

# **North America Masaba Cultural Association**

**Strategic Plan Framework  
for  
2015-2018**

**Developed on 10/31/2014**

**Last Reviewed on:  
6/02/2015**

## Table of Contents

List of Tables	ii
List of Figures	ii
BACKGROUND	3
Vision Statement	4
Vision	4
Mission Statement	4
Mission	4
Value Statement	4
GOAL 1: FACILITATE CONNECTIONS TO THE MASABA LANGUAGE AND CULTURE:	5
GOAL 2: MOBILIZE CHANGE AGENTS TO IMPROVE PEOPLE’S LIVES:	8
GOAL 3: PROVIDE LEADERSHIP AND ADVOCACY TO ADDRESS ISSUES:	10
GOAL 4: PROJECT: EDUCATIONAL RESOURCE CENTER (ERC)	10
Fundraising Plan:	11
General Administration & Sponsorship:	12
MARKETING AND COMMUNICATION PLAN	13
TARGET AUDIENCES	13
Management Plan	16
Executive Board	18
Standing Committees	19
People Development Plan	20
Operating Budget	21
Risks and Opportunities	27
SWOT Analysis	27
Risk Register	27
Success Measures	31

## List of Tables

Table 1 NAMCA Values	5
Table 2 Fundraising Target Audiences	14
Table 3 Transition development Plan	20
Table 4 Operating Budget, North America Masaba Cultural Association: Jun 01, 2015 - Dec 31, 2018	22
Table 5 NAMCA Administrative Expenses	23
Table 6 NAMCA ERC Building Capital Expense	23
Table 7 NAMCA Chapters & Expansion Expense	24
Table 8 Crowdfunding Platform Expense	24
Table 9 NAMCA Inbound Marketing Expense	25
Table 10 NAMCA Mbale Office Expense	25
Table 11 NAMCA Events Expense	26
Table 12 NAMCA Language & Cul Center Expense	26
Table 13 Action Plan ERC Building Project	28
Table 14 Action Plan NAMCA Chapters and Expansion	29
Table 15 Action Plan NAMCA Online Language & Culture Center	29
Table 16 NAMCA Action Plan Crowdfunding Platform	30
Table 17 Action Plan NAMCA Inbound Marketing	30
Table 18 Measure of success	31

## List of Figures

Figure 1 Bamasaaba Residents by Continent	6
Figure 2 Global BaMasaaba Network	7
Figure 3 How IFoundation Works	9
Figure 4 NAMCA Organizational Chart	17
Figure 5 Other NAMCA Management Relationships	18



## BACKGROUND

The North America Masaba Cultural Association (NAMCA) was formed in 2001 to mobilize Masaaba people in the Diaspora towards; promoting Masaaba culture and language, safeguarding their welfare, promoting and advocating for self-reliance, education, and socio-economic development. The Organization is registered as 501c3 nonprofit in the U.S.A and Non- Governmental organization in Uganda. The Masaaba people, or BaMasaaba, are a Bantu people inhabiting the present districts of Sironko, Manafwa, Bududa, Mbale and Bulambuli in Eastern Ugandan. The Greater Masaaba nation includes their co-ethnics the Bukusu of Western Kenya. They are culturally identical and many clans are common to both groups. Their modern separate identities have more to do with colonial boundaries that cut across Mount Elgon than any significant historical social or cultural distinctions. Both are famous for their traditional male circumcision rituals and ceremonies, held every even year. In a three-day ceremony of dancing and feasting, preceding a couple of month's preparations, the initiates are admitted into adulthood and expected to begin their formal contribution to the growth of their respective communities. The name BaMasaaba is sometimes used interchangeably with the name Bagisu. The population of BaMasaaba is about 2 million and Bukusu about 1.2 million.

NAMCA has given significant attention to the Masaaba Diasporas and their descendants; how they can enhance their own livelihoods and also contribute to development in Uganda. Since its inception the organization has made great strides to address its mission. It has provided computers, scholastic materials and equipment to improve the quality of education in Bugisu sub-region; furnished local Hospital with supplies like Medicines, mattresses and beddings; and supplied, farm implements and sewing machines to women's groups to foster entrepreneurial activities within many communities. Additionally the BaMasaaba in the diaspora are already recognized in their role as providers of remittances, of course, but also as investors, philanthropists, innovators, and change agents in the growth of all sectors of development in Uganda. The power and potential of Diasporas is very clear, but BaMasaaba have not effectively mobilized to have long lasting and permanent impact on the development of the sub region. In its infancy the organization was largely a socio-cultural forum. It then matured into doing activities of a charity nature providing funding and or materials to short term projects and disaster relief. During the 2014 AGM NAMCA members decided to steer the organization towards activities that are more development oriented and of an investment nature. It was acknowledged that though we are a member driven organization; the resources from members and the managerial capacity of our board would not be adequate to reach our targets. NAMCA needed to re-think every aspect of its organization including; its organization structure, membership structure, projects, mission, vision, objects and focus. The overarching conclusion was NAMCA needed to be a facilitator or catalyst rather than an implementer to effectively address its mission and vision. A catalyst is defined as something that causes activity between two or more persons or forces without itself being affected. It is a person or thing that precipitates an

event or change. NAMCA's needs to harness the collective power of individual micro actions to effect large scale change. The current strategic plan provides a framework for NAMCA to address both charitable and development or investment oriented activities. It is the product of the 2014 AGM resolutions, Board decisions and extensive research about the capacity of our organization. It redefines NAMCA's mission, vision and objects in a lean, measurable and actionable way. It is a step by step guide for all actions for the next 3-5 years and conveys a remarkable amount of information about what NAMCA must do to succeed. It provides all subsequent boards with a strategic road map that can help them establish a clear sense of direction in achieving the establishment of Educational Resource Center (ERC), building relationships with members, and developing a Road Map for engaging various partners in Uganda and the diaspora in fulfilling objectives.

## **Vision Statement**

The vision of NAMCA is to promote Masaaba Language and Culture globally, and enhance people's well-being in communities we serve.

### **Vision**

Our vision is to promote through education and interaction, the language and culture of BaMasaaba in various diaspora communities all over the world specifically in Europe, North America, Asia and Africa. We seek to encourage the use of the language and knowledge of the culture among all BaMasaaba and subsequent generations. We also seek to serve as a resource for anyone who wants to learn anything about BaMasaaba; this may include Missionaries, academia, volunteers or tourists. Finally, our vision is to improve people's lives in the areas of health, education and socio-economic well-being in the communities we serve; with special focus on BaMasaaba in the diaspora and communities in the Mt Elgon region in Uganda and Kenya.

## **Mission Statement**

Our Mission is to facilitate connections to Masaaba culture, mobilize change agents to improve people's lives and provide leadership and advocacy on issues of concern in communities we serve.

### **Mission**

Our mission is to facilitate access to language and culture resources and create opportunities for BaMasaaba to meet, network, socialize and organize. We also seek to mobilize diverse people, resources, organizations, and governments all over the world through partnerships to improve people's lives in Uganda and in the diaspora.

We seek further to provide leadership and advocacy to addressing issues that concern the well-being of BaMasaaba everywhere by engaging governments, organizations, and by amplifying them in public forums.

**Value Statement**

**Word and Deed: (Bilomo ni Bikholwa)**

**Table 1 NAMCA Values**

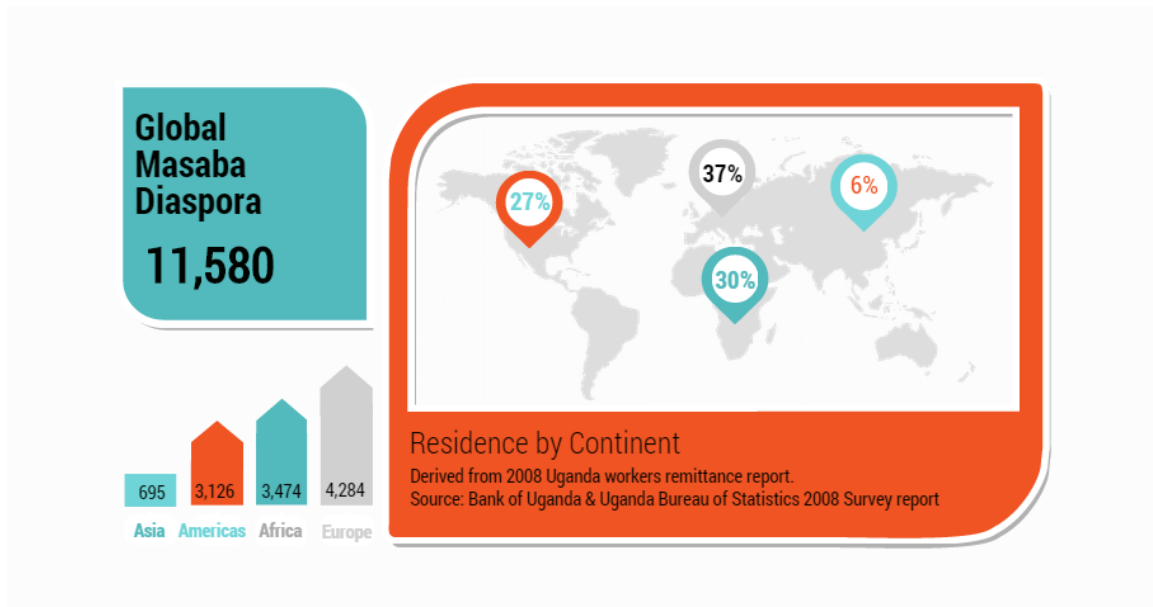
Accountability		Growth	Partnership
Achievement	Creativity	Honesty	Professionalism
Attitude	Customer Service	Individuality	Quality
Balance	Diversity	Inspiring	Reliable
Commitment to Success	Efficiency	Integrity	Respect
Communication	Empowerment	Legal	Responsibility
Community	Ethical	Loyalty	Risk-taking
Competence	Fairness	Teamwork	Safety
Consistency	Fun	Optimism	Trustworthy

