

# Our Mission

Raise up the destitute widows of Burundi by providing paths toward self-sufficiency.



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# STRATEGIC PLAN

2024-2034

# Our Vision

Enable Burundi's widows and orphans to thrive in their communities with healing, dignity, and hope.

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# Food for Thought

As organizations grow, they never drift toward speed, they drift toward slow.

As followers of Jesus Christ with a great mission, we cannot become slow. We must persevere.

*- Craig Groeschel, Lead Pastor of Life Church*



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# Executive Summary

## Empowering Burundi's Widows and Orphans

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Sister Connection is embarking on an ambitious 10-year strategic plan to transform the lives of 20,000 widows and their orphans in Burundi by replicating the success of Mount Hope's development across the five provinces of Burundi.

The following are the overall objectives guiding Sister Connection's strategic direction:

1. **Review** the mission, vision, and values of Sister Connection to ensure these statements **communicate** who we are and why we exist.
2. **Analyze** core programs using SWOT analysis and identify metrics that will substantiate the mission's fulfillment of intended **impacts**.
3. **Set** strategic goals and **define** clear objectives, leading SC to a significantly higher level of **performance** over the next 10 years.
4. **Evaluate** resource allocation in our commitment to ensure that all staff have **access** to sufficient training, tools, and funding, to **expand** their professional capacity and **operate** the ministry's programs on a much larger **scale**.
5. Draft a new **communications** plan that clearly defines the ministry's **goals** and ensures that every stakeholder can **visualize** their role and how it contributes to the **fulfillment** of mission and vision.
6. Fully raise the required **finances** to successfully **execute** on the 10-Year strategic goals.

The strategy decision requires continuous monitoring and adaptation. It involves aligning the organization's internal capabilities with external opportunities and challenges, thereby creating a strategic approach this is both proactive and reactive. This ensures the ministry remains relevant, competitive, and poised for growth in the ever-changing landscape on human suffering.

# Mission, Vision, and Core Values

## **Mission**

Raise up the destitute widows and orphans of Burundi by providing paths toward self-sufficiency.

## **Vision**

Enable Burundi's widows and orphans to thrive in their communities with healing, dignity, and hope.

## **Core Values**

- God-dependent: Seeking God first in all things or moving in step with God's Spirit
- Biblically-based: Faithfully living the Biblical directive to help widows and orphans (James 1:27)
- Integrity-focused: Transparent honesty and reliable consistency
- Dignity: Respecting each person's inherent dignity as created in the image of God
- Relationships: Investing in healthy relationships through love, forgiveness, and grace
- Capacity-building: Creating capacity for others to reach their potential
- Long-term sustainability: Stewardship that creates long-term sustainability for others and the

# The Guiding Framework

## Mount Hope as the Guiding Framework

Mount Hope as God's guiding framework.

Sister Connection believes that Mount Hope is a critical component of God's plan to fulfill the vision of the ministry. The infrastructure, buildings, and strategic management of the mountain's assets and people directly impact the student learning environment, and enhance the community's perception of the Sister Connection ministry.

To progress successfully, each Sister Connection team member must step forward to accomplish the goals and objectives that have been strategically planned for them. Every staff person must understand their role and how they contribute to the outcome. Sister Connection is uniquely positioned to achieve this outcome as evidenced by the results of the Best Christian Workplaces Survey. In their open-ended comments, 100% of our staff consider themselves engaged with the work of the ministry. Of that 100%, 72.4% of the staff consider themselves strongly engaged. From the list of comments, the following were identified as the top strengths of Sister Connection:

- Life-Giving Work: opportunities to use spiritual gifts; opportunities to use skills
- Fantastic Teams: teamwork across departments; effective teamwork
- Inspirational Leadership: reflecting Christ; fellowship; well-managed organization
- Uplifting Growth: recognition for doing a good job
- Outstanding Talent: highly capable employees retained





# Replication Strategy

## Scaling for Greater Impact through a Regional Approach

### 1 — Years 1-3: Bujumbura (Bujumbura) & Gitega Provinces (Mt. Hope)

Expand our existing programs in the Bujumbura and Gitega regions, increasing the number of widows and orphans served at Mount Hope from 1,000 to 5,000 widows and their orphans. Establish a new office and training center in Bujumbura to support this growth.

