challenging, well designed projects</li> <li>2. Available opportunities for collaboration with local partners</li> <li>3. Change in demographics &amp; funding opportunities</li> <li>4. Acquire transportation &amp; planning expertise to capture projects</li> <li>5. Just scratching the surface on ADC</li> <li>6. Understand beneficiaries better by doing more in---depth needs assessment</li> </ol>	<ol style="list-style-type: none"> <li>1. Difficulties and risks to access certain communities</li> <li>2. Limited resources and funding opportunities.</li> <li>3. A lot of administrative bottlenecks to gain access and collaborate</li> <li>4. Talent retention as others draw quality staff.</li> </ol>

## Key Strategic Initiatives

### DEFENSIVE STRATEGIES:

Our defensive strategies protect internal weaknesses from external threats. These are “must do” strategies that protect GRACARO from becoming vulnerable to external competition.

1. Create a 5-year capital allocation plan;
2. Communicate opportunities for advancement with incentives-based performance;
3. Review our level of impact on different segments of beneficiaries;
4. Improve our reach and areas of intervention;
5. Develop a more unified organizational leadership and culture;

## OFFENSIVE STRATEGIES:

GRACARO's offensive strategies deploy internal strengths into available opportunities. These are "could do" strategies that exploit opportunities by leveraging strengths.

1. Benchmark current performance standards;
2. Establish strategic alliances with local and international NGOs, stakeholders;
3. Get involved with beneficiaries early on before and reallocate resources to make time for proactive branding and public relations;
4. Build on our transit and sustainability experience to get new projects;
5. Cross discipline training on how to write project proposals, financial and accountability management;

## Goals and Objectives

The guiding framework defines five top-priority, mission-critical areas needed to realize our vision and achieve the desired results. The 5 strategic areas are: Set a Solid Foundation, Employees that Soar, Deliver the Amazing, Lead as One Team, and Show Our Impact. We outlined specific goals and objectives describing in greater detail the five areas that will empower us to ascend.

Initiative	Goals Description	Objectives
Set a Solid Foundation	- Establish a solid institutional framework and efficient organizational capacity	- Ensures the organization meets all its legal requirements & status
	- Encourage and motivate members to be committed and develop professionally	- Ensures the organization has the right people with the right skills to deliver on its mission.
	- Establish efficient operational processes and capacity for office activities	- Ensures there are guidelines for specific tasks and activities.
Employees that Soar	- Carryout capacity building and training of staff on key aspects such as performance and organizational culture	- Ensures that the staff have the right skillset to efficiently perform their duties.
	- Provide professional development opportunities to staff who need it or show willingness to learn	- Ensures that staff has opportunity to grow within the organization and take greater responsibility.
	- Motivate staff with recognitions, awards.	- Staff are aware that good work & performance are rewarded.
Delivering the Amazing	- Carryout regular performance evaluation to identify weaknesses and areas of potential improvement	- Ensures activities of the organization and staff support the mission statement
	- Seek to always out-perform previous achievements	- Ensures the organization maintains healthy innovation
	- Set lofty goals and new targets	- Ensures organization is constantly seeking new heights.
Lead as One Team	- Demonstrate shared leadership and proper delegation of duties and functions	- All are involved in taking action and delivering the required results
	- Staff take greater responsibility, support each other to become better.	- Staff growth is ensured both in strength and level of collaboration
	- No blaming or shaming, only encouragement and motivation	- Staff learn faster and become motivated to work in a team
Show Our Impact	- Proper record keeping of deliverables	- Records are available for reference
	- Engage in social media campaigns	- Visibility and recognition increases
	- Documents success on our website	- Proof of activity is available to the world

## Resources: Personnel Allocation (Sponsors)

In order to implement the Strategic Plan, we assign key resources in the roles of Sponsors and Champions to strategic initiatives. These are leaders at GRACARO who are responsible for guiding, mentoring and overseeing the achievement of strategic initiatives, selected because they demonstrate aptitude and commitment to scope, drive, execute and deliver a completed strategic initiative. They work with other stakeholders and a cross functional team of employees to accomplish their strategic initiative.

Initiative	Personnel Responsible
Set a Solid Foundation	Mr. Ambe A. Neba
Employees that Soar	Pst. Fonji Alfred
Delivering the Amazing	Mrs. Aeeline
Lead as One Team	Rev. Chiabi Martin
Show Our Impact	Ms. Bache Matilda

## Timelines: Work Plan

The proposed timeline to implement the Strategic Plan provides the following start and end dates for the different initiatives.