**GOAL 1: FACILITATE CONNECTIONS TO THE MASABA LANGUAGE AND CULTURE:**

**Objective1.1: Incorporate other BaMasaaba Organizations in the diaspora as NAMCA Affiliates.**

**Strategy 1.1:** Enter into MOU’s with various existing organizations particularly in the U.K and Southern Africa to ensure where such members will effectively have full right rights and privileges in each other’s organizations

**Figure 1 Bamasaaba Residents by Continent**



**Objective 1.2:** Encourage the creation of NAMCA chapters in various geographical areas with significant BaMasaaba populations. Rename NAMCA to New alliance of Masaba Cultural Associations to reflect new organizational structure. Get 10% of the Global diaspora engage with NAMCA and or affiliates.

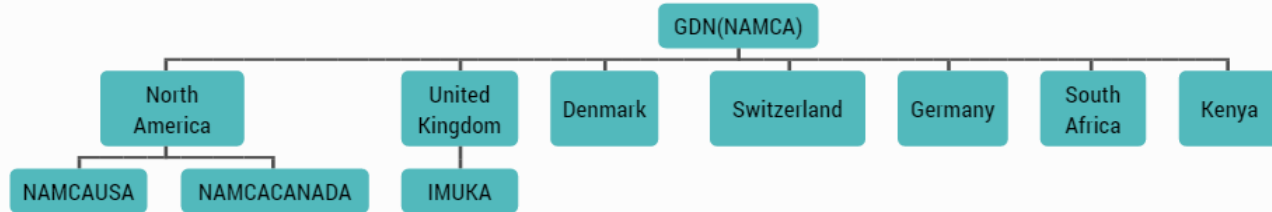
**Strategy 1.2:** Encourage establishment of national chapters first starting with Canada, U.K, Uganda, South Africa, UAE, Switzerland, Denmark, Germany, China, Japan and U.A.E. Identify skeleton team of 5 or more individuals in each country and engage them towards NAMCA activities especially around the ERC fundraising efforts. Then follow establishment of sub-chapters in geographical locations with a concentration of 10 or more families or at least 15 members to start a NAMCA Chapter.

Figure 2 Global BaMasaaba Network



# Global Diaspora Network

Chapter Organizations or Affiliates of the New Alliance of Masaba Cultural Associations



Focus is to create national chapters in every country with a significant masaba population and followed by regional chapters. If we attract only 10 % of the estimated 11,580 members in the diaspora we will meet our goals for membership.

**Objective 1.3:** Deepen relationships and form partnerships with cultural organizations in Uganda (These include Inzu ya Masaaba and Radio- Uganda – Lumasaaba)

**Strategy 1.3:** Enter into MOU with various cultural organizations in Uganda to carry out specific joint programs or projects of mutual benefit and interest.

**Objective 1.4:** Publish Periodic Electronic Newsletter

**Strategy 1.4:** Establish a publishing portal to crowdsource various news items from BaMasaaba everywhere managed by an editorial team appointed by the NAMCA Board. Publishing periods will be determined by the editorial board.

**Objective 1.5:** Establish online Language and Culture Resource Center

**Strategy 1.5:** Seek from Bible publishers and electronic versions of Lumasaaba Bible and avail it online. Create an online Wiki Dictionary of commonly used Lumasaaba words – this would be editable and can be added to and corrected by anyone with access. Avail other Audio and video language resources. Avail online access to Masaaba history resources including books, research, articles and BaMasaaba literature and art resources. Establish relationships with institutions that archive these resources and or purchase them if necessary.

**Objective 1.6:** Stage a well-planned Cultural extravaganza once every two years at the AGM meeting.

**Strategy 1.6:** Organize NAMCA membership to do well choreographed performances at the AGM. Invite Masaba Cultural groups or artists from Uganda and

other parts of the diaspora to perform a show at the AGM to be organized by Board committee in charge of cultural affairs.

## **GOAL 2: MOBILIZE CHANGE AGENTS TO IMPROVE PEOPLE'S LIVES:**

**Objective: 2.1 Match** donors and resources to the people who need them

**Strategy: 2.1** Create and administer a database of Donors (individuals and organizations) and recipient organizations. We will utilize a Crowdfunding platform to match projects to donors and vice versa, especially in the areas of health, education and employment.

NAMCA intends to use the Oneconnect platform – a social networking and crowdfunding platform targeted to diaspora communities. The platform allows various nonprofits on the ground and other charitable causes to access donors in diaspora for various specific projects. It also allows NAMCA to solicit donors in a way that will make it easy for them to give, it is direct and has tools that ensure accountability and transparency. Donors will be able to take advantage of NAMCA's networks on the ground, expertise, credibility and knowledge of the local culture. NAMCA will use this platform to solicit Donors and other change agents to make long term commitments to funding various causes and projects published on the platform. By leveraging the diaspora, institutional donors can take advantage of local networks and expertise to have the most effective grassroots impact. NAMCA will take the following minimum steps and other additional criteria if necessary to evaluate new organizations that want to access donors through our system:

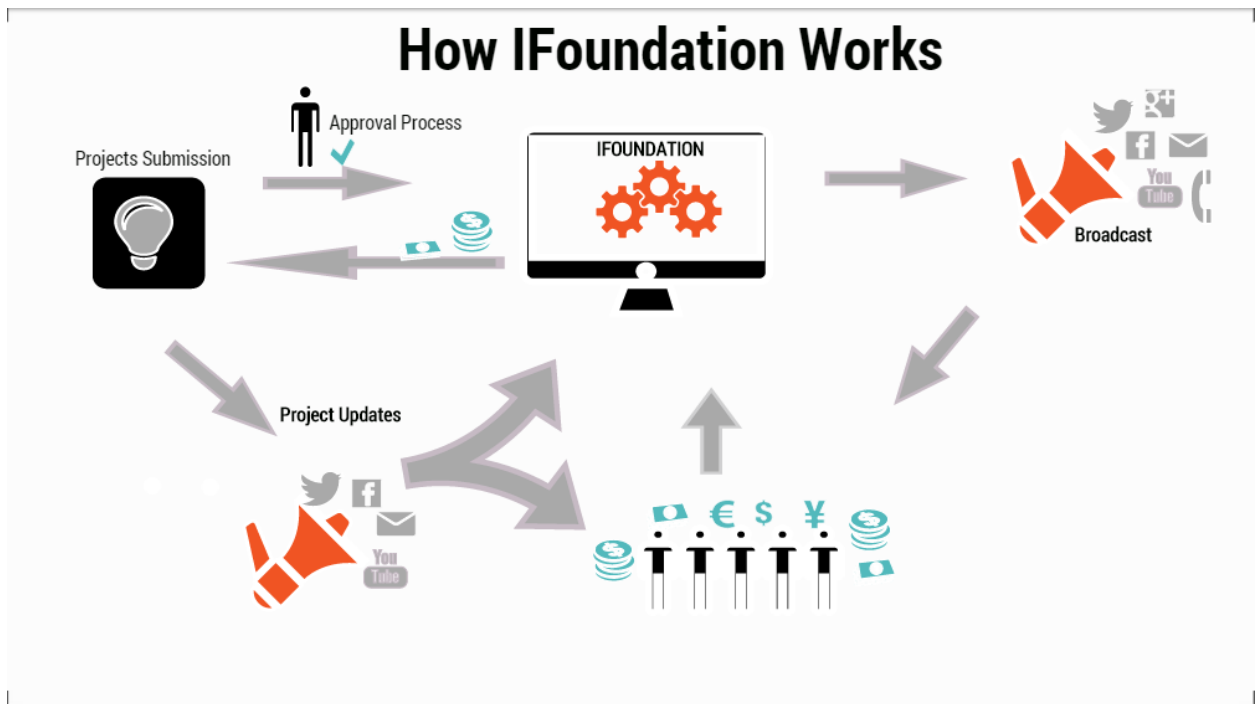
1. Application: We will invite organizations, NGOs and CBOs with a similar mission in the Mt Elgon Sub-region and Uganda as a whole to submit an online application. The board will look into the organizations or causes to understand mission, history, and people. We will then verify the organization's registration NGO status and its standing in the community it serves. We will require recommendations from local authorities and local parliament representative or religious leader if necessary.
2. Review: In addition to the online application, NAMCA reviews the organization's operating budget and project and assess its effectiveness.
3. Interview: The NAMCA board will conduct either a phone or live interview with the organization's top executive(s) to better understand its goals, impact, current projects, funding priorities, and leadership. After all these are fulfilled an MOU will be drafted and signed and the project will be published on our fundraising platform ready for donors to donate to.

