

CATHOLIC ORGANISATION FOR SOCIAL AND RELIGIOUS ADVANCEMENT (COSRA)

5-YEAR STRATEGIC PLAN

2015-2019

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ABBREVIATIONS

COSRA	Catholic Organisation for Social and Religious Advancement
KPIs	Key Performance Indicators
SMART	Specific Measurable Achievable Reliable Time bound

FORWARD BY THE NATIONAL PRESIDENT

The development of a vibrant and purposeful religious youth group is vital for the growth and sustenance of every Church. As the Church strives to improve its youth apostolate, it is imperative to develop an integrated and modernized youth groups that will help actualize this important vision of the Church. The need to improve and spiritually modernize the youth has become more urgent now than ever following the recent influx of social issues in the church that is having a grave impact on the well-being of the Church.

The Catholic Organisation for Social and Religious Advancement (COSRA) at an age of 45, has reached a very critical stage in its effort to transform and modernize its operational processes. The time, resources, commitment and sacrifices needed to achieve this goal are enormous. We certainly need to plan carefully, strategise together and judiciously use all available resources at our disposal to achieve the desirable outcomes.

Our **FIVE-YEAR STRATEGIC PLAN** provides a unique opportunity for the organisation to re-define itself, improve its image and build a new and enduring relationship with the Church, the Society and its members. The success of the plan can make a huge impact on COSRA's image, religious standing and the spiritual and social standards of its members. We are aware of the various concerns of our members. The strategic plan is member-focused and it is to ensure that our programmes and projects are directed to the ultimate benefit of our members.

As the President of COSRA, I feel honoured and highly privileged to introduce the first COSRA strategic plan spanning 2015-2019. We will build on the achievements that we have made so far and redouble our efforts to rigorously pursue novel ideas and programmes for the well-being of our members. Areas like improving on our national congresses, as well as the spiritual and welfare development needs of members will be our focus.

Members' self-development, skills/leadership acquisition and upgrading will be given priority. Members would be given the right orientation to enable them measure up to the leadership expectations of the new COSRA we seek to build. With this strategic plan, successive planning can no more be treated as ordinary and natural take over by deputy leaders but on a well proven track record of success and results.

On behalf of the executive board, I congratulate the National Executive Council for such a bold and courageous decision to chart a new course for COSRA. I assure all members that National, Diocesan and Branch leadership will provide the requisite resources for the achievement of the targeted deliverables within the set timelines. This is a challenge but we cannot afford to fail or disappoint the organisation. With this strategic plan, COSRA is at the brink of making history and I have no doubt we can do it.

Bro. Joseph Skuggen (National President)

INTRODUCTION BY THE STRATEGIC PLANNING COMMITTEE

COSRA embarked on this project mindful of the importance of planning before an effective implementation can be done. Today, we are introducing a plan that will define our future direction. Our strategic plan is the outcome of our collective desire to build and sustain a formidable and Spirit directed youth organisation that can meet the complexity of the religious and social course of the society.

In formulating this strategic plan, we took into consideration the expectations hopes and aspirations of our members. We have set out our motto and slogan, aims and objectives, core values and the strategies with which to actualize our goals. Timelines and Key Performance Indicators (KPIs) by which we can be judged in the performance of all the activities have also been included. These goals have been carefully thought out to reflect our collective desire to build a vibrant and self-dependent youth group.

The formulation of a strategic plan is the first step. What defines the success of a plan is the implementation. Since implementation is the final arbiter of planning we need to mobilize all available resources- human, religious and financial - to achieve the targets we have set for ourselves. This is where we have challenges: resource challenges, timeline challenges, and commitment challenges. It is our hope that these resources will be forthcoming.

What we need at this point is to think strategically, act tactically and leverage our resources and channel them into priority areas. The enthusiasm, passion and dedication with which we prepared this plan should be reflected in the implementation. But we cannot do this if there is no collective sense of purpose: all hands must be on deck.

The development of our future as a group would be driven by the following pillars:

- *IMPACT-ORIENTED NATIONAL ACTIVITIES*
- *IMBUED GUIDELINES IN THE LIVES OF MEMBERS*
- *DRIVE DISCIPLINE AND SPIRITUALITY*
- *PROMOTE MEMBER WELFARE AND INSURANCE*
- *FACILITATE SUCCESSIVE PLANNING AND LEADERSHIP PROACTIVENESS*
- *SECURING ACCOMMODATION AND OFFICE COMPLEX*
- *PROMOTING FUNDRAISING*

What COSRA seeks to do is to develop a new attitude in our members and translate this new attitude into modern practices for a vibrant group. We will continuously measure our performance against the KPIs defined in the plan. A strong monitoring and evaluation system will be used to keep us on track and continuously review the plan to reflect the changes in our leadership setup and vision.