Initiative	Description	1 <sup>st</sup> Year (2023)				2 <sup>nd</sup> Year (2024)				3 <sup>rd</sup> Year (2025)				4 <sup>th</sup> Year (2026)				5 <sup>th</sup> Year (2027)			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Set a Solid Foundation																					
Employees that Soar																					
Delivering the Amazing																					
Lead as One Team																					
Show Our Impact																					

# Progress: Performance Measures

In order to keep steady progress on implementing the strategic plan requires that Sponsors and Champions report relevant performance measures on a regular basis. The discipline of reporting actual versus planned measures on the various strategic initiatives against measurable goals increases accountability. The chart below describes the performance indicators for each strategic initiative.

# Strategy Execution Process

Thoughtful planning will shape and guide an organization for the future. Its purpose is to help the organization do a better job, to focus its goals and to work together towards those goals. In order to achieve this ideal, the Planning Committee, through thoughtful process and facilitated brainstorming, identified the following primary strategic questions.

- Are the current activities of the Organization assisting in maximizing resources and supporting the missions of the Organization? Should current activities be continued, expanded or abandoned? What, if any, new activities should be considered?
- Should GRACARO actively pursue strategies that would widen the appeal of GRACARO and increase multi-sectoral interventions?
  - What role should affiliate members, both national and international, play in GRACARO?
  - What effect would continued growth have on the administration of GRACARO, the quality of the services provided and sense of community and camaraderie so important to the Organization?
- How can communication be improved – both within the Organization itself as well as with the various stakeholders that comprise the driving force of our Organization?
- How can we assure the efficient and effective administration of the organization? If management vacancies occur, what policies and procedures should be implemented to ensure a smooth transition and minimize any loss of efficiency for the organization?

The strategy execution process defines what needs to be done, by whom and by when. Sponsors are ultimately responsible for achieving a strategic goal. Champions are assigned specific strategic initiatives and given the support, including training and coaching, to facilitate effective cross functional work. Champions will meet regularly to coordinate their efforts, learn effective ways to engage others, and report progress on their assignments.

The strategy execution process includes the following components:

1. **Selection:** Identify the right sponsors and champions for each of the strategic initiatives. Ensure that Sponsors and Champions are willing and able to perform their function for the assigned period of time.
2. **Training:** There is ongoing training for Sponsors and Champions on how to define objectives, lead effective initiatives, build collaborations across departments, and measure progress on assignments.
3. **Tiger Teams:** The temporary task forces working on strategic initiatives are called Tiger Teams. Tiger Teams are temporary task forces assigned to a strategic initiative with the knowledge and experience necessary to accomplish the tasks.

4. **Planning:** There is ongoing planning to define, scope, assign and review the work done by the Tiger Teams. Sponsors provide a high level plan, while the tactical plans are set by the Champions under the Sponsor's oversight.
5. **Assignments:** Each Tiger Team works on accomplishing a well---defined assignment within a set time frame to produce specific deliverables.
6. **Reporting:** Champions conduct regular progress review and deliver an account of their assignment to the Sponsor and the entire leadership team. This includes reporting measurable impact of the strategic initiative on improved operational efficiency, quality, beneficiary satisfaction, safety, and productivity.

The strategy execution process becomes a key developmental experience for the Organization. We commit up to 15% of our time for a period of 1 year to advance strategic objectives. After the period of 1 year, a new group of individuals will be selected to the role. Former persons in these positions can act as mentors to new role holders.

### Clarifying and formalizing best practices within the Organization

- Charge the Executive Committee with establishing standards as well as a process for a biennial formal performance evaluation of the Organisation and its leadership. This evaluation shall be expedited by the external entity. A report with recommendations agreed to by the Executive Committee shall be presented to the Board of Directors at their biennial meetings.
- At the expiration of the current employment agreement, or at another time if deemed appropriate, the president shall preside as lead representative of the Executive Committee in contract negotiations with the key personnel. The employment renewal proposal shall be presented to the Board of Directors for their approval at their next meeting.

## Strategic Initiative:

### 1. Assess the Inventory

**Goal:**

Set a solid foundation for assets, operational and institutional management.

**Objective:**

Assess the inventory of GRACARO assets that are applicable to operations, maintenance and modernization.

**Description:**

We will optimize resources by having an accurate and current inventory of GRACARO assets. The assets relevant to GRACARO's operations, maintenance and modernization include all owned and leased facilities, including the buildings and tools, machines, furniture etc. Assets also include all major equipment. The inventory will account for the conditions of assets in a way that can be searchable, reported, updated, and regularly maintained.

**Impact:**

By doing this we can manage GRACARO assets more effectively and efficiently, report the cost of operating current assets and forecast projected costs and assets required.

