



**CENTRE FOR COMMUNITY EMPOWERMENT AND
SUSTAINABLE DEVELOPMENT (CESDEV)
STRATEGIC PLAN
2018-2020**

Table of Content

Forward	3
Background and history	4
Management and staff	5
Strategic context	6
Strategic framework	7
CESDEV thematic focus	8
CESDEV theory of change	9
Strategic goal/ objectives/outcomes	10
CESDEV Performance framework	11
Monitoring and Evaluation Plan	14
Implementation Plan	17
Management Plan	21

Forward

This Strategic plan came into effect in 1st **January 2018**, and it is expected to guide CESDEV policy and funding until 31st December, 2020. As a budding non-profit organisation, CESDEV is uniquely placed to help implement the goal and objectives through our work with low-income women and young people in Nigeria.

Our strategic plan focuses on key areas including: eliminating poverty, ensuring access to quality education and lifelong learning opportunities for women and young people, income security through productive employment and decent work. CESDEV with this strategic plan intends to continue providing supportive framework to registered associations, corporate organisations, donor agencies and Foundations in implementing programmes that aim at improving women and young people's economic self sufficiency through Education, Enterprise Development, Effective Engagement and Collaboration towards accelerating effort both at community and country level in meeting development targets.

Over time we have developed expertise and gained valuable experience working with our target beneficiaries, developing partnerships and valuable networks to ensure we all reach the targets set out in this strategic plan. But we cannot do this alone.

Achieving the goals and targets set out in this plan, requires the partnership of governments, for profit private sector organisations, Foundations, Donors Agencies, Individual Donors and Communities we work with to make sure we have a sustainable future.

Join Us Today in transforming communities through sustainable partnerships!

SODIYA, Oludayo Daniel
Board Chair



Background

When Centre for Community Empowerment and Sustainable Development (CESDEV) was established in 2012 and eventually began its operations in 2013, the organization's strategic focus was simply to harness existing local resources in fostering sustainable partnerships for economic and social development. This approach was centered on CESDEV's definition of communities; 'People who can work together' and the belief that PEOPLE are the energy we seek to harness; and the PURPOSE of transforming communities can be achieved through PARTNERSHIP which evolves a shared commitment to a sustainable future.

Over time came the realization of a not –too-clear cut definition of CESDEV problem statement and target beneficiaries, hence the organization struggled through the first four years trying to sell its vision of “ A better future for Communities through partnership” , and a mission of “ locating local specific solutions to community challenges through Education, Enterprise Development and Effective Engagement and Collaboration- priding itself with the 3Es (TREES) that functionally defined its programme thrust and scope

With the growing need for specialization and alignment to the current global realities as defined by the SDGs, CESDEV is with this strategic plan rephrasing its framework to give a more defined approach in serving its identified beneficiaries of low-income women and young people in Nigeria; towards tackling poverty and inequality issues in a sustainable way

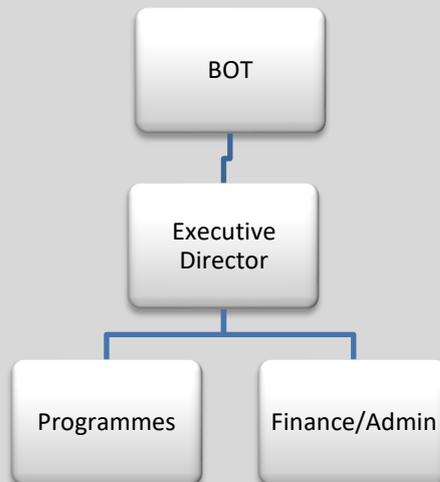
Last year 2017, we began defining proposed pathways and approach to providing support for improving low- income women economic status through the Women Enterprise (WE) Programme that included –

- Supporting women in construction- where we sponsored a young female mechanical engineer to a plumbing training towards improving her skills in construction sector.
- Organising and supporting two women cooperatives in seeking grants and training for improved income for their members
- Seeking Partnership with a multinational corporation in reaching young people and women with capacity building for agribusiness

As laudable as these interventions were, we did not adequately address our target beneficiaries. Other identified challenges that has posed a distraction to forging ahead competition include, fundraising and inadequate staffing; these we understand are necessary conditions for sustaining our programmes, and are being addressed in this strategic plan.

