



pennyappeal **canada**

small change. **big difference**

# Strategic Plan

2021 - 2023

# About Us

## VISION

A World. Free of poverty and injustice.

## MISSION

Save lives. Uplift out of poverty. Give voice to the marginalized.

### *Our Core Values*

1

#### **Always do the right thing**

Our ***foundation*** is built upon trust and integrity, we hold ourselves to the highest ethical standards, being accountable for all that we say and do.

2

#### **Strive to go above and beyond**

Our ***aspiration*** is to excel in every area of our work, endeavouring to be our very best, always improving and seeking to exceed.

3

#### **Build empowered communities**

Our ***culture*** puts people at the heart of everything we do, investing in and entrusting others with the resources they need to lead.

4

#### **Nurture creativity**

Our ***technique*** champions innovation, confidently daring to do things differently, pushing boundaries and thinking outside of the box.

5

#### **Make lasting change**

Our ***strategy*** is to establish sustainable humanitarian interventions, leaving life-changing legacies that break the cycle of poverty for good.

6

#### **Embrace diversity**

Our ***philosophy*** is to celebrate difference, leveraging our distinctiveness to strengthen our organisation and create truly safe and inclusive spaces.

## COLLECTIVE GOAL

Become the leading Canadian Muslim NGO delivering aid and development projects.



# Message from our Leadership

Dear Friends,

We are writing this as 2020 comes to a close and we embark on our three year strategy. This hasn't been an easy year as the COVID-19 pandemic has wreaked havoc both locally and internationally. The pandemic comes on top of what has already been going on in our fractured world; rapid onset of climate change, increased conflicts and forced migrations, and increases in xenophobic attitudes here at home in Canada.

Amidst this fractured world, it is easy to lose hope. Yet, it is hope that we must cling to if we are to continue working towards a better world for ourselves and future generations. It is hope that drives us to sponsor more children, save more lives, provide more clean water and do the dozens of other programs we carry out. It is hope that ensures every orphan, girl, widow, and vulnerable person has their basic rights fulfilled. Hope will continue to be the torch that lights the way.

As Penny Appeal Canada initiates this three year strategic plan, our beneficiaries stay at the centre of everything we do - this is why we've compiled the five ways we want to change our world: save lives, leave no child behind, provide sustainable food and water solutions, empower the voices of the marginalized, while also focusing on communities here at home in Canada.

In order to do this, we want to ensure we demonstrate operational excellence, making every dollar go further. This will mean intelligent investments, closer partnerships with the private and public sector, and enhanced engagement with our donors as we deliver positive humanitarian outcomes.

In conclusion, we encourage you to read our strategic plan and engage with our organization as we embark on this journey. We've laid out an ambitious plan, but it is one we think we can accomplish. Once completed, we will be a leading NGO in Canada, delivering aid to more people, while having an expanded reach that impacts progressive policies and regulations. We thank you for standing with us and ask for your continued support as we tackle the challenges and take up the opportunities that lie ahead.



Talha Ahmed, Chief Executive Officer



Akber Ali, Director of Operations

# Five Goals to Change Our World

- 1** Saving lives when disasters strike
- 2** Improve food and water security and sustainability
- 3** Leave no child behind
- 4** Empower and amplify the voices of the marginalized
- 5** Give back to our local communities



# 1 Saving lives when disasters strike



## Objectives

Our objective is to improve humanitarian outcomes for people in crisis-affected and disaster prone areas, particularly for the most vulnerable and disadvantaged. At a time of growing demand, we want to increase the scale and reach of our interventions.

## Achieving the Goal

- ✓ More effective crisis response, both through Penny Appeal Canada's own capacity and increasingly through the capacity of local organizations, partners and communities
- ✓ We believe that Penny Appeal Canada should have the capability to respond to three large-scale emergencies simultaneously. We will increase the proportion of people served so that we reach a higher percentage of the total number of affected people in any given emergency
- ✓ Increasing our work to support communities in becoming more resilient to disasters. This includes increased investment to reduce the risk of disasters (DRR)
- ✓ Develop local and international deployment capacity through the launch of our DART (Disaster Assistance Response Team) program to become emergency responders. Rely on our experience, learnings, and local partnerships to improve humanitarian outcomes

## Expected Impact

Fewer people will die and suffer insecurity by the impact of natural disasters and conflict. Those impacted will have access to food, clean water, sanitation, and shelter. We will measure success by our progress toward our targets for increasing the proportion of people we serve in emergencies, and through our real-time evaluations of emergency work.

# 2 Improve food and water security and sustainability



## Objectives

Work to end food insecurity and improve access, while ensuring availability and sustainable management of water and sanitation for all.

## Expected Impact

More people who live in poverty will enjoy greater food & water security, income, prosperity and resilience. This will be achieved through Penny Appeal's own direct programs and through coordination of local networks.

## Achieving the Goal

- ✓ Enable local communities to manage land and water resources sustainably. Work to establish and strengthen the livelihoods of those most chronically at risk of crisis
- ✓ Improve sanitation and water quality and access in the communities we work with, in order to reduce the number of people suffering from preventable undernutrition caused by diseases related to the environment in which they live



# 3 Leave no child behind



## Objectives

Girls and boys of all ages, especially the most marginalised, are protected from violence, abuse and neglect. They are empowered through a community support model to be educated and have their basic needs fulfilled.