Bro Stephen Nabareseh
Strategic Planning Committee Chairman

FUNCTIONS AND RESPONSIBILITIES

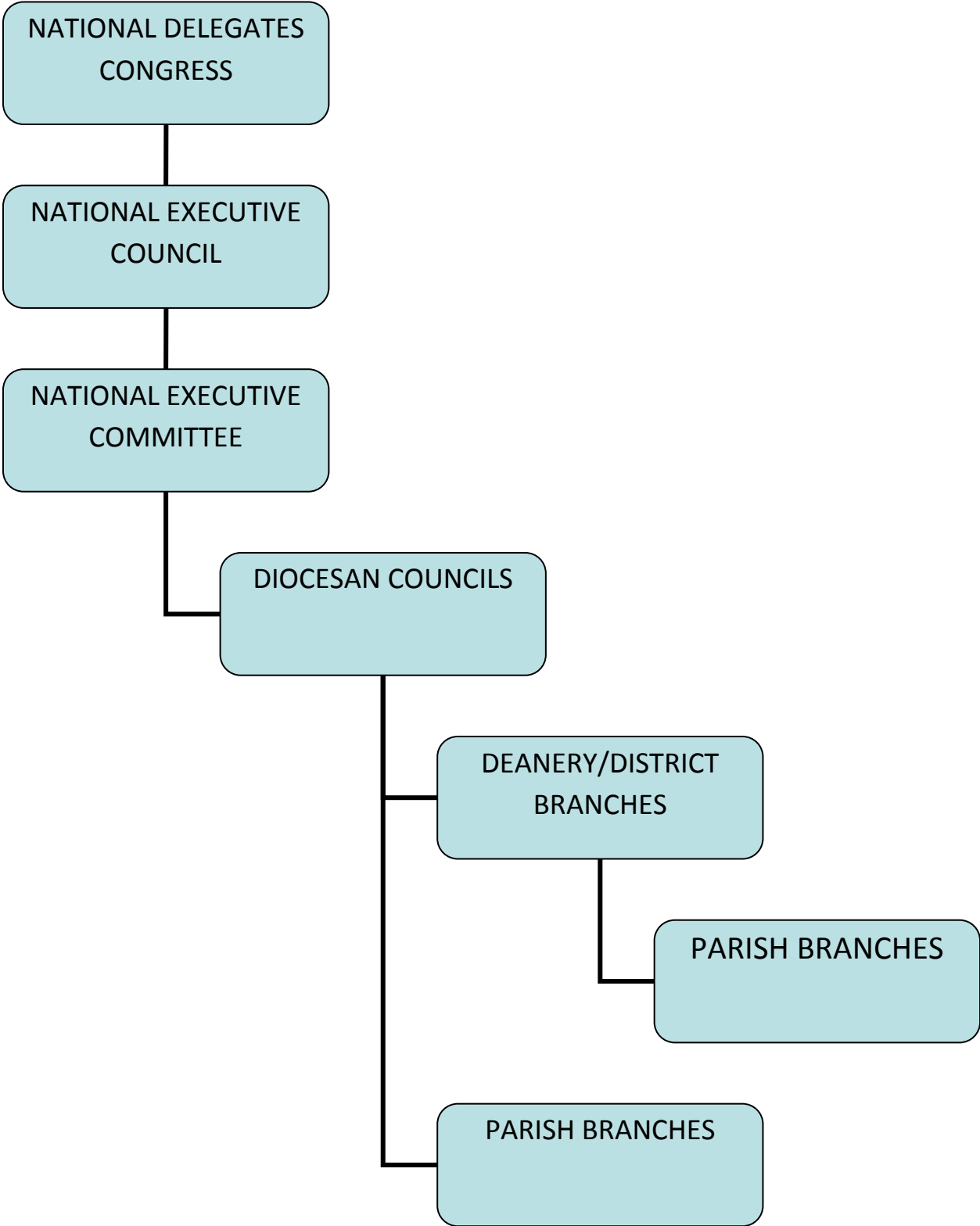
MOTTO: SERVICE TO GOD AND MANKIND

SLOGAN: REVOLUTION, ACTION IN CHRIST

This Five-Year Strategic Plan can only be achieved with all hands on deck. This outlines various functions and responsibilities to be undertaken by National, Arch/Diocesan, Deanery/District and Branch/Parish executives, and the general membership to achieve set goals of this plan within the set timelines.