**Sponsor:**

Y Name: Mrs. Jobain Cyvelline

**Team:**

Y Name: Ms. Chiambom Lovette

Milestones:		Date
1.	Facilities deficiencies report complete for all projects	
2.	Define data requirements	
3.	Collect condition reports on all projects	
4.	Enter data in the system	
5.	Report data	

## Strategic Initiative: 2. Create a 5-Year Capital Plan

**Goal:**

Set a solid foundation for assets and systems management

**Objective:**

Create a five-year capital plan to manage the growth and life cycles of GRACARO assets to maximize the value of GRACARO resources.

**Description:**

We will maximize the value of GRACARO resources (manpower, time and money) by having a capital plan that accounts for the life cycle of current resources, the costs of operating the current resources and the estimated costs of resource to support the projected growth.

**Impact:**

Build future Bond programs and mil levy programs. Present accurate budgets and make evidence---based cases to guide resource allocation decisions.

**Sponsor:**

Y Name: Rev. Chiabi Martin Sam

**Champion:**

Y Name: Ambe A. Neba

**Team:**

Y Names: Mrs. Aeline

Milestones:		
1.	Differentiate Mill Levy and Bond	Date
2.	RFP for school assessments	Date
3.	5-year Capital Plan start	Date
4.	Capital Plan done	Date



### 3. Management/Operations Goals

#### Goal A: Secure the administrative relationship of the Organization

**Objectives:**

- Weigh the advantages and disadvantages associated with the establishment of a permanent address for GRACARO. Consider such factors as access to transportation and availability of meeting/ training facilities, as well as the impact on the activities of the Organization.
- Develop a Succession Plan which would outline the procedures to be followed in the event of the departure of a member and ensure a smooth transition. Formulate steps necessary to choose a viable successor. Develop a contingency plan to maintain the activities of the Organization in the absence of key administrator.
- Investigate best form for long-term administrative structure of GRACARO, including the potential for additional staff and the possibility of an independent provider for employee compensation and benefits.

### 4. Operational Initiatives and Activities

Each of GRACARO Divisions has identified operational initiatives within their own Division to support the Organization's Strategic Plan and advance operational excellence within their area. Division Leaders are responsible for defining, implementing and reporting progress on their respective Operational Goals. The work to accomplish the operational initiatives is usually conducted within each Division and will be reported by each Division leader at regular leadership Team meetings.

The Divisions listed below are providing their respective Operational Goals in the following section:

- Y **Planning**
- Y **Implementation**
- Y **Maintenance**
- Y **(Others)**

# Operational Activities

The following GRACARO activities will continue to be part of the regular business of the Organization. Not all members can benefit from or contribute to every activity of the Organization, as some collaborative opportunities are available only to full members. Some of these activities are reiterated in the goals and objectives of the strategic plan as they directly address a specific strategic issue identified during the planning process. Others are not included in the plan.

## Operations Management

The Executive Director is responsible for the daily operations of the Organization. Delegation of various duties to the Administrative Assistant is left to the Director's discretion. The daily operations of the Organization include:

- Manage Organization budget
- Manage membership accounts and inquiries
- Handle all Organization correspondence via mail, e-mail, telephone, and fax.
- Maintain GRACARO office and equipment (presently located at Opposite Avenir Pack, Up Station, Bamenda)
- Develop Public Relations Materials and maintain website
- Monthly report of Organization activities to the Executive Committee

## Regular meetings/conferences attended by the Executive Director

In addition to numerous ad hoc, committee and task force meetings and Organization programs, the Executive Director is expected to attend the following meetings and conferences each year:

- Two Board of Directors meetings (January and June)
- Executive Board meetings (February and July)
- Annual membership meeting (in conjunction with everyone every July)

In addition, the Executive Director may attend the following conferences when appropriate:

- Relevant regional/local meetings
- Community mobilization planning meetings
- Meetings with partners and stakeholders

## Meetings of Select Interest Groups

The interest groups are the primary vehicles through which library staff members participate in the Organization. They are organized to correspond loosely to job function within member libraries. Interest groups are currently developing individual charters and guidelines with the goal of energizing their membership and fostering self-governance. The current interest groups include

- Local NGOs
- Cluster meetings
- Partners meetings

It is planned to establish an IT interest group whose expertise will provide the organization with invaluable technical support and assistance. The meeting time is to be announced.