Hence in addition to designing and implementing programmes that support our goal of improving low-income women and young people economic self sufficiency, we intend to focus strongly in building internal organizational capacity through recruitment, effective board and donor engagement, volunteer and staff training, fundraising, marketing, and research.

Management and Staff



CESDEV Strategic Direction

Vision

A world where women and young people, have access to resources and opportunities to actively participate in creating an economically stable, and self-sufficient future for themselves and their families.

Mission

We locate local specific resource, create supportive environment, design and implement programmes that promote women and young people economic self sufficiency.

Our Values

We believe in the energies of people, and our purpose of existence is wrapped up in how best to utilise these inherent energies; nurturing partnerships that emanate from within in creating a world where every woman and young person has access to resources and opportunities required in building an economically stable and self-sufficient future.

Hence:

- We hold **EQUALITY** as sacred and promote equity and mutual respect of all people
- **INTEGRITY** is the foundation of our purpose for existence; hence we uphold integrity as a value in all our dealings
- **TRUST** is a product of knowledge and the leverage we require in building lasting partnership; hence we nurture trust in our relationships.
- We are **RESOURCEFUL** and look inwards in sourcing the specific solutions for meeting community challenges
- We value the opportunity to enrich, empower, and engage our community by fostering positive and effective **COLLABORATION**
- We are **ACCOUNTABLE** to the women and young people we serve, the donors that entrust us with their donations, and the community we seek lasting partnership with.

Strategic Context

Nigeria is reported to rank 1st in the world on the Global Poverty Index and the poorest country in Africa, with nearly 50% of its estimated 190million population living below poverty line. Thus, 86.9 Million Nigerians are living in extreme povertyⁱ, and unable to meet the barest minimal needs for survival. If you gathered this many people in one place- you could create a city four times the size of Lagos!

Aside from the general lack of basic skills, low educational status, lack of employment opportunities, discriminating and limiting cultural laws- that fosters gender inequality, women, from several studies conducted on feminisation of poverty, are likely to be poor than men for three main reasons:

1. Women spend more time doing unpaid work, leaving less time for paid work. In order to juggle their domestic responsibilities, many women choose part-time, seasonal, contract, or temporary jobs. In Nigeria, women's unpaid labour is twice that of men, and its economic value is estimated to be up to 30% of the nation's Gross National product. Unfortunately, most of these jobs are low paid, with no security, few opportunities for advancement, and no health benefits.
2. Women face a gender wage gap. Across the world, women are in the lowest-paid work. Globally, they earn 23 percent less than men and at the current rate of progress; it will take 170 years to close the gap! 700 million fewer women than men are in paid work. Also, there is a perception that some traditionally male-dominated skilled trades deter women from entering them.
3. Where they have some basic skills to set up an enterprise, they find it difficult as they face constraints ranging from extreme difficulty in accessing start up capital, and hostile business environment-including non-supportive partners, and family.

In the case of young people, many national poverty reduction strategies overlook the needs of young people. Even where national strategies do have a youth focus, the analysis of their situation is limited, because little or no reference is made to readily available data.

The world now has a record number of young people on the planet—1.8 billion, with approximately 85 percent of them living in developing and emerging economies and in fragile states. While roughly a third of today's youth—most of them women—are not in employment, education, or training, a billion more young people will enter the job market over the next decade- with little hope of securing a stable livelihood, as the challenge of providing employment opportunities for this number of diverse young people is enormous, and easily overwhelming given the scale.

Looking ahead the economy continued to show signs of recovery from the 2016 recession; with a positive outlook and growth projected at 2.1% in 2018 and 2.5% in 2019. This positive outlook is anchored on higher oil prices and production, as well as stronger agricultural performance. It is expected that the CBN would maintain the exchange rate peg of NGN305/USD at the CBN window.

Strategic Framework

CESDEV intends to be directly supportive of the UN global Sustainable Development Goals, as such it has developed this strategic plan to contribute to the achievement – though far reaching for sub-Saharan Africa but achievable within each community niche context. The key sustainable goal that is covered in this plan includes:

Goal 1: No Poverty – For us at CESDEV Ending Poverty in all its form starts with women and young people being economically empowered and self sufficient to afford, pay for and access basic needs such as food, shelter, clothing, education and health. To achieve this CESDEV creates a supportive environment for low- income women and young people in rural and urban slums to access employable, entrepreneurial and personal development skills.