Projects and causes that will be initiated by NAMCA itself will not need to undergo the above process. However in complying with our vision as a facilitator rather than implementer will keep NAMCA's initiatives to only those of an emergency nature.

The OneConnect platform also allows a diaspora community to create its own online network, where members can stay informed about issues at home such as news,

opportunities, and causes. The platform will enable NAMCA to create an online network that allows people and organizations to fund projects in the homeland and see the impact right away. Projects can be funded with as little as \$1. In return, donors get to see their money go to work building the places they grew up in, or issues they care about through constant updates. The OneConnect platform comes with a feature called Ifoundations. This enables both Individuals and organizations to start their own virtual micro-foundation known as an Ifoundation. Users can select from a portfolio of organizations or causes to support based on a criteria they choose (location, issue, country etc.). The portfolio of causes available are selected through a rigorous due diligence process of various organizations already engaged on the ground. Donors are able to give a single amount that is automatically distributed based on the criteria they choose. It makes philanthropy extremely personal, cost effective and embeds tools of accountability.

**Figure 3 How Ifoundation Works**



Objective: 2.2. Set up E-commerce platform marketplace to allow local business market their products and services. Target economic activities in trade (tea and coffee), tourism, art and crafts, music and Video. Showcase the Mt Elgon region's attractions in business and tourism

Strategy: 2.2. Develop a criterion to qualify businesses and set up fulfilment process. Use the Mbale center to qualify businesses for our e-commerce platform. We shall start with products that do not require a fulfilment process like audio, video and tourism (hotels, restaurants and attractions) advertising. We will create an online ecommerce portal where businesses with these products can advertise and sell.

Objective: 2.3. Set up disaster preparedness plan of action to respond to emergency and relief events

Strategy: 2.3. Develop exhaustive – Media Plan, List of people’s contact

Objective: 2.4. Recognize individuals and organizations who have made various outstanding contributions to the organization.

Strategy: 2.4. Develop criteria and create an award to be presented at every AGM to individuals and organizations (Change Agents) that fulfil requirements.

### **GOAL 3: PROVIDE LEADERSHIP AND ADVOCACY TO ADDRESS ISSUES:**

**Objective: 3.1.** Monitor public issues on health, employment and education

Strategy: 3.1. Use the NAMCA Uganda Branch Office to monitor and appraise Management and Board on issues related to access and quality of social services and employment situation of youth on a regular basis. Collaborate with institutions of higher education (UCU, ISLAMIC UNIVERSITY, MARCUS GARVEY) to sponsor monitoring, tracking and annual reporting of public issues on health, employment and education. Publish an annual state of BaMasaaba report (or State of the Elgon Region report) giving an appraisal of target areas we are monitoring. Such a report should be a required activity of the NAMCA President to present annually.

Objective: 3.2. Mobilize and lead non-governmental organizations and local government authorities in the sub-region to help improve the access of people we serve to government and donor resources and services.

Strategy: 3.2. Lead both non-governmental organizations and local authorities in the sub-region in advocating for access to quality services and more government and donor support for the people we serve in sub-region.

Objective: 3.4. Establish formal communications links with journalists, research organizations, civic organizations for periodic updates on targeted issues of concern.

Strategy: 3.4. Hold scheduled quarterly meetings with a committee of journalists, academicians, politicians and clergy.

Objective: 3.5. Encourage and promote a culture of giving and volunteerism.

Strategy: 3.5. Create commitment clubs or funds to encourage and promote a culture of giving (elicit retired BaMasaaba, former leaders, active citizens) e.g. the 1000 member club.

Objective: 3.6. Join other like minded organizations in lobbying U.S congress, government and other agencies for favorable policies towards Africa and Uganda.

Strategy: 3.6. Identify and join pressure groups and or alliances already engaged and experienced in lobbying and advancing favorable policies towards Africa. Initiate policy positions, provide research and grassroots updates to lobby groups about various issues in the Mt Elgon region.

## **GOAL 4: PROJECT: EDUCATIONAL RESOURCE CENTER (ERC)**

Objective: 4.1. Focus on the construction of a ten story building that will house a library, vocational training center, a health clinic, an auditorium, and a museum and office space.

Strategy 4.1. Divide the ERC project into phases, starting with priority on building the structure, with the programs portion of the project coming in the later phases when construction is complete. Definitions and scope of programs to be defined by respective boards at time when construction has been satisfied.

Objective: 4.1. Raise 30 % of funds required for each phase from BaMasaaba, sponsors, and friends, 30% from the government and 30% from financing institutions. Appoint a special fundraising committee to oversee fundraising.

Strategy 4.1. Establish an Exclusive club of 1000 BaMasaaba committed to each giving \$1000 in one year. Create online resources for member's as well fundraising spaces where they can direct their friends and family to contribute on their behalf. Explore the idea of selling shares or issuing bonds to members where they can earn interest or become partial owners of the building. Establish various incentives associated with privileges usage of the building. Explore the idea of partnering with Uganda government to partially guarantee loans with commercial Banks on our behalf. Seek other financing partners like Banks (PostBank and Equity) to provide mortgage financing. Establish a building committee made up of BaMasaaba in Uganda and diaspora to implement project.

### **Fundraising Plan:**

The plan will be implemented by the development and planning committee. The fundraising plan will be subdivided into these important areas: The ERC building project, the crowdfunding plan, sponsorship and general administration. The targeted sources of funding will be the members, donor partners, grants and online donors, corporate and individual sponsors. The activities will range from public fundraising events, online campaigns, donor requests, grant requests and private fundraising events. We aim to create a donor network or coalition of online donors, partner donors and member donors who will give a minimum of \$20 a month or collectively \$2000 a month towards the crowdfunding plan. We also aim to raise \$1,000,000 from 1000 BaMasaaba from the Global diaspora and homeland in 20 months to fund the first phase of the ERC building project. The ERC Building project fundraising will be implemented by special fundraising committee established and supervised by a joint founders council and executive Board. Additionally we want to raise \$4500 from corporate sponsorship every year for our annual general meeting. Lastly, we aim to collect \$5000 annually in membership fees from 100 or more members to fund our general administration.

### *ERC Building Project:*

We will establish two fundraising campaigns namely the \$1000 By 1000 BaMasaaba, and the 'brick' program. The sponsorship levels of the brick program will entail dividing the building into various sections each of which will represent a sponsorship level. The smallest sponsorship level will be \$1000 dollars which will automatically make one part of the \$1000 from 1000 program. The sponsorship levels and amounts shall be determined by the ERC fundraising committee that implements the fundraising plan. A sponsor under the brick program automatically becomes a part owner of the project and a member of the trustee board. The fundraising committee will be charged with providing the sponsorship details, supervision, operation and administrative framework for the ERC project.

### *The Crowdfunding Plan:*

NAMCA will establish an online crowdfunding platform whose aim is to connect worthy causes and projects in the Mt Elgon region in Uganda to a large network of donors in the United States. We will create a donor network of online donors, partner donors and member donors who will give a minimum of \$20 a month or collectively \$2000 a month towards the crowdfunding plan. The funds will be channeled through the NAMCA platform to be given directly to benefactors. We will only retain 5% to pay credit card processing fees and small administration costs associated with running the platform. We will attract these donors through online campaigns, fundraising events and proposal solicitations. We want to target all nonprofit organizations and projects serving the Mt Elgon region in Eastern Uganda as the beneficiaries of this program. Donors will be able to give to target organizations, specific causes or target geographical locations of their choice that have been published on the platform.

### *Small Donor Groups:-*

We will target small donor groups which we define as smaller givers who give between \$50-\$500 per year. These include individuals, small organizations or big organizations that only want to play a minor role. We will use our Ifoundation crowdfunding program to engage and manage all activities of these of donors to fulfill the targeted average giving of \$20 per month. The Board through a committee will be charged with hosting two major fundraising events every year to recruit donors. One formal event and one informal event. The goal here is to get each donor to create a personal ifoundation with a specific monthly commitment goal. Ifoundation also equips donors with tools that enable them to recruit people outside the organization to raise money on their behalf. As part of the agreement to receive donations through our platform, donors are required to share periodic updates on the platform. We will use these communications to inspire and motivate donors to keep supporting their selected projects. Donation activity should be monitored monthly by respective committee and reported quarterly.