1. National Executives: Initiate improvement schemes and package for discussion by NEC
2. Arch/Diocesan: Drive agreed schemes to the deaneries or the parishes
3. Deanery/District: Ensure that all that has been agreed is driven down to the parishes
4. Branch/Parish: Ensure individual members appreciate the initiatives and embrace them
5. General membership: Committed to ideals and goals of COSRA

ORGANOGRAM



CORE VALUES

To instil in all members the fear and love of God, and the readiness to support the human race in all spheres of life.

The essence of these core values is explained below;

<i>Believe</i>	In the one God who is the Father of all creation.
<i>Determination</i>	To participate in the Mission of Christ His Son and of his body, the Church. And instil in members the spirit of determination in driving their personal and group's goals.
<i>Inspiration</i>	Inspired by the Spirit to bring the youth of our Parishes together and inculcate in them the act of obedience and self-respect. COSRA living by example, and also leading the young ones in achieving common goal.
<i>Commitment</i>	Oblige ourselves to the Christian way of life by transforming our parishes into communities of Love and Peace.

AIMS AND STRATEGIC OBJECTIVES

The core aims and strategic objectives that pillar the organization are as follows:

<p><i>To bring the youth of the church together</i></p>	<p>COSRA seeks to capture the youth and others who have no association in the Church after Mass into our group and together with them organize the youth to progress and develop.</p>
<p><i>To promote social and religious activities among members and in the church</i></p>	<p>The fact that the church can only be established within a society and that the matured Christian must not be found socially wanting, highlights the need for social and religious advancement of members and parishioners alike.</p>
<p><i>To encourage the spirit of voluntary service to the church both among members and the youth of the church</i></p>	<p>Members volunteering to regularly clean, not only the church and its surroundings, but also public institutions like hospitals, Children homes, Prisons, etc. and by making ourselves available when necessary in companionship with other youth groups for projects that may be assigned in the Parish. Members also help in teaching the children during Children’s service on Sundays.</p>
<p><i>To inculcate in members, the habit of obedience, discipline, self respect, fear of God, love of neighbour and humility towards the attainment of true manhood</i></p>	<p>Members present various items to hospitals, prisons and homes to demonstrate the love for God and neighbour through charity works for the neglected in our society.</p>
<p><i>To stimulate and direct in every way possible, members ambition along the Christian way of life</i></p>	<p>Some of our programmes like, symposia and group discussions on contemporary Christian and Educational topics are all geared towards the realization of this strategic objective.</p>

GOALS, STRATEGIES, ACTIVITIES, TIMELINES AND KEY PERFORMANCE INDICATORS

GOAL 1: IMPACT-ORIENTED NATIONAL CONGRESSES

STRATEGY	ACTIVITY	TIMELINES	KEY PERFORMANCE INDICATORS
Practicalise congress themes	<ol style="list-style-type: none"> 1. Put action plan in place 2. Discuss with NEC 3. National Leadership Retreat 4. Organize Spiritual Congress 5. Organise Blood Donation during COSRA week 6. Organise various seminar on Vocation 	2015 2015 2015-2019 2015, 2019 2015 2016	<ul style="list-style-type: none"> • Action plan in place • Submission of diocesan responses • Leadership retreat done • Spiritual Congress organised • Blood donation organised • Vocation seminar organised
Discuss impact driven topical issues at Delegate congresses	<ul style="list-style-type: none"> • Have Business session • Organise training/workshop during delegates congress 	2016, 2018 2016, 2018	<ul style="list-style-type: none"> • Actions developed from business session
Follow-up on implementation of resolutions at congresses	<ul style="list-style-type: none"> • Consolidate action plan • Assign to all on Organogram • Quarterly Review session 	2015 2015 2016	<ul style="list-style-type: none"> • Action Plan in place • Document in place • Review update