Goal 2: Zero Hunger: Aiming to make significant contribution in ending all forms of hunger and malnutrition by making sure mothers have access to sufficient and nutritious food all year round, especially for their children. At CESDEV we understand if women smallholder farmers had the same access to resources as men, the number of hungry people in the world could be reduced by 150 million. Hence our focus, on promoting sustainable agricultural practices by supporting small scale women farmers in accessing land, technology and markets.

Goal 4: Quality Education- Ensuring Lifelong Learning for Women and Young people:

We work towards closing basic literacy gap, hence we promote lifelong learning by establishing community library and resource centers with programmes that encourage women and young people to access information, improve learning and grow knowledge; a necessary bedrock for their development.

Goal 5: Gender Equality: Achieve gender equality and empower all women and girls. Women are much more likely than men to be impoverished, deprived of education and opportunities, and victimized by sexual and domestic violence. Hence at CESDEV we work with community leaders, fathers, husbands, brothers and other men in women’s lives: effectively engaging them towards obtaining their support in promoting women self sufficiency.

Goal 8: Decent Work and Economic Growth

Encouraging entrepreneurship and job creation are key to promoting sustained economic growth, higher levels of productivity; and these are particularly effective measures to eradicate forced labour, slavery and human trafficking. We encourage women entrepreneurs, women owned enterprises, and link them to opportunities that allow for economic growth in decent work environment.

CESDEV Thematic Focus

CESDEV thematic focus is condensed into three- and serves to ENGAGE, EDUCATE AND EMPOWER women and young people in attaining economic self - sufficiency:

- Effectively **ENGAGE** women and young people as community change agents: to educate their community from best farming techniques to teaching about health and good sanitary habits.
- Promote Lifelong **EDUCATION** by establishing Community Resource and Learning Centers that encourage active participation of women and young people towards improving basic literacy, career and personal development
- Economically **EMPOWER** women and young people through **ENTERPRISE DEVELOPMENT**: by organizing them into groups, supporting access to production skill, enterprise management trainings, markets, microfinance and technology.

CESDEV Theory of Change

Major Activities	Major Intermediate Outcomes	Intended Ultimate Outcome
<p>Create skills training programs to teach low-income women and young people employable skills, enterprise and personal development</p> <p>Organise low-income women and young people into cooperatives.</p> <p>Partner MFIs, employment agencies and employers of labour for access to employment, market opportunities and finance.</p> <p>Obtain community, and family support for enterprise development</p> <p>Establish Community Resource and Learning Centres</p>	<p>Low-income women and young people develop strong employable and enterprise skills</p> <p>Low-income women and young people actively participate in supportive structures that enhance labour and market opportunities</p> <p>local women and young people are provided with support, guidance and learning resource, to actively develop their own learning, improve their families and communities</p>	<p>Low-income women and young people become economically self-sufficient and move out of poverty</p>

Strategic Goal, Objectives and Outcomes

Strategic Goal: The overall goal for the three years in focus (2018-2020) is **to increase access to education, enterprise development and support services that will promote low-income women and young people economic self- sufficiency**. Focusing on low-income women and young people in urban slums and rural communities, CESDEV will pursue its mission; towards making a demonstrable contribution to community empowerment by designing and implementing programmes that promote women and young people economic self sufficiency.

Three (3) strategic objectives with their respective outcomes, key result areas, outputs and performance benchmarks have been condensed from the priorities and thematic focus identified for this plan period. As detailed in subsequent sections, these are:

Strategic Objective 1: Promote and Implement programmes that assist low-income women and young people access support services, acquire relevant employable, enterprise management, production skills.

Key result areas: Livelihoods, Community empowerment

Strategic Objective 2: Provide local women and young people with support, guidance and learning resource, to actively develop their own learning, improve their families and communities

Key result areas: Education, Leadership development, *Gender Equality*

Strategic Objective 3: To strengthen institutional and operational efficiencies for effective monitoring, evaluation and reporting of the impact of CESDEV investments.

Key Result areas: Human Resource Development, Good governance, Donor Management, Monitoring and evaluation



Performance Expectation

Each of the strategic objectives proposed in this plan have statements of anticipated results with specific targets for each year in view. The importance of this, is that CESDEV must focus strongly on monitoring the significant impact of its programmes on its target beneficiaries served and be accountable in demonstrating that the investment from donors and partners have produced results that justifies and demands continuity.