***Major Donor Groups:-***

We intend to build a network of major groups of both organizations and individuals who will support our Ifoundation program as matching donors or major donors to specific projects in the program. Specific targets will be organization or individuals already giving to Africa and Uganda in particular in the areas of our interest. We also target professional groups, charity clubs, affinity networks and churches to support our crowdfunding program. We will solicit these donors through writing direct proposals about our project funding program and or through concerted personalized contact. We will also hold one major event per year for them. Matching donations link the activities of small and major donors which reinforce each other to create network and possibly viral effect. Our aim is to acquire two or more major donors giving at least \$5000 a year or more towards this program.

**General Administration & Sponsorship:**

Our target is to collect \$50 membership fee from 100 members or \$5000 annually in membership fees to fund our general administration. Members who opt to also receive benefits will pay an additional \$60 per individual. We will take full advantage of auto renewal systems that we to collect membership ship dues. Our recommendation is that all members sign up for auto renewal for membership to keep collections predictable and consistent. On an annual basis we will seek sponsorship from corporate sponsors for our annual general meeting. We will continue to seek support from those who have sponsored us before but also seek new sponsors both in Uganda and diaspora.

**MARKETING AND COMMUNICATION PLAN**

We will combine techniques of traditional marketing and Inbound marketing. Inbound marketing refers to marketing activities that bring members in, rather than marketing to go out to get prospects' attention in traditional marketing. Publication of e-magazines, landing pages, email, social media engagements, e-books, whitepapers, e-brochures, video hangouts, conference calls and webinars. We also place ads in donor publications, diaspora publications and local radio and T.V shows both in Uganda and diaspora. Inbound marketing earns the attention of customers, makes the organization easy to be found, and draws people to our organization by broadcasting the activities we engage in; the projects and people we care about, and the attractions our region offers. We want to attract people and organizations who are not just simply members but change agents. There are five main audience groups (Change agents) we would like to target based on stated goals and objectives:

**TARGET AUDIENCES*****BaMasaaba in the Diaspora ( Passive Membership)***

These are people seeking a forum for social and cultural engagement, to network with other BaMasaaba both on and offline, and to have a place where they can get



news updates about the diaspora community and also the homeland. Also included are individuals interested in learning the language and accessing other cultural resources we provide. In all this group is not seeking to be deeply engaged in social development type of activities on a regular basis. They want to enjoy the benefits of membership (like insurance, online resources and events) without taking an active role in the affairs of NAMCA. However depending on the issue at hand, they can be converted to actively engage small donors. To this group we will market NAMCA as a network to socialize, get informed and network.

### *Small Donors ( Active Membership)*

These include BaMasaaba in the diaspora, their friends and other individuals or small organizations who want to go further than the above members and get deeply engaged in socio-economic development oriented activities. They may already be engaged in some project or want to bring a project to the attention of the NAMCA community. The Oneconnect platform will be a major attraction to these members. They are also the most likely to make long term financial commitments and volunteer to work in a committee. They are also very likely to draw other people outside the organization to support projects, attend events and make short or long term financial commitments. NAMCA will market itself to this group as a channel to give to projects and causes they care about in the locations they want to focus on.

### *Major Donors*

These comprise of individual members who give substantially to NAMCA and mid-large donor organizations that give large amounts of money towards causes and projects in Africa. They are committed to ensuring our mission and vision is fulfilled and interested in the long term success of the organization. They will be the most likely members to have an effect on our ERC project and also crowdfunding program. They are more of partners than members and are candidates to be nominated to the founder's council – which is our board of trustees. NAMCA will position itself to this group as the most knowledgeable, reliable, innovative and effective channel through which to direct donations. Our local expertise, credibility, knowledge, accountability systems and our community and government networks makes NAMCA a huge asset to organizations who want to ensure their donations deliver the change they seek.

### *Donation Recipients*

These are organizations, local groups and NAMCA members who present projects to Namca seeking to be matched to donors. They are engaged in project activities of a socio-economic development orientation that align with our mission and vision and are very likely to be based in the Mt Elgon region of Uganda and Kenya. Our plan as NAMCA is to act as catalyst to ignite rapid development especially in the areas of health, education and employment. Supporting these groups financially and materially is one of the most effective ways of expanding programs on that ground that are working without necessarily being directly involved.



*Prospective Tourists and Visitors*

We will be an information source for people who want to visit various attractions in tourism and business in Bugisu. This target wants to get reliable information about what to do and where to stay while visiting. They also want to get some language and cultural tips that would make their visit easy and fun. NAMCA will position itself as a credible resource for information about Bugisu and BaMasaaba. In the long term we want to engage them as change agents for various activities within NAMCA.

**Table 2 Fundraising Target Audiences**

<b>What groups do we need to serve most?</b>	<b>What do they need to hear from us?</b>	<b>What is the best way to find and communicate with them?</b>	<b>When will we communicate with them? How often?</b>	<b>How will we know if they have heard our message?</b>
Small Donors	New projects, project updates & progress, news, socio-economic research, national and regional conditions & Statistics, grassroots organizations, fundraising progress, Events, how to get involved, Accountability, credibility, Project completions	Social Media marketing. Audio/Video, Email, Website, white papers, e-magazines, e-newsletter, Webinars, online video hangouts, social & networking events, UNAA convention	Periodic email updates, Quarterly newsletter, periodic social media updates, informal fundraising event, video webinar	Webinar sign ups, event attendance, donations given, online engagement, Volunteer signups.
Major Donors	Expansion of local networks & projects. Project success, government & donor partnerships, increase of membership, Project completions	Private meetings, Conference Events, website, Email, project proposals, white papers, presentations, social media	Email updates, Quarterly newsletter, FC meetings, Annual reports, Milestone announcements, AGM	Feedback and response, meeting attendance, donation commitments, referrals, invitations to speak, project approvals
NAMCA Members	Local engagement, social and cultural events, Project updates, progress reports, News, participation, project updates, chapter	Conference Meetings, Phone Calls, email, job boards, scholarship announcements,	Email updates, monthly/Quarterly newsletter, periodic Conference calls, AGM,	Membership sign ups, donations, social media engagement, meeting

	expansion, membership benefits, membership activities, career and education opportunities, economic opportunities, community assistance, immigrant information & tips, Project completions	business opportunities, travel discounts alerts, immigration resources, classified ads, webinars, video hangouts, e-books, social media	regular announcements, annual reports,	attendance, volunteer sign ups,
Donation Recipients -Organizations	Opportunity, connections, Donor growth, matching donors, development partnerships, income opportunities, Project completions	Website, Email Local Seminars, Conferences, conference calls, AGM visits,	Email updates, newsletter, bi-annual local Seminars, annual Mbale AGM, U.S AGM, UNAA convention	Project submissions, Update frequency, success rate( people served etc),
Donation Club Members	Sustained Progress, competence, accountability, Erc Development, partner and donor growth, membership growth and engagement, grassroots participation, Project completions	Phone calls, Conference meetings, Private Meetings, radio and T.V broadcasts,	Periodic Email updates, monthly newsletter, regular social media, AGM	Board nominations, \$1000 donations, volunteer signups, referrals, meeting attendance, ERC planning engagement
Uganda Government	Grassroots mobilization, partnership growth, resource development, membership engagement, Project completions	Phone calls, Conference meetings, Private Meetings	Annual reports, periodic ERC project reports, quarterly memo's,	Sustained engagement, partnership, agreements, investments

**Management Plan**

NAMCA will be led by a diverse management team of men and women with a broad base of experience. It will provide strategic and operational direction to implement the organization's strategic plan. The team has been structured in a way that ensures the most efficient use of the human and financial resources of NAMCA to implement the strategic plan effectively. The management team will comprise of a cross section of volunteers from the Executive board, the committee's, the founder's council and paid consultants. The executive board will be responsible for the daily running of all aspects the organization. The committees and F.C will be involved in the management of specific project, tasks or programs. One such example will be the

ERC committee which will be responsible for planning and fundraising for the ERC project **led by the Founders Council** but comprised of a cross section of members from the board, committee, donors and other volunteers. Whenever needed the board will establish a working group that combines the duties and tasks of the respective roles under a single group, this is to ensure efficiency, avoid duplicity and quicken processes. The roles in NAMCA of the management team will not assume any hierarchical logic – they will be driven by the competencies of specific individuals or teams. **The paid consultants will largely be project managers whose responsibility is to ensure all tasks assigned are being carried out to and to report gaps and where more resources are needed.** They will also be charged with some duties in grant proposal writing and presentation. **The management team will meet at minimum 20 times a year for at least one hour per meeting and publish progress reports once every quarter.** The standing committees will meet at least once a month or 12 times a year. If all the board members are involved in committee work – those meetings will count towards fulfilling board meeting requirements. The meeting schedule of working groups will be determined by the task at hand.