### Web Page Management

The GRACARO website (<http://www.gracaro.org>) is an important source of information and communication for members. The site has been completely redesigned and its appearance and functionality greatly enhanced. GRACARO will continue to:

- Post new trial/license information
- Post news or information of interest to the membership
- Update and maintain web page content
- Work to enhance site efficiency, functionality, design and content

### Professional Development Programs and Training Opportunities

Often, GRACARO organizes training or programs that are relevant to members and staff and not widely available from other quarters. We will continue to:

- Coordinate training opportunities, such as resource mobilization, financial management, Monitoring, Evaluation, Accountability and Learning, etc.
- Offer programs on relevant and timely issues, such as disaster planning, workflow management and grant writing.

## Best Practices for the Industry

### **Objectives:**

As part of creating a strategic plan for GRACARO Facilities Management, we consider industry trends and best practices for humanitarian and development activities. The purpose of this section is to inform the strategic initiatives with innovative ideas, practical tools and best practices.

The best practices in NGO facilities management will be considered when creating the strategic plan. In addition, they will be reviewed during the start of execution at the point of launching the strategic initiatives. A summary of the best practices is included in this strategic plan. By incorporating the most beneficial and relevant best practices, it will help GRACARO to continue to embrace innovative change and increase impact.

### **Methodology:**

The best practices presented in this strategic plan have been collected through research on humanitarian interventions and development sector trends and best practices, focusing on the impact of facilities on improving community impact and engagement outcomes. In addition, the research includes best practices for facilities and organizational management across the different sectors of our intervention like economic empowerment, food security, Gender-Based Violence, Water Sanitation and Hygiene, etc. focusing on organizations that build, maintain and operate large number of projects and intervene in multiple sectors. The following are the main sources used in the report:

1. Facilities Management and Maintenance, Key Strategies from NGOs and INGOs.
2. Best Practices: Building Blocks for Enhancing NGO performance.
3. BEST: Building NGO Success Together, Recommended Policies for Best Practices.
4. Leading the Transition from Start-up NGO to INGO

### **Summary of Best Practices:**

The following is a high level summary of the best practices in NGO facilities and operational management that are considered to be most beneficial and relevant to GRACARO. The comprehensive collection of best practices articles and reports is part of an Appendix to this Strategic Plan.

#### **1. Keep a Current Organization Facility Inventory**

Develop and annually update a facility inventory of all the Organization's tool, equipment, documents, records etc. describing the basic building data including the condition of the facility, the condition of main equipment and the projected expenditures for significant capital improvements. Make sure that the data collected is accurate, follows a consistent data collection methodology, and is regularly updated. Making information about Organization facility conditions public has a three-fold purpose: 1. informs stakeholders about the condition of the organization and its structures, 2. provides valuable information to the community about the condition of public assets that aim to provide community impact, and 3. holds the Organization's administration accountable for their management and maintenance of the facilities which are for public good.

#### **2. Involve everyone and the Community in Organization Maintenance and Safety**

Involve everyone and the community in organization maintenance and safety activities such as:

- Y Ask input from staff, to create safety and keep buildings in good condition with clear expectations and consequences.
- Y Develop and clearly state the code of conduct such as "respect for others" and "respect for property" and post them around the office, with guidelines for their application.
- Y Recruit staff to dedicate specific hours to participate in focused organization-improvement activities such as cleaning up the offices, yard, painting an exterior area, or picking up litter.
- Y Teach staff conflict resolution skills, and work toward policies that are, and are perceived as being fairly conceived and fairly applied to everyone.

#### **3. Foster an Organization Caring Environment**

A positive Organization caring environment is built upon caring relationships among all stakeholders—staff, administrators, board members, funders and communities. A warm "good morning" greeting from the custodian can help determine an individual's mood for the day, just as a cheerful recognition of cleanliness by the administrator can set a tone that motivates staff to keep the Office or duty post clean. Making sure that specific standards of Office appearance are consistently met, sends a message to stakeholders that we truly care about our environment, which influences their behavior and care.

#### **4. Energy Conservation**

Use of energy-efficient lighting fixtures can reduce energy costs by 8-10%. Adoption of

energy saving practices can further add to energy savings. Conducting regular energy audits that provide an energy efficiency scorecard with recommendations for improvement can reinforce energy efficient practices.

**5. Environmental Goals**

Every new school building, renovation project, and a project to replace existing building systems and/or components presents an opportunity to design and implement an environmentally sensitive capital improvement project. School design and construction practices need to set environmental goals that take into account energy usage when selecting equipment, installing and maintaining equipment, and when packaging and disposing of waste from the construction site.

**6. Leverage Technology for Improved Communication**

Use technology to improve communication and reporting between the various stakeholders. Technology can be an asset to improve communications between the staff and stakeholders, and facilitate information flow. Technology can help deploy activity and project resources more efficiently by scheduling jobs with information on the geographical locations, equipment needs and level of resources required and available.