CESDEV Performance Framework

Goal: To increase access to education, enterprise development and support services that will promote low-income women and young people economic self- sufficiency.

Purpose: To make a demonstrable contribution to community empowerment by designing and implementing programs that promote women and young people economic self sufficiency towards moving them and their families out of poverty.

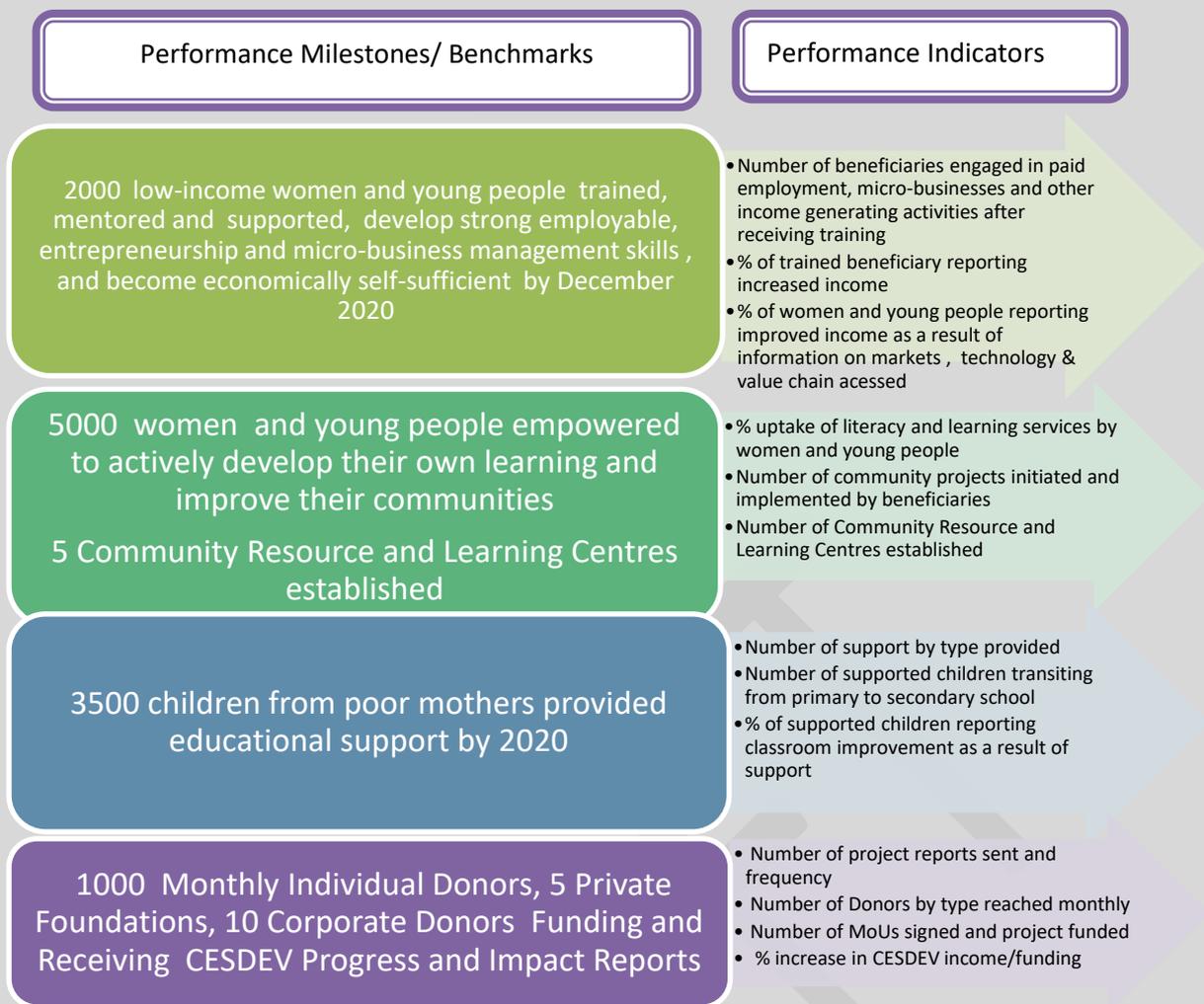


Table 1: Key Result Areas, Outcomes, Outputs and Selected Indicators, CESDEV Strategic Plan (2018-2020)