Figure 4 NAMCA Organizational Chart

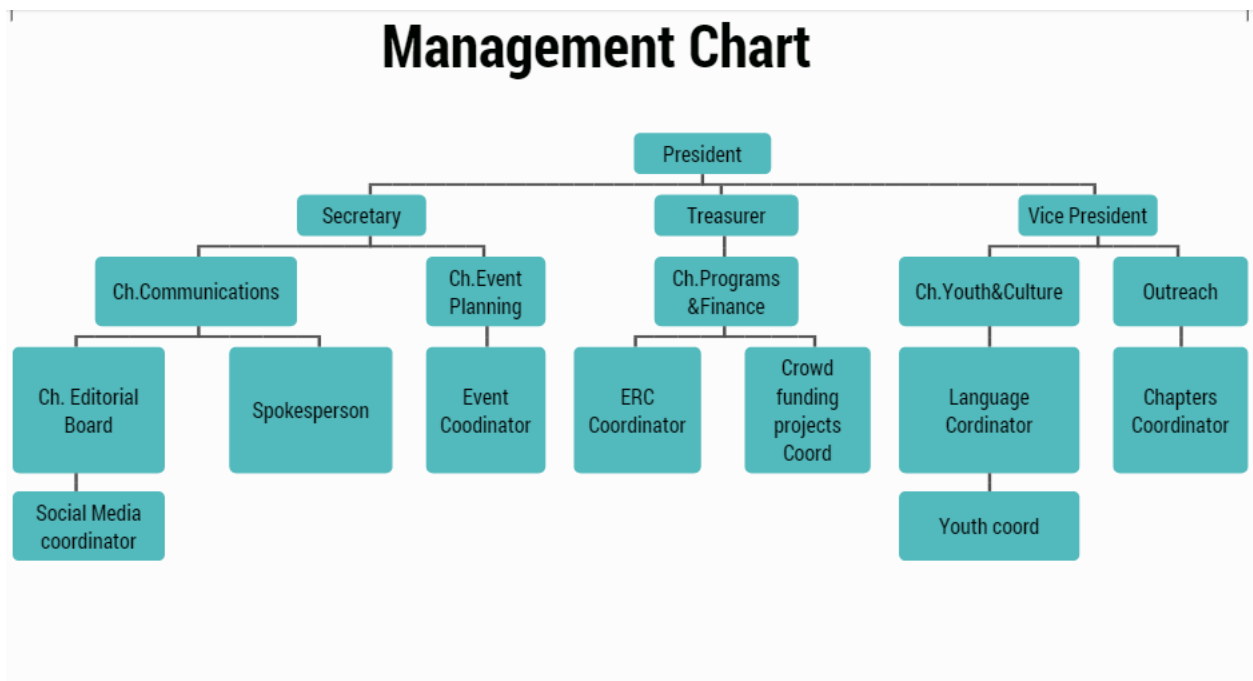


Chart ABOVE needs revision as BELOW

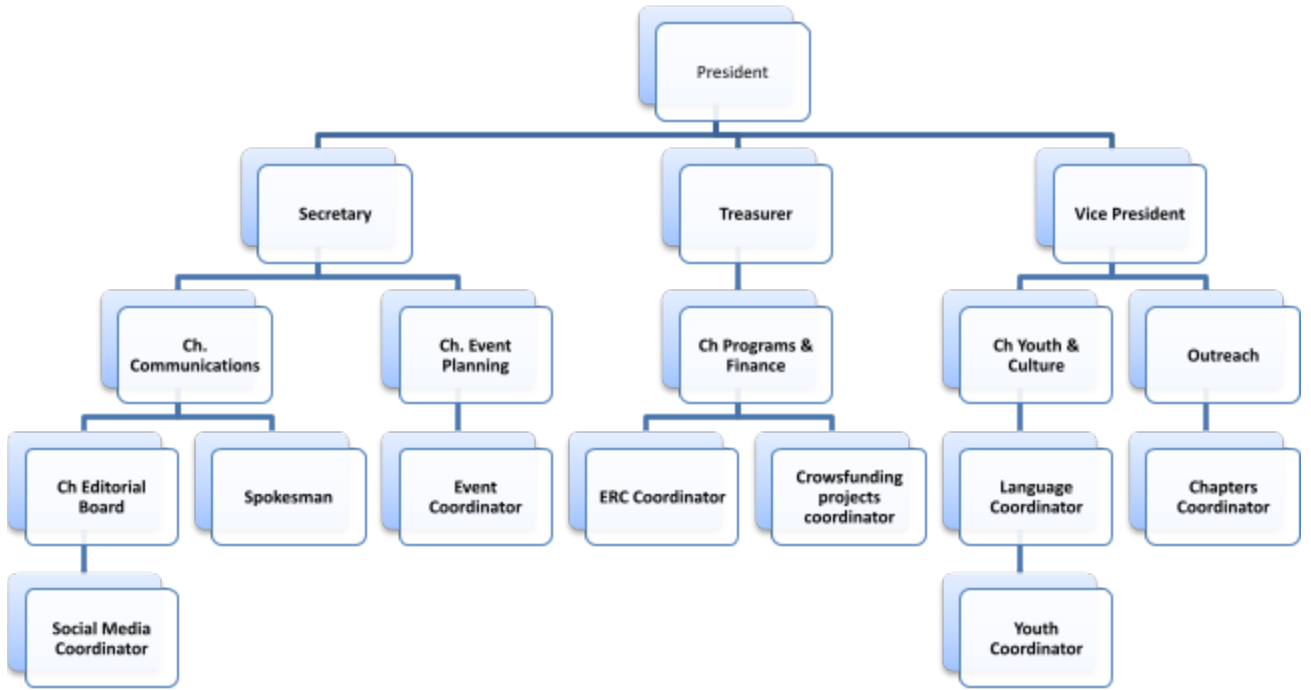
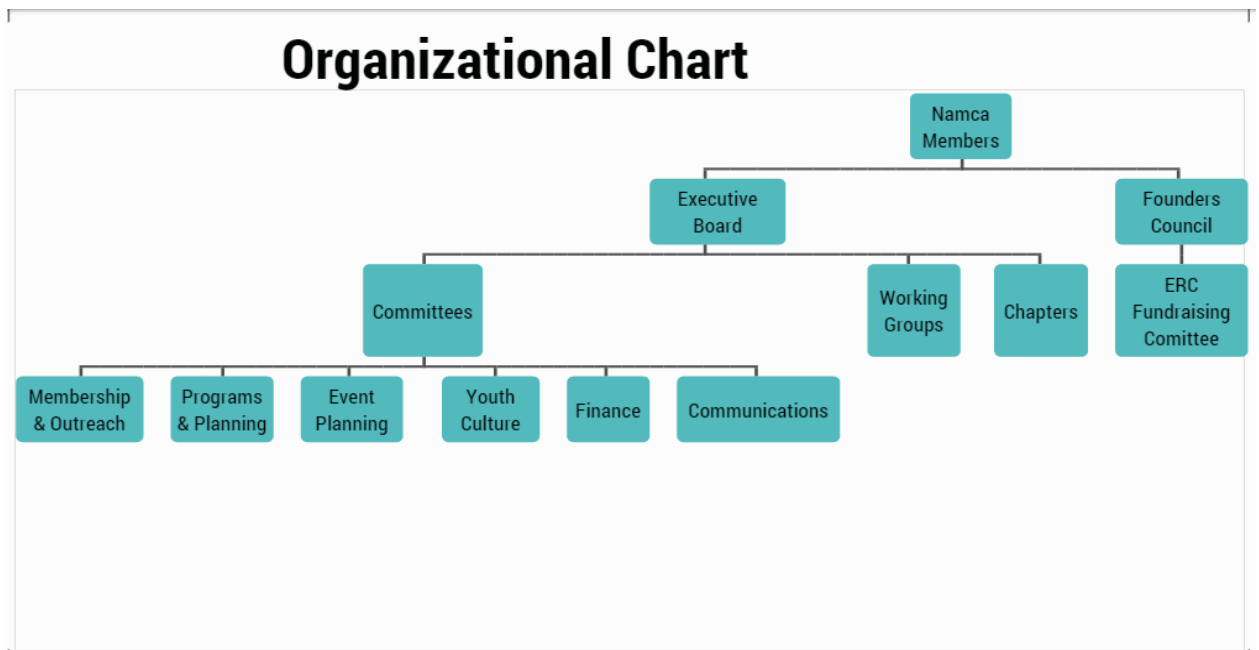
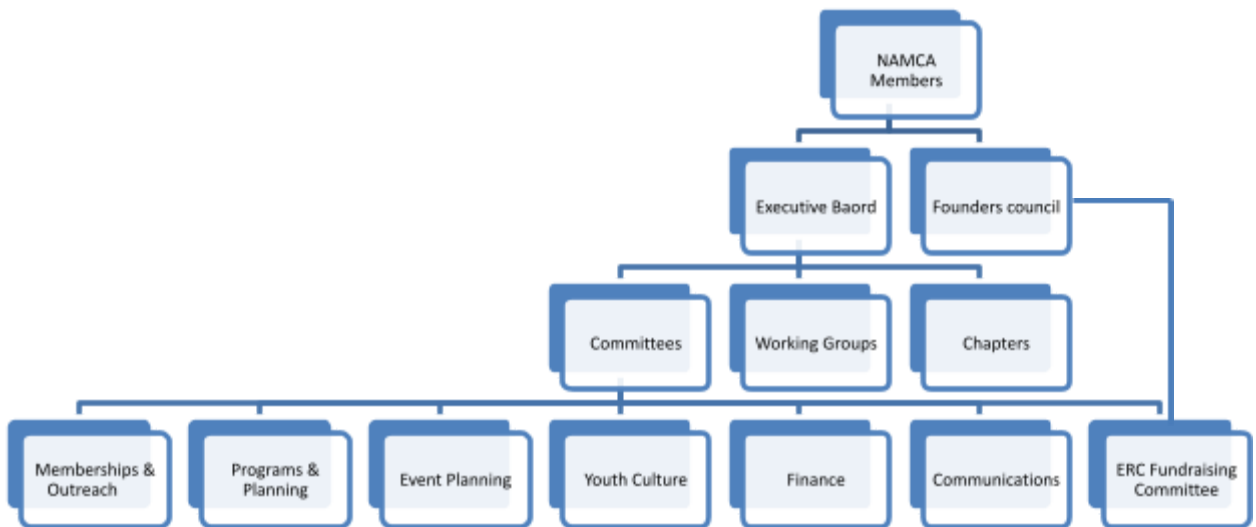