### 2 — Years 4-6: Burunga Province (Nyanza Lac)

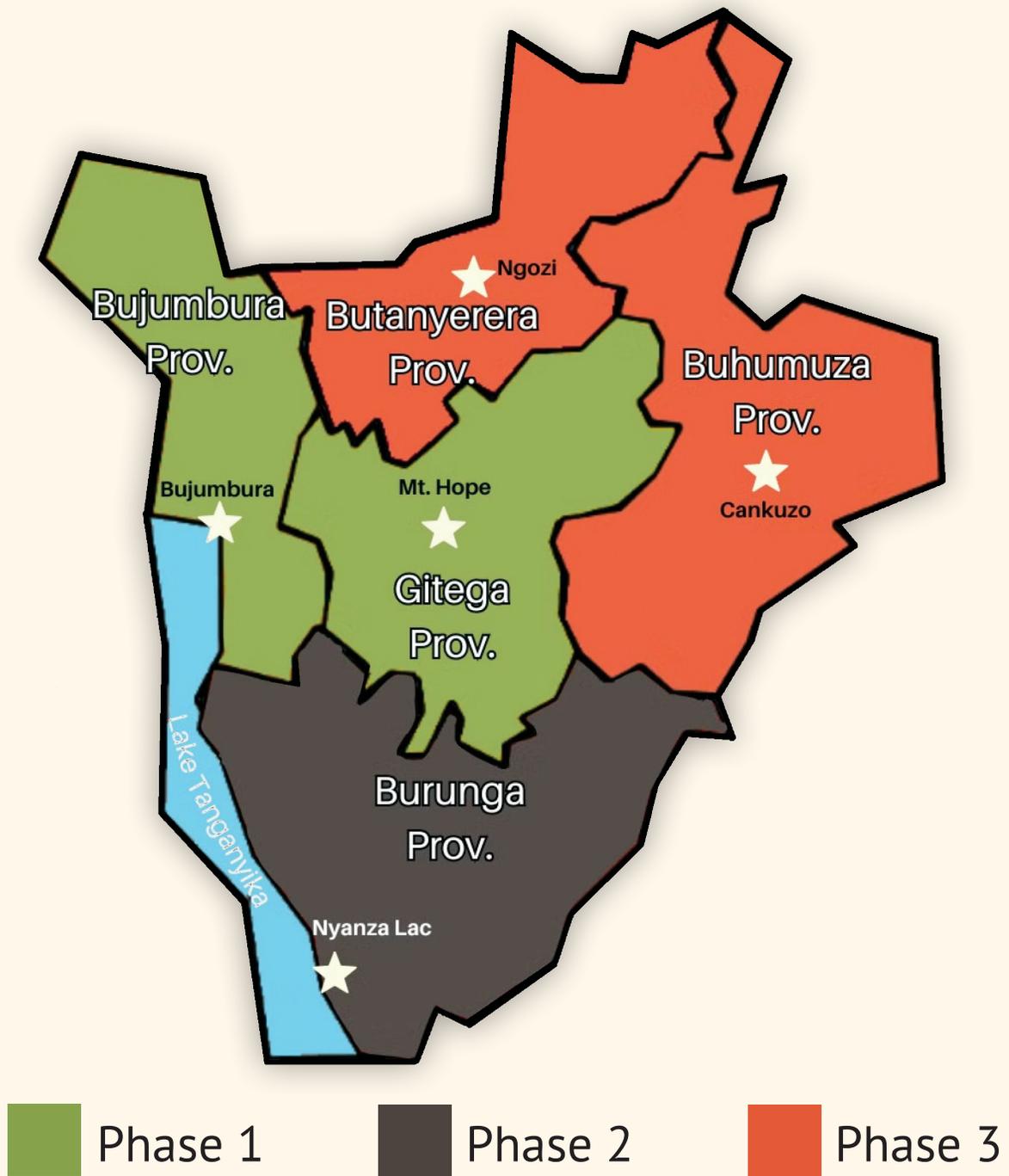
Establish a new Sister Connection center in the Burunga region, serving an additional 4,000 widows and their orphans. Adapt the successful Mount Hope model to the local context and build partnerships with churches and organizations.

### 3 — Years 7-9: Buhumuza (Cancuzo) & Butanyerera (Ngozi) Provinces

Replicate the Burunga expansion model in the Buhumuza and Butanyerera regions, establishing new Sister Connection centers and serving a total of 11,000 additional widows and their orphans.



# Map of Burundi



# Wildly Important Goals

## Phase 1

### 2025

- 535 new sponsorships
- Begin raising \$250,000 to purchase land and build a new SC office in Bujumbura
- Start a Hammermill operation on Mount Hope
- Build 200 homes for widows and orphans
- Begin the transition to Tableau in developing our data visualizations

### 2026

- 560 new sponsorships
- The development and planting of 33,000 Moringa trees on SC's property in Cibitoke
- Build 225 homes for widows and orphans
- Make Tableau fully operational
- Move forward with the transition away from Aplos to a new accounting system and CRM through Salesforce

### 2027

- 585 new sponsorships
- Complete transition to Salesforce
- Build 250 homes for widows and orphans
- Detailed survey using data to analyze, evaluate, and adjust to begin phase 2

# Financial Impact

## Phase 1

Total financial impact of Phase 1 is \$2,319,800.