Key Result Area	Output	Outcome	Performance Benchmark
Objective 1: Promote and Implement programmes that assist low-income women and young people access support services, acquire relevant employable, enterprise management, production skills.			
1.1 Livelihood	Improved access of 2000 low-income women and young people to support services, productive inputs and skills training	Low-income women and young people beneficiaries engaged in paid employment, micro-businesses and other income generating activities after receiving support services, productive inputs and skills training	1200 Low-income women and young people beneficiaries become economically self-sufficient and move out of poverty
1.2 Empowerment	Improved access to	Low income women and	

	employment, market opportunities and micro-finance.	young people beneficiaries earn more and experience improved income	
Objective 2: Provide local women and young people with support, guidance and learning resource, to actively develop their own learning, improve their families and communities			
2.1 Gender Equality	Improved access to quality lifelong learning and literacy services	Reduction of gender – related barriers and practices that affect the right of women and girls to actively participate and develop their learning. Family and community support obtained for successful community change	5000 women and young people empowered, actively develop their own learning and improve their communities
Objective 3: Build organisational capacity by strengthening institutional and operational efficiencies to monitor and evaluate the impact of its investments.			
Capacity Building	Improved Human Resource and Learning Development	Enhanced organisational capacity of CESDEV to deliver on its mission and goals	Recruit 2 Additional staff and 30 Volunteers
Cost effectiveness and efficiency	Improved resourcefulness, and income generating activities	Enhanced accountability and performance	Programme decision making based on operational cost analysis
Good governance and management,	Accountability to stakeholders, partners and communities enhanced	Good governance practices established based on sound policies and regulations	CESDEV is financially sound and presenting excellent audit, governance and management reports
Resource Mobilisation	Funding base for CESDEV diversified and improved	Reduced dependence on core grants from the Board of Directors, with concurrent increase income of CESDEV from other sources	Mix of additional funds mobilised by CESDEV from Donor agencies, Foundations, Multinationals, other Indigenous Corporate organisations and Individual Donors
Monitoring and evaluation	CESDEV capacity strengthened through enhanced M&E processes	M&E skills, processes strengthened Quality of programme implementation and reporting improved	Automated information management system implemented

CESDEV Marketing and Communication Plan

What groups do we need to serve most?	What do they need to hear from us?	What is the best way to find and communicate with them?	When will we communicate with them? How often?	How will we know if they have heard our message?
<i>Our target beneficiaries of low income women, young people, and their families</i>	<i>They can aspire, gain economic self sufficiency and move out of poverty</i>	<i>Identified women and young people self help groups, associations and cooperatives</i>	<i>Monthly trainings and support meetings</i>	<i>Increase number of beneficiaries reached each month</i>
<i>Donors</i>	<i>They can be part of a noble cause – moving families one after the other out of poverty</i>	<i>Online and social networks Corporate organizations Foundations</i>	<i>Weekly email post Online Monthly newsletters Quarterly reports</i>	<i>Increase in funding and number of new donors achieved</i>

Monitoring and Evaluation Plan

Understanding that this strategic plan alone cannot bring about the achievement of this strategy, CESDEV, given the significance and urgency of many of the interventions, expects to put in place a robust monitoring and evaluation system to track performance and identify areas where corrective action may be required. M&E will be guided by the targets and indicators given in the results frameworks presented in this document. As much as possible data will be captured, findings disseminated and presented to responsible agencies for integration into the country's database and developing studies including best practices.

Management controls for monitoring will include:

- Progress Reports
- Performance standards and targets
- Performance Measurements or Indicators
- Performance Evaluations (internal and external)

Specifically scheduled reporting and review meetings will continually provide opportunities for feedback to the Board of Trustee and partners, including overall progress made on key strategic objectives:

- Progress made against the plan
- Cause of deviation from plan (if any)
- Areas of difficulty and alternative solutions that may adversely affect implementation

One internal **midterm evaluation will be carried out in August 2019**, at the completion of the eighteenth (18th) month into this plan, while the final external evaluation will be carried out mid -year (June) 2021, which is six months after the completion of the strategic year 2020 - covered by this plan.