Figure 5 Other NAMCA Management Relationships



Above:Chart revised to one below

Below: The dotted line between ERC and FC and BOARD to be corrected



**Executive Board**

President

The President will ensure effective action of the board in governing and supporting the implementation of the strategic plan. The President is a representative of the board as a whole, rather than a supervisor of board staff. They will act as the spokesperson of the organization or assign somebody to speak on their behalf. The President will develop the agendas for meetings in concert with the board secretary and preside at board meetings. They will ensure that board matters are handled properly, including preparation of pre-meeting materials, committee functioning, and recruitment and orientation of new volunteers to the board and other committees. The President will be directly accountable to and responsible for the activities of the Secretary, Treasurer, Vice President and Technology committee with respect to implementing the strategic plan.

Vice President

They will act as the president in their absence; assists the president/chair on the above or other specified duties. The V.P will be directly accountable to and responsible for the activities of the following committee: Public Relations and the Youth & Culture, Membership & Outreach.

### Secretary

The primary task of the secretary will be to record and maintain the minutes of each board meeting, predetermined agenda of each meeting and maintaining all important documents and files in a manner compliant with organizational policies as well as any laws. The board secretary will also be in charge of drafting MOU with various partner organizations, chapters and affiliates on behalf of the organizations. The Secretary will be directly accountable to and responsible for the activities of the following committee: Communications and Event planning.

### Treasurer

The treasurer manages the board's review of, and action related to, the board's financial responsibilities. They will work directly with the bookkeeper or other staff in developing and implementing financial procedures and systems. They will ensure that appropriate financial reports are made available to the board, membership and partners. They will regularly report to the board on key financial events, trends, concerns, and assessment of fiscal health and its impact on implementing strategic plan. The Treasurer will also be directly accountable to and responsible for the activities of the following committee: finance, and programs & planning.

### **Standing Committees**

A. Membership & Community Outreach Committee - The mission of the Membership Committee is to promote, increase, retain and engage NAMCA membership. The committee maintains and grows the membership data base, surveys the membership for interests, needs, and strengths.

B. Finance & Development Committee - The Finance Committee is responsible for maintaining the budget, issuing monthly status reports, assuring the records are audited yearly and investigating avenues for fund-raising. It is also responsible for identifying priority areas for NAMCA.

C. Programs & Planning Committee -This Committee is responsible for the design and selection of programs, establishment of external partnerships, oversee and

monitor the delivery of services, products and donations to NAMCA beneficiaries. It's also charged with crafting and reviewing progress of NAMCA's strategic plan.

E. Women Youth and Culture - This Committee has the responsibility of promoting women and youth in NAMCA activities and ensuring all programs, events and services address their needs. It's also charged with educating and promoting Masaaba language and culture.

F. Event Planning (Adhoc Committee) - Assist with planning our Exciting popular annual conference held each May and other fundraising, online and social events

E. Website & App Development (Adhoc Committee) -This is our tech committee - it plans and builds innovative ways and tools to engage with our membership, and effectively administer the association. It oversees maintenance and continual improvement of the NAMCA website.

G. Public Relations & Communications Committee - The PR Committee supports the Board and Committees to increase the visibility of NAMCA and to enhance and strengthen NAMCA's image by providing a complete and consistent message (via electronic and print communications) to the public and NAMCA members. The Committee oversees NAMCA's social networking activities, and NAMCA's newsletter editorial board

### **People Development Plan**

To achieve our strategic plan goals we want to build a team with a culture of collaboration, inclusiveness, and professionalism that is result oriented. To work together across geographic regions, genders, behaviors and backgrounds we want to create an environment where everyone in their own way can make a significant contribution. Our board staff, committee members and Volunteers will need the right skills and knowledge to work together to deliver goals. This will entail getting up to speed with existing process within NAMCA for various roles. The technical tools will bring some efficiency and allow small teams and even individuals carry out large tasks without much effort.

**Table 3 Transition development Plan [needs revision to put us back on target]**

Area of Development Needed	What will be done	When	Cost of this development (Both in terms of time and money)
Use of all accounting software, Email system website administration and crowdsourcing.	Live online training Sessions Reading Documents with Screenshots Test driving Various Tools	By the end of Jul	2 weekend training
Creation of Newsletters using Mail chimp	Live online Training	By the end of Jul	2 weekend training
Conference Call administration	Live online Training	By the end of Jul	2 weekend training
Fundraising	Fundraising Techniques	All Year	Ongoing training
ERC Presentation	Presentations Techniques	All Year	Ongoing training
Inbound marketing	Live online training Reading Material Test driving	All Year	Ongoing training
NAMCA History, Challenges & opportunities	Conference Call Reading Material	As Needed	Ongoing training

**Operating Budget [needs revision]**

The Operating Budget for NAMCA is \$1,139,900 in expenses over four years. \$1,000,000 is capital expenditures associated with the ERC building project, \$11,200 for administrative expenses, \$4,600 for chapter's expansion, 2,600 for language and culture, \$48,220 for the crowdfunding programme, \$6,600 for inbound marketing, 7,480 for the Mbale office and \$59,200 for events, current year expenses. This summary is for Fiscal years 2015 to 2018. [incomplete sentence in between] It highlights the overall revenue and expense activity for NAMCA and is formatted consistent with the standard Combined Statements of Revenues and Expenses published annually in the financial statements. It serves as a plan to allocate limited resources towards NAMCA's strategic plan and puts the organization on a path to:



1. Construct the ERC Building
2. Fund Projects
3. Expand Membership
4. Create Partnerships

**Table 4 Operating Budget, North America Masaba Cultural Association: Jun 01, 2015 - Dec 31, 2018**

<b>Revenue</b>	<b>Restricted</b>	<b>Unrestricted</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
ERC Pledges	\$1,000,000.00	\$0.00	\$60,000.00	\$440,000.00	\$440,000.00	\$60,000.00
Membership Fees		\$33,600.00	\$3,000.00	\$5,000.00	\$10,000.00	\$10,000.00
Events Revenue		\$74,000.00	\$9,000.00	\$25,000.00	\$15,000.00	\$25,000.00
Crowd Funding Projects	\$47,000.00	\$0.00	\$5,000.00	\$12,000.00	\$15,000.00	\$15,000.00
Sponsorship		\$20,500.00	\$4,500.00	\$4,500.00	\$5,500.00	\$6,000.00
Insurance Subscription	\$6,600.00	\$0.00	\$1,650.00	\$1,650.00	\$1,650.00	\$1,650.00
<b>Total Revenue</b>	<b>\$1,053,600.00</b>	<b>\$128,100.00</b>	<b>\$83,150.00</b>	<b>\$488,150.00</b>	<b>\$487,150.00</b>	<b>\$100,000.00</b>
<b>Expense</b>						
Administrative Expenses		\$11,200.00	\$2,800.00	\$2,800.00	\$2,800.00	\$2,800.00
ERC Building Project Expense	\$988,000.00	\$12,000.00	\$5,000.00	\$438,000.00	\$438,000.00	\$12,000.00
Chapters & Expansion Expense		\$4,600.00	\$1,150.00	\$1,150.00	\$1,150.00	\$1,150.00
Language & Cul Center Expense		\$2,600.00	\$650.00	\$650.00	\$650.00	\$650.00
Crowdfunding Platform Expense	\$8,880.00	\$39,340.00	\$6,220.00	\$12,000.00	\$15,000.00	\$15,000.00
Inbound Marketing Expense		\$6,600.00	\$1,650.00	\$1,650.00	\$1,650.00	\$1,650.00
Mbale Office Expense		\$7,480.00	\$1,870.00	\$1,870.00	\$1,870.00	\$1,870.00
Events Expense		\$59,200.00	\$9,300.00	\$18,300.00	\$13,300.00	\$13,300.00
<b>Total Expenses</b>	<b>\$996,880.00</b>	<b>\$143,020.00</b>	<b>\$28,640.00</b>	<b>\$476,420.00</b>	<b>\$474,420.00</b>	<b>\$143,020.00</b>
Changes In Net Assets	\$56,720.00	(\$14,920.00)	\$54,510.00	\$11,730.00	\$12,730.00	(\$14,920.00)
Net Assets, Beginning of Year			\$0.00	\$54,510.00	\$66,240.00	\$77,970.00
<b>Net Assets, End Of Year</b>	<b>\$56,720.00</b>	<b>(\$14,920.00)</b>	<b>\$54,510.00</b>	<b>\$66,240.00</b>	<b>\$78,970.00</b>	<b>\$63,050.00</b>