### 2025

- The impact of 535 sponsorships is \$224,700.
- The impact of 200 homes is \$170,000.
- The impact of fundraising for land is \$250,000.
- Total impact for 2025 is \$644,700.

### 2026

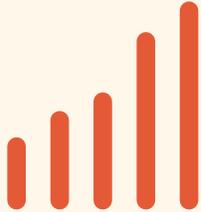
- The impact of 560 sponsorships is \$459,900.
- The impact of 225 homes is \$187,000.
- The impact of Moringa property development is \$75,000.
- Total impact of 2026 is \$721,900.

### 2027

- The impact of 585 sponsorships is \$740,700.
- The impact of 250 homes is \$212,500.
- Total impact of 2027 is \$953,200.

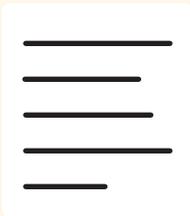
# Monitor, Evaluate & Adjust

## Measuring Impact



### **Data Tracking**

Leverage the power of metrics to maximize impact. Using key metrics to ensure we are on track to achieve our goals, or to reveal areas that need improvement.



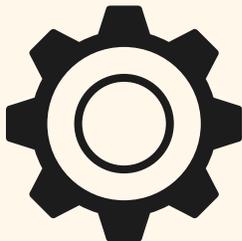
### **Stakeholder Feedback**

Gathering feedback from our widows, orphans, and ministry partners to evaluate the effectiveness of our programs.



### **Program Evaluation**

Evaluating the impact of our programs on the spiritual growth and economic empowerment of widows and orphans will inform our decision-making and guide future expansion efforts.



### **Continuous Improvement**

Using data and other insights gathered through observation and evaluation to adjust our programs to ensure maximum impact and long-term sustainability.

# Homebuilding

As the first step in their journey to self-sufficiency, a widow receives a new home to replace the one that was taken from her when her husband died. A home provides safety and stability for a widow and her children. As part of the reconnection process, Sister Connection hires local builders and purchases locally sourced materials for the purpose of elevating the widow within her community. A home provides a widow, her children, and her community hope for the future.



## Housing

Thousands of homes have been built or repaired by Sister Connection partners all across Burundi.



## Community Impact

The purchasing of materials and hiring of labor to build homes impacts the entire community in which the widow lives.



## Connection

Raising the status of the widow creates a pathway to reconnection for the widow and her children.

# Sponsorship Program

Connection with a sponsor provides monthly monetary support that allows a widow to provide her family with the basic necessities: food, medicine, clothing, school supplies/fees. Sister Connection views sponsorship as a necessary, but temporary, step in the pathway to self-sufficiency. Sponsorship provides widows with the stability needed to focus on vocational training and micro-enterprise.

1

## New Sponsorships

Every year more marginalized widows become part of Sister Connection. It is important to connect these single mothers with a sponsor during their first year in the program.

2

## Sponsorship Impact

Surveys have shown that unsponsored widows and their families eat only one meal per day, and miss meals completely 2 days a week. Sponsored widows report eating 2-3 meals every day.

3

## Sponsorship Growth

Currently there are over 1,000 widows without a sponsorship connection. Sister Connection's goal is to eliminate this gap over the next 3 years.



# Empowerment

## Fostering Self-Sufficiency

### Vocational Training

Equipping our widows and orphans with in-demand vocational skills is a key component of our empowerment strategy.

From agriculture to entrepreneurship, our training programs enhance the ability of widows and orphans to generate sustainable income.

### Micro-Enterprise

To balance the vocational equation, enhanced ability must now be paired with opportunity. Access to micro loans empowers widows and orphans to develop a business plan to start and grow a small business. This not only leads to financial stability but also fosters a spirit of accomplishment through entrepreneurship.

# Ministry Support

The Ministry Support fund provides the money needed to cover the operational expenses of running an international nonprofit. Sister Connection operates two offices, one in the US and one in Burundi, and employs 35 staff members.

1

## Financial Pledge

When the organization was founded, the Board made a faithful commitment to remit 100% of all sponsorship funds received to the widows.

2

## Financial Impact

To successfully operate God's ministry, we must raise operational funds separately.

3

## Financial Integrity

For \$400,000 a year, Sister Connection is effective in running an international nonprofit. This demonstrates good stewardship of donor funds.





# The Road Ahead

## Strengthening the Foundation

1

### Strong Leadership

Committed and visionary leadership will be the driving force behind the successful implementation of our 10 year plan, guiding the organization and inspiring our staff and beneficiaries.

2

### Secure Funding

Diversifying our funding sources and ensuring long-term financial sustainability will be crucial to sustaining our programs and expanding our reach in Burundi.

3

### Effective Partnerships

Cultivating strategic partnerships with local churches, community organizations, government agencies, and key donors will amplify our impact and ensure our programs are tailored to the unique needs of each region.



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