People Development Plan (2018)

Area of Development Needed	What will be done	When	Cost of this development (Both in terms of time and money)
<i>Redesigning of CESDEV website</i>	<i>Get our existing website redesigned with additional features that tell our story while safeguarding donors and supporters details</i>	<i>By the end of November 2018</i>	<i>2 months</i>
<i>Board, Volunteer and staff training</i>	<i>Develop and implement a training plan including key program area online training.</i>	<i>By the end of Dec 2018</i>	<i>3-months</i>
<i>Fundraising and accounting software</i>	<i>Upgrade CESDEV fundraising and accounting systems</i>	<i>By the end of Dec 2018</i>	<i>3-months</i>

With the growing competition in nonprofit sector, there is need for proactive fundraising activities and professionalism through the improvement of our existing systems; especially with regards to board efficiency, staff competency, monitoring, evaluation, fundraising and accounting systems, if we must achieve our targets and reach our goal.

Hence CESDEV will recruit and train the right staff competencies, procure necessary software that enhances our work in engaging our donors towards ensuring organizational sustainability.

Measuring Performance

Every non-profit organization should measure its progress in fulfilling its mission, its success in mobilizing its resources, and its staff's effectiveness on the job. In recent years, a commitment to increased accountability and improved performance has become essential in both governmental agencies and non-profit organizations. Beyond metrics and milestones, it is important that the target beneficiaries and their families are impacted in such a way that is evident and verifiable.

To this extent, CESDEV will go into more details about the need for ensuring that capacity is strengthened to deliver on this ambitious programme: expanding its services to cover both direct and indirect beneficiaries towards improving economic self sufficiency of low income women and supporting them move out of poverty. This will entail developing partnerships across the spectrum of Engagement, Education and Enterprise Development.

Risks and Opportunities

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • We operate a Lean management structure as such our overheads are lower and approvals faster • The use of a volunteer model makes our work spread faster and additionally lowering project implementation cost 	<p>Weaknesses</p> <p><i>We are still building our donor base as such funds are not coming in the way we wish making it quite tedious to facilitate projects and meet schedules</i></p> <p><i>Board and Donor engagement is still weak- but then presents an opportunity to build on</i></p>
<p>Opportunities</p> <ul style="list-style-type: none"> • <i>Social entrepreneurship is a sure way of non profits remaining sustainable- and with available GRANTS we need to quickly catch up on it to increase our fund base and sustain our work with low-income women</i> • <i>We need to explore partnership and funding from UN Women and UNDP</i> 	<p>Threats</p> <ul style="list-style-type: none"> • Unstable Government policies and political environment • Donor fatigue and attrition

Risk Register

Risks Identified	Controls in place	Who is responsible
<p><i>Grant funding is reduced and resources are not available to cover the operating costs of the organization.</i></p>	<p><i>Good relationships with private for-profit organisations and identified individual donors</i></p> <p><i>Expertise in grant writing in house.</i></p> <p><i>Diversity of income sources developed</i></p> <p><i>Crowd funding sources identified and explored</i></p>	<p><i>Executive Director and Board</i></p>

Implementation Plan

Quarter 1 (Dates: January – March, 2018)				
Action to take	Related Objective	Start Date	End Date	Resources Cost, time, people
<i>Develop and finalise CESDEV strategic plan</i>	3	Jan	Mar	See Budget
<i>Identify and develop additional programme partnerships</i>	1	Jan	Mar	See Budget
<i>Build CESDEV donor base</i>	3	Jan	Mar	See Budget
<i>Financial Report</i>	3	Jan	Mar	See Budget
Quarter 2 (Date: April – June, 2018)				
Action to take	Related Objective	Start Date	End Date	Resources Cost, time, people
<i>Conduct wealth ranking surveys to identify and recruit project beneficiaries</i>	1	April	June	See Budget
<i>Submit 1st Qtr Report</i>	3	April 1	April 10	See Budget
<i>Identify and develop additional programme partnerships</i>	1	April	June	See Budget
<i>Build CESDEV donor base</i>	3	April	June	See Budget
Quarter 3 (Dates: July – Sept 2018)				
Action to take	Related Objective	Start Date	End Date	Resources Cost, time, people
<i>Submit 2nd Qtr Report</i>	3	July 1	July 10	See Budget
<i>Conduct wealth ranking surveys to identify and recruit project beneficiaries</i>	1	July	Sept	See Budget
<i>Identify and develop additional programme partnerships</i>	1	July	Sept	See Budget
<i>Build CESDEV donor base</i>	3	July	Sept	See Budget
<i>Conduct related project activities: Generosity Programme women empowerment programme</i>	1	July	Sept	See Budget
<i>Improve on financial reporting, board and donor engagement</i>	3	July	Sept	See Budget
Quarter 4 (Oct-Dec 2018)				
Action to take	Related Objective	Start Date	End Date	Resources Cost, time, people
<i>Conduct wealth ranking surveys</i>	1	Oct	Nov	See Budget