**Table 5 NAMCA Administrative Expenses**

Insurance Expense	\$6,600.00	\$1,650.00	\$1,650.00	\$1,650.00	\$1,650.00	\$1,650.00	\$6,600.00
Software Subscriptions	\$1,000.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$1,000.00
Ph & Communications	\$400.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$400.00
Printing & Supplies	\$800.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Staff Development	\$800.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
General and Administrative	\$400.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$400.00
Bank Service Charges	\$600.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$600.00

Other Income/Expense		\$600.00		\$150.00	\$150.00	\$150.00	\$150.00	\$600.00
		\$0						
<b>Total Administrative Expenses</b>		<b>.00</b>	<b>\$11,200.00</b>		<b>\$2,800.00</b>		<b>\$2,800.00</b>	<b>\$2,800.00</b>
		<b>000</b>		<b>0</b>	<b>\$2,800.00</b>	<b>0</b>	<b>0</b>	<b>\$11,200.00</b>

**Table 6 NAMCA ERC Building Capital Expense**

Marketing & Publicity		\$2,000.00		\$500.00	\$500.00	\$500.00	\$500.00
Fundraising Development		\$2,000.00		\$500.00	\$500.00	\$500.00	\$500.00
Staff & Consultants		\$4,800.00		\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Ph & Communications		\$400.00		\$100.00	\$100.00	\$100.00	\$100.00
ERC Project Expenses	\$988,000.00	\$0.00		\$2,000.00	\$435,000.00	\$435,000.00	\$116,000.00
General and Administrative		\$400.00		\$100.00	\$100.00	\$100.00	\$100.00
Printing & Supplies		\$400.00		\$100.00	\$100.00	\$100.00	\$100.00
Other Income/Expense		\$2,000.00		\$500.00	\$500.00	\$500.00	\$500.00
<b>Total ERC Building Expenses</b>	<b>\$988,000.00</b>	<b>\$12,000.00</b>		<b>\$5,000.00</b>	<b>\$438,000.00</b>	<b>\$438,000.00</b>	<b>\$119,000.00</b>

**Table 7 NAMCA Chapters & Expansion Expense**

Membership Management System	\$2,000.00	\$500.00	\$500.00	\$500.00	\$500.00
Legal	\$200.00	\$50.00	\$50.00	\$50.00	\$50.00
General and Administrative	\$200.00	\$50.00	\$50.00	\$50.00	\$50.00
Additional subscription licenses	\$400.00	\$100.00	\$100.00	\$100.00	\$100.00
Ph & communications	\$200.00	\$50.00	\$50.00	\$50.00	\$50.00
Marketing & Publicity	\$400.00	\$100.00	\$100.00	\$100.00	\$100.00
Events	\$800.00	\$200.00	\$200.00	\$200.00	\$200.00
Other Income/Expense	\$400.00	\$100.00	\$100.00	\$100.00	\$100.00
<b>Total Chapters &amp; Expansion Expenses</b>	<b>\$4,600.00</b>	<b>\$1,150.00</b>	<b>\$1,150.00</b>	<b>\$1,150.00</b>	<b>\$1,150.00</b>

**Table 8 Crowdfunding Platform Expense**

Platform Subscriptions	\$2,000.00	\$500.00	\$500.00	\$500.00	\$500.00
Marketing & Publicity	\$400.00	\$100.00	\$100.00	\$100.00	\$100.00
Projects Administration	\$400.00	\$100.00	\$100.00	\$100.00	\$100.00
Processing Fees	\$2,400.00	\$600.00	\$600.00	\$600.00	\$600.00
Phone & Data	\$480.00	\$120.00	\$120.00	\$120.00	\$120.00

Printing & Supplies		\$400.00		\$100.00	\$100.00	\$100.00	\$100.00
Grant writing /Consultants		\$2,000.00		\$500.00	\$500.00	\$500.00	\$500.00
Other Income/Expense		\$800.00		\$200.00	\$200.00	\$200.00	\$200.00
Project disbursements	\$39,340.00	\$0.00		\$4,000.00	\$9,780.00	\$12,780.00	\$12,780.00
<b>Total Expenses</b>	<b>\$39,340.00</b>	<b>\$8,880.00</b>	<b>0</b>	<b>\$6,220.00</b>	<b>\$12,000.00</b>	<b>\$15,000.00</b>	<b>\$15,000.00</b>

**Table 9 NAMCA Inbound Marketing Expense**

Software Subscription		\$1,200.00		\$300.00	\$300.00	\$300.00	\$300.00
Online Advertising		\$1,200.00		\$300.00	\$300.00	\$300.00	\$300.00
Radio Advertising		\$1,200.00		\$300.00	\$300.00	\$300.00	\$300.00
Newspaper Advertising		\$1,200.00		\$300.00	\$300.00	\$300.00	\$300.00
Tv advertising		\$1,200.00		\$300.00	\$300.00	\$300.00	\$300.00
Other Income/Expense		\$600.00		\$150.00	\$150.00	\$150.00	\$150.00
<b>Total Expenses</b>	<b>\$0.00</b>	<b>\$6,600.00</b>	<b>0</b>	<b>\$1,650.00</b>	<b>\$1,650.00</b>	<b>\$1,650.00</b>	<b>\$1,650.00</b>

**Table 10 NAMCA Mbale Office Expense**

Staffing Costs		\$4,800.00		\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Publicity & Marketing		\$1,600.00		\$400.00	\$400.00	\$400.00	\$400.00
Administrative costs		\$400.00		\$100.00	\$100.00	\$100.00	\$100.00
Other Income/Expense		\$680.00		\$170.00	\$170.00	\$170.00	\$170.00
<b>Total Mbale Office Expenses</b>	<b>\$0.00</b>	<b>\$7,480.00</b>	<b>0</b>	<b>\$1,870.00</b>	<b>\$1,870.00</b>	<b>\$1,870.00</b>	<b>\$1,870.00</b>

**Table 11 NAMCA Events Expense**

AGM Expenses	\$28,000.00	\$3,000.00	\$10,000.00	\$5,000.00	\$10,000.00	\$28,000.00
Fundraising Event Expense	\$8,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$8,000.00
Informal Fundraising Event Expense	\$6,000.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$6,000.00
Marketing & Publicity	\$2,000.00	\$500.00	\$500.00	\$500.00	\$500.00	\$2,000.00
Printing and Supplies	\$3,200.00	\$800.00	\$800.00	\$800.00	\$800.00	\$3,200.00
Culture & Entertainment	\$6,000.00	\$0.00	\$2,000.00	\$2,000.00	\$2,000.00	\$6,000.00

Gifts & Recognition	\$2,000.00	\$500.00	\$500.00	\$500.00	\$500.00	\$2,000.00
Misc Expense	\$4,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$4,000.00
<b>Total Events Expenses</b>	<b>\$59,200.00</b>	<b>\$9,300.00</b>	<b>\$18,300.00</b>	<b>\$13,300.00</b>	<b>\$18,300.00</b>	<b>\$59,200.00</b>

**Table 12 NAMCA Language & Cul Center Expense**

Content purchase (audio,video,text)	\$1,200.00		\$300.00	\$300.00	\$300.00	\$300.00
Online Learning platform	\$600.00		\$150.00	\$150.00	\$150.00	\$150.00
General and Administrative	\$400.00		\$100.00	\$100.00	\$100.00	\$100.00
Other Income/Expense	\$400.00		\$100.00	\$100.00	\$100.00	\$100.00
<b>Total Language &amp; Culture Expenses</b>	<b>\$0.00</b>	<b>\$2,600.00</b>	<b>\$650.00</b>	<b>\$650.00</b>	<b>\$650.00</b>	<b>\$650.00</b>