## Expected Impact

We strengthen our ability to support more children and increase our impact. We will sponsor children and ensure they have positive health and education outcomes. Our child protectionism campaigns will positively impact safeguarding, protection and empowerment of children.

## Achieving the Goal

- ✓ We will focus on helping more children and their families receive quality essential services and practice healthy behaviours, so children can survive and thrive
- ✓ We will focus on children's early years to improve learning outcomes in literacy, numeracy and well-being. We will work to ensure that children have safe and quality learning environments
- ✓ We will launch three campaigns (one annually) to advocate and lobby governments and other stakeholders to champion the causes of children



# 4 Empower and amplify the voices of the marginalized



## Objectives

A world in which everyone knows and can claim their rights; to be heard, to live in dignity, free of discrimination, to have equality. We will work to ensure every voice in our capacity is amplified and claims its rights and freedoms.

## Expected Impact

We will have empowered marginalized peoples, communities and individuals in Canada and globally to live free of discrimination and exercise their rights.

## Achieving the Goal

- ✓ We will act quickly and effectively to support people facing injustice
- ✓ We will put women's rights and gender equality at the heart of our work
- ✓ We will tackle views, laws and policies that prevent people exercising their rights. We will work with all stakeholders, including; government, sector leaders, anti-discrimination organizations to push for progressive legislation and policies that impact the lives of citizens around the world



# 5 Give back to our local communities



## Objectives

Invest in our local communities to tackle poverty and discrimination, while strengthening the social good sector.

## Expected Impact

We will have developed three flagship programs that tackle the key aspects of our objective; work towards providing clean water and food security to one Native Canadian community, and run quarterly programs for strengthening our sector.

## Achieving the Goal

- ✓ Tackle water & sanitation, food insecurity and mental health problems in our Native Canadian populations
- ✓ Strengthen the social good sector by running workshops, seminars, and demonstrating thought leaderships to empower local communities with operational best practices

# Four Goals to Achieve Operational Excellence

**1**

**Raise our voices and mobilize to make change happen**

**2**

**Grow higher, reach further, work smarter**

**3**

**Deliver impact, measure success and failures, learn and incorporate**

**4**

**Program quality, monitoring, evaluation and learning (MEL)**





## **Raise our voices and mobilize to make change happen**



### **Objectives**

Become known in Canada as a leading Muslim NGO delivering aid domestically and internationally.

### **Expected Impact**

We become a recognized international NGO within the Canadian Muslim and mainstream sector. Community leaders, supporters, and general Muslim public is able to identify the Penny Appeal brand as clearly as they would our largest competitors.

### **Achieving the Goal**

- ✓ Transparency, public reporting and communications
- ✓ Brand awareness and recognition
- ✓ Become a recognized organization delivering services within the community
- ✓ Develop a online and social media presence, engaging the next generation of supporters and donors
- ✓ Establish Team Orange teams in all major Canadian cities
- ✓ Become one of the most recognized Muslim NGOs in Canada
- ✓ Become a leader in community engagement



## **Grow higher, reach further, work smarter**



### **Objectives**

Raise as much money as possible from Canadian Muslims and organizations by gaining market share and reaching new donors.

### **Expected Impact**

We become a financial sustainable organization with over 35% of annual revenue through Monthly Recurring donations. We achieve the goal of raising \$10 million annually and are able to support larger, long-term, multi-year sustainable projects.

### **Achieving the Goal**

- ✓ Fundraising results evolving with market and donor data analysis
- ✓ Partnerships with community organizations and mosques
- ✓ Events that engage the community positively, raising awareness and funds for Penny Appeal Canada
- ✓ Develop a significant online and social media presence, engaging the next generation of donors

# 3

## Deliver impact, measure success and failures, learn and incorporate



### Objectives

Operate an efficient, transparent and accountable organization that builds trust.

### Expected Impact

We are a trusted brand because of our open transparency and accountability to all stakeholders. Using data and measuring our cost of acquisition, we make each dollar go further by ensuring investments demonstrate a high return.

### Achieving the Goal

- ✓ Strong Board Governance and Effective Committee Structure
- ✓ Robust Donation infrastructure and donor stewardship
- ✓ Financial Management: sustainability, tracking and auditing
- ✓ Robust procedures and Risk Management

# 4

## Program quality, monitoring, evaluation and learning (MEL)



### Objectives

Develop program expertise to support improved humanitarian outcomes

### Expected Impact

Our five ways to change our world are accomplished and the impact is felt, documented and shared.

### Achieving the Goal

- ✓ Establish ongoing program monitoring and evaluation, including; oversight and assessments through field visits
- ✓ Increase program monitoring and engagement in the programs department by increasing capacity with new staffing positions
- ✓ Apply an evidence-based framework to all programming to ensure measurement of outcomes
- ✓ Work backwards from the UN Sustainable Development Goals (SDG's) and ensure programs funding aligns with intended outcomes of the SDG's

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