<i>to identify and recruit project beneficiaries</i>					
<i>Submit 3rd Qtr Report</i>	3		<i>Oct 1</i>	<i>Oct 10</i>	<i>See Budget</i>
<i>Identify and develop additional programme partnerships</i>	1				<i>See Budget</i>
<i>Build CESDEV donor base</i>	3				<i>See Budget</i>
<i>Conduct related project activities: Generosity Programme women empowerment programme</i>	1		<i>Oct</i>	<i>Dec</i>	<i>See Budget</i>
<i>Online and hard copy distribution of CESDEV brochures to 100 new for profit organisations, 5 Foundations and 1000 individuals</i>	3		<i>Oct</i>	<i>Dec</i>	<i>See Budget</i>
<i>Complete CESDEV 2019 Annual budget and Planning</i>	3		<i>Nov</i>	<i>Dec</i>	<i>See Budget</i>
<i>Host end of year fundraising gala</i>	3		<i>Nov</i>	<i>Dec</i>	<i>See Budget</i>
<i>Host CESDEV annual board meeting</i>	3		<i>Dec</i>	<i>Dec</i>	<i>See Budget</i>
Quarter 5 (Jan-Mar 2019)					
<i>Action to take</i>	<i>Related Objective</i>		<i>Start Date</i>	<i>End Date</i>	<i>Resources Cost, time, people</i>
<i>Develop and distribute CESDEV 2018 annual report</i>	3		<i>Jan 1</i>	<i>Jan 20</i>	<i>See Budget</i>
<i>Financial report filings</i>	3		<i>Jan</i>	<i>Feb 20</i>	<i>See Budget</i>
<i>Conduct related project activities in Education, Enterprise Development and Community engagement: Generosity Programme women empowerment programme TYPE STIR Resource centre</i>	1		<i>Jan</i>	<i>Mar</i>	<i>See Budget</i>
<i>Review fundraising plan</i>	3		<i>Jan 10</i>	<i>Jan 30</i>	<i>See Budget</i>
Quarter 6 (Dates: Apr-June 2019)					
<i>Action to take</i>	<i>Related Objective</i>		<i>Start Date</i>	<i>End Date</i>	<i>Resources Cost, time, people</i>
<i>Submit 5th Qtr Report</i>	3		<i>April 1</i>	<i>April 10</i>	<i>See Budget</i>
<i>Conduct related project activities in Education,</i>	1				<i>See Budget</i>

<i>Enterprise Development and Community engagement: Generosity Programme women empowerment programme</i>				
<i>Conduct mid-term evaluation</i>	3			<i>See Budget</i>
<i>Conduct fundraising activities</i>	3			<i>See Budget</i>
<i>Establish two Community resource centre</i>	2			<i>See Budget</i>
Quarter 7 (Dates: July-Sept 2019)				
Action to take	Related Objective	Start Date	End Date	Resources Cost, time, people
<i>Submit 6th Qtr Report</i>	3	<i>July 1</i>	<i>July 10</i>	<i>See Budget</i>
<i>Conduct related project activities in Education, Enterprise Development and Community engagement: Generosity Programme women empowerment programme</i>	1	<i>July</i>	<i>Sept</i>	<i>See Budget</i>
<i>Conduct fundraising activities</i>	3	<i>July</i>	<i>Sept</i>	<i>See Budget</i>
<i>Establish One Community Resource and Learning Centre</i>	2	<i>July</i>	<i>Sept</i>	<i>See Budget</i>
Quarter 8 (Dates: Oct-Dec 2019)				
Action to take	Related Objective	Start Date	End Date	Resources Cost, time, people
<i>Submit 7th Qtr Report</i>	3	<i>Oct 1</i>	<i>Oct 10</i>	<i>See Budget</i>
<i>Establish 2 community resource and learning centres</i>	2	<i>Oct</i>	<i>Dec</i>	<i>See Budget</i>
<i>Conduct related project activities in Education, Enterprise Development and Community engagement: Generosity Programme women empowerment programme</i>	1	<i>Oct</i>	<i>Dec</i>	<i>See Budget</i>
<i>Conduct fundraising activities</i>	3	<i>Oct</i>	<i>Dec 30</i>	<i>See Budget</i>
<i>Complete CESDEV 2019 Annual budget and Planning</i>	3	<i>Oct 1</i>	<i>Nov 20</i>	<i>See Budget</i>
<i>Host end of year fundraising gala</i>	3	<i>Nov 1</i>	<i>Dec 15</i>	
<i>Host CESDEV annual board meeting</i>	3	<i>Dec 1</i>	<i>Dec 15</i>	
Quarter 9 (Dates: Jan- Mar 2020)				
Action to take	Related	Start	End	Resources