## Risks and Opportunities

### SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>-Proximity to Donors</li> <li>-Development minded membership</li> <li>-Longevity = Credibility</li> <li>-The largest known Masaaba diaspora organization</li> <li>-Brand Name</li> <li>-Fairly developed structures</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>-Volunteer Management</li> <li>-Weak local presence in Uganda</li> <li>-Weak implementation Capacity</li> <li>-Low commitment levels</li> <li>-Undefined roles and expectations</li> <li>-Poor accountability structures</li> <li>-Small membership</li> <li>-Engaged membership but inactive</li> <li>-Geographically dispersed membership</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>-Expansion to other Masaaba diaspora communities</li> <li>-Engagement in Uganda</li> <li>-Partnerships with the Government</li> <li>-Partnerships with Donor organizations</li> <li>-Technology – Social media and interactive website</li> <li>-UNAA convention presentations</li> <li>-Pro bono services to non profits</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>-Slow crowdfunding adoption rate by membership and donors</li> <li>-Unpredictable cash flows to fund development costs</li> <li>-Disengagement by membership</li> <li>-Low project submissions</li> <li>-Slow or low response from both members and institutional donors</li> <li>- limited skilled personnel</li> <li>-No full time personnel</li> </ul>

### Risk Register

Use the table below to capture any risks that are identified during your SWOT analysis, and any others you are aware of that might come up over the next year. (You may want to expand on this as part of your organizational governance activities and review them at Board meetings at least quarterly.)

Risks Identified	Controls in place	Who is responsible
Grant & Proposal writing expertise.	Budgeted for outsourced consultant to help	Programs & Planning committee
All Management is volunteer with limited time	Seek services of management consultant or project management to keep projects up to date.	President
Low Cash flow	Focus on non-cash activities – publicity, marketing and online activities to build momentum	All Management
Prohibitive subscription costs – crowdfund platform	See open source alternatives	Technology Committee
Lack human resource	Focus on ERC fundraising	

**Table 13 Action Plan ERC Building Project***Owner: ERC Building Committee*

<i>Action to take</i>	<i>Related Objective</i>		<i>Start Date</i>	<i>End Date</i>	<i>Resources Cost, time, people</i>
<i>Form ERC Building Committee</i>	<i>Erc Building Project</i>		<i>05/23/2015</i>	<i>06/31/2015</i>	
<i>Finalize Fundraising Plan</i>	<i>Erc Building Project</i>		<i>05/23/2015</i>	<i>07/31/2015</i>	
<i>Open bank account</i>	<i>Erc Building Project</i>		<i>05/23/2015</i>	<i>07/31/2015</i>	
<i>Create Fundraising Marketing Collateral (Audio, Video, Website)-Carry out Fundraising at UNAA</i>	<i>Erc Building Project</i>		<i>05/23/2015</i>	<i>08/31/2015</i>	
<i>Publicity Campaign Mbale</i>	<i>Erc Building Project</i>		<i>05/23/2015</i>	<i>11/30/2015</i>	
<i>Fundraising Official Launch Mbale</i>	<i>Erc Building Project</i>		<i>05/23/2015</i>	<i>12/20/2015</i>	
<i>Create \$1000 from 1000 recruitment plan</i>	<i>Erc Building Project</i>		<i>12/20/2015</i>	<i>2/15/2016</i>	
<i>Create \$1000 from 1000 campaign (Audio, Video, web)</i>	<i>Erc Building Project</i>		<i>2/15/2016</i>	<i>3/15/2016</i>	
<i>Launch and run \$1000 from 1000 Campaign</i>	<i>Erc Building Project</i>		<i>3/15/2016</i>	<i>12/20/2016</i>	
<i>Fundraising Marketing Collateral &amp; Plan for -UNAA</i>	<i>Erc Building Project</i>		<i>5/31/2016</i>	<i>7/31/2016</i>	
<i>Carry out Fundraising Event at UNAA</i>	<i>Erc Building Project</i>		<i>8/31/2016</i>	<i>9/01/2016</i>	
<i>Repeat above Cycle for 2017/2018</i>					

**Table 14 Action Plan NAMCA Chapters and Expansion***Owner : Membership & Community Outreach Committee*

<i>Action to take</i>	<i>Related Objective</i>	<i>Assign</i>	<i>Start Date</i>	<i>End Date</i>	<i>Resources Cost, time, people</i>
<i>Draft MOU Template</i>	<i>Chapters &amp; Expansion</i>		<i>05/23/2015</i>	<i>07/31/2015</i>	<i>2 meetings</i>
<i>Contact all known diaspora organizations via ph, email social media</i>	<i>Chapters &amp; Expansion</i>		<i>05/23/2015</i>	<i>07/31/2015</i>	<i>Assign 1person per region</i>
<i>Create chapter guidelines</i>	<i>Chapters &amp; Expansion</i>		<i>05/23/2015</i>	<i>12/31/2015</i>	<i>2-3 joint meetings</i>
<i>Merge email lists, &amp; create web presence for Affiliate/Chapter</i>	<i>Chapters &amp; Expansion</i>		<i>Ongoing</i>	<i>Ongoing</i>	<i>10 hrs</i>

Create Joint Calendar Schedules /Events	Chapters & Expansion		Ongoing	Ongoing	2hrs
Create membership recruitment campaign	Chapters & Expansion		6/30/2015	7/31/2015	1-2 joint meetings
Host joint membership online event	Chapters & Expansion		05/23/2015	6/30/2015	1-2 joint meetings
Launch & recruitment campaign	Chapters & Expansion		8/15/2015	On going	1-2 joint meetings
Repeat Cycles in 2016-2018	Chapters & Expansion				

**Table 15 Action Plan NAMCA Online Language & Culture Center**

<b>and Culture Committee</b>					
Action to take	Related Objective	Assign	Start Date	End Date	Resources Cost, time, people
Responsible Committee Members	Online Language & Culture Center		5/23/2015	7/31/2015	2-3 meetings
Online Bible Resource	Online Language & Culture Center		5/23/2015	ongoing	
Audio, Video, Text Resources	Online Language & Culture Center		5/23/2015	ongoing	
Online publishing Platform/Site	Online Language & Culture Center				
Establish contact with cultural groups (traditional dance) and plan for Mbale Meeting	Online Language & Culture Center				

**Table 16 NAMCA Action Plan Crowdfunding Platform**

<b>Quarter 1 (Dates: )</b>					
Action to take	Related Objective	Assign	Start Date	End Date	Resources Cost, time, people
Install and set up and test platform	Crowdfunding Platform				
Create campaign to target Project partners in Uganda( radio, Web, mobile)	Crowdfunding Platform				
Launch Platform to receive project submissions	Crowdfunding Platform				
Write project proposal for crowdfunding programme	Crowdfunding Platform				
Release marketing campaign to target donors	Crowdfunding Platform				
Submit proposals to target donors	Crowdfunding Platform				

**Table 17 Action Plan NAMCA Inbound Marketing**

<b>Owner: Communication and Publicity Committee</b>					
Action to take	Related Objective	Assign	Start Date	End Date	Resources Cost, time, people
Establish Editorial board and appoint editor	Newsletter publishing		5/23/2015	7/31/2015	2-3 meetings



<i>Create content publishing items and calendar</i>	<i>Inbound marketing</i>		<i>5/23/2015</i>	<i>ongoing</i>	
<i>Publish 3<sup>rd</sup> Quarter 2015 news letter</i>	<i>Newsletter publishing</i>		<i>5/23/2015</i>	<i>7/31/2015</i>	<i>2-3 meetings</i>

## Success Measures

The keys to NAMCA's success will lie in its ability to attract and retain members, donors and project partners. It will lie in the perception that the organization is serving needs that align with its vision and mission in a direct, efficient and high impact way. NAMCA should be viewed as the most trust worthy channel by donors to direct resources to the right people and thus elicit a devotion to all our causes. Members should consider NAMCA as a place where they can participate as a change agents, and NAMCA as the Ultimate Change agent. Above all the organizations success will lie in a focused, committed, competent and a united leadership.

**Table 18 Measure of success**

Measures of Success:	When this will be measured: (Try to have measures throughout the year)
Number of Grassroots organizations signed up to platform	Quarterly
Number of donors signed up to platform	Quarterly
Number of language resources on the website	Quarterly
Number of people signed up to \$1000 for 1000	Monthly
Number of Active members	Quarterly
Number of projects funded	Quarterly
Number of sponsors for ERC building project	Quarterly
Publication of State of Bugisu report	Annually
Number of views per month on website	Monthly
Number of board or committee meetings	Monthly
Number of subscribers on social media	Monthly
Pieces of content published	Monthly
Board meeting attendance rate	Monthly
Number of fundraising events Uganda	Quarterly