GOAL 2: IMBUE GUIDELINES IN THE LIVES OF MEMBERS

STRATEGY	ACTIVITY	TIMELINES	KEY PERFORMANCE INDICATORS
Develop and consolidate guideline	Discuss document	2015	Guideline in place
Disseminate guideline to members	Educate NEC members on Administrative Guidelines	2015	Date of completion
	Cascade Guideline to Parishes	2016	Submission of feedback
Ensure implementation of guidelines	Enforcing and monitoring of guidelines	2017	Adherence at functions

GOAL 3: ACCOMMODATION AND OFFICE COMPLEX

STRATEGY	ACTIVITY	TIMELINES	KEY PERFORMANCE INDICATORS
Project documentation	Communicate concept to all members	2015	Communication in place
	Put together the concept, the essence, timelines, drawings, registration		Document in place
Project Funding	Levy members to contribute to the acquisition of land	2015	Levy instituted
	Levy NEC, diocesan deanery/district and Parish Leaders	2015	Leaders levied and deadline for payment is June 2015
	My Penance My Project (MPMP)	2015	MPMP instituted and encouraged
	Raise funds at all National programmes	2015-2019	Funds raised at all National programmes
	Set up a fundraising committee purposely for the project	2015	Fundraising committee set up
Land acquisition and documentation	Accumulate levy from members	2015	Levy collected
	Identify the land	2015	Land in place
	Payment for land	2015	Payment acknowledged
	Process land document for approval	2016	Document approved
Commencement and completion of project	Select a contractor	2017	Contractor signed on
	Initiate construction of foundation	2017	Project update
Policy for the use of the complex	Draft a policy	2016	Policy in place
	Discuss policy with all stakeholders	2016	Policy discussed
	Signoff Policy	2016	Policy signed off

GOAL 4: MEMBER WELFARE AND INSURANCE

STRATEGY	ACTIVITY	TIMELINES	KEY PERFORMANCE INDICATORS
Identify key welfare needs	Run schemes to support members	2015	Key welfare needs identified
Create a database on members, inclusive employable skills	Task diocesan Leaders to collate personal details of their members	2015	Database created
Identify key insurance needs of members	Invite the Insurance company to discuss the scheme with NEC members	2015	Key Insurance needs identified
	Task all Dioceses to consider insurance scheme	2015	Feedback from Diocese
Ensure insurance registrations and employment placement of members	Finalise discussions on insurance scheme	2016	Final document in place
	Put together a Plan for implementation	2017	Plan in place

GOAL 5: SUCCESSIVE PLANNING AND LEADERSHIP PROACTIVENESS

STRATEGY	ACTIVITY	TIMELINES	KEY PERFORMANCE INDICATORS
Create a plan for new breed of leaders	Take diocesan leaders through orientation	2015	Orientation done
	Agree on a plan to orient new leaders when elected into office	2016	Plan in place
Ensure practical and goal-driven leadership training and Inculcate technology in leadership	Design a training programme and discuss with NEC members	2016	Plan designed
	Drive training at Diocesan level	2016-2019	Training done

Provide the needed environment for confidence building in leadership	Assign leaders with responsibility	2015-2019	Defined roles and responsibilities in place
Make leaders accountable for their stewardship	Submit end of stewardship report per role	2016-2018	End of stewardship report submitted and analysed

GOAL 6: PROMOTING FUNDRAISING

STRATEGY	ACTIVITY	TIMELINES	KEY PERFORMANCE INDICATORS
Raise funds for accommodation and office complex	Levy all members to contribute to the project Organise fund raising initiatives to raise funds for the project	2015 2015-2019	Members levied Fundraising initiatives organised
Scout and invest in profit driven securities	Look out for the available investment schemes and present to NEC for decision	2015-2019	Investment scheme presented
Ensure diocesan, district/deanery, parish strategies for fund raising	Discuss and agree on a scheme	2017	Scheme agreed on
Re-brand the sale of paraphernalia	Discuss and agree on a scheme	2016	Sale of paraphernalia re-branded

CONCLUSION

The effectiveness of every strategic plan relies on a dynamic, effective and efficient monitoring system tailored on SMART goals. A monitoring and evaluation team is therefore mandatory to enforce the activities agreed upon in order to achieve the strategic goals within the stipulated time.

A five member monitoring team headed by the Vice President is advised. The team will put in place a plan, to be agreed by NEC, on how monitoring and evaluation will be conducted. Refusal to carry out responsibilities within timelines will by respective individuals responsible for the said activity may attract some queries and disciplinary actions to be assigned by the national Secretariat or NEC as the case may be and as recommended by the monitoring team.