	Objective	Date	Date	Cost, time, people
<i>Develop and distribute CESDEV 2018 annual report</i>	3	<i>Jan 1</i>	<i>Jan 20</i>	<i>See Budget</i>
<i>Financial report filings</i>	3	<i>Jan</i>	<i>Feb 20</i>	<i>See Budget</i>
<i>Conduct fundraising activities</i>	3	<i>Jan</i>	<i>Mar</i>	<i>See Budget</i>
<i>Conduct related project activities in Education, Enterprise Development and Community engagement: Generosity Programme women empowerment programme</i>	1	<i>Jan</i>	<i>Mar</i>	<i>See Budget</i>
<i>Establish Community Resource and Learning Centre</i>	2	<i>Jan</i>	<i>Mar</i>	<i>See Budget</i>
Quarter 10 (Dates: Apr-June 2020)				
Action to take	Related Objective	Start Date	End Date	Resources Cost, time, people
<i>Submit 9th Qtr Report</i>	3	<i>Apr 1</i>	<i>Apr 10</i>	<i>See Budget</i>
<i>Establish 2 Community Resource and Learning Centres</i>	2	<i>Apr</i>	<i>June</i>	<i>See Budget</i>
<i>Conduct related project activities in Education, Enterprise Development and Community engagement: Generosity Programme women empowerment programme</i>	1	<i>Apr</i>	<i>June</i>	<i>See Budget</i>
<i>Conduct fundraising activities</i>	3	<i>Apr</i>	<i>June</i>	<i>See Budget</i>
Quarter 11 (Dates: July-Sept 2020)				
Action to take	Related Objective	Start Date	End Date	Resources Cost, time, people
<i>Submit 10th Qtr Report</i>	3	<i>July 1</i>	<i>July 10</i>	<i>See Budget</i>
<i>Conduct related project activities in Education, Enterprise Development and Community engagement: Generosity Programme women empowerment programme</i>	1	<i>July</i>	<i>Sept</i>	<i>See Budget</i>
<i>Conduct fundraising activities</i>	3	<i>July</i>	<i>Sept</i>	<i>See Budget</i>

Quarter 12 (Dates: Oct-Dec 2020)				
Action to take	Related Objective	Start Date	End Date	Resources Cost, time, people
<i>Submit 11th Qtr Report</i>	3	<i>Oct 1</i>	<i>Oct 10</i>	<i>See Budget</i>
<i>Establish 2 Community Resource and Learning Centres</i>	2	<i>Oct</i>	<i>Dec</i>	<i>See Budget</i>
<i>Conduct fundraising activities</i>	3	<i>Oct</i>	<i>Dec</i>	<i>See Budget</i>
<i>Complete CESDEV 2021 Annual budget and Planning</i>	3	<i>Oct</i>	<i>Dec</i>	<i>See Budget</i>
<i>Host end of year fundraising gala</i>	3	<i>Nov</i>	<i>Dec 15</i>	<i>See Budget</i>
<i>Host CESDEV annual board meeting</i>	3	<i>Dec 1</i>	<i>Dec 15</i>	<i>See Budget</i>
<i>Conduct Strategic planning review meeting</i>	3	<i>Oct 10</i>	<i>Nov 10</i>	<i>See Budget</i>

Management Plan

This plan will be reviewed and updated bi-annually by CESDEV Board and Executive Management Team.

ⁱ World Poverty Clock, 2018