

APRIL 2022

Tegaru Disaster Relief Fund

2022-2025

Strategic Plan for Institutional Development



**TEGARU DISASTER
RELIEF FUND**

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TDRF Overview

Our Mission: TDRF works to provide urgent humanitarian relief and development assistance to communities across Tigray.

Our Vision: TDRF seeks to improve the quality of life through health, education and economic relief initiatives for communities across Tigray.

Our Philosophy: Saving Lives. Inspiring Generations.

Our Values: Integrity, Excellence, Humanity, Collaboration, Innovation

Our Team: Each of our fifteen board members is a dedicated volunteer who freely contributes their time, skills and expertise to help advance the mission of TDRF and increase the impact of the organization for the people of Tigray.



TDRF Overview

Our Work: In accordance with the United Nations Sustainable Development Goals, TDRF strives to ensure healthy lives and promote well-being for all ages across Tigray.

1. **Disaster relief** - activities in this category involve providing humanitarian aid to persons and communities who have suffered from the catastrophic situation caused by the war. This may include delivery clothing and household supplies to families, leading efforts to rehabilitate damaged or nonfunctioning water systems and otherwise replenishing safe water supplies by trucking it in or treating local sources, reuniting separated children with their families, etc.
2. **Food security** - activities in this category involve ensuring reliable access to sufficient and nutritious food. This may include delivering therapeutic and nutritious food and other support, including screening and treatment for severe acute malnutrition to children, women, and families.
3. **Health** - activities in this category involve delivering health care services. This may include supporting health teams to provide emergency medical care and immunizations, assisting survivors of sexual assault with medical and psychosocial support and dignity kits, etc.
4. **Economic well-being** - activities in this category involve providing financial assistance to families due to unstable source of income and loss of assets. This may include providing cash assistance through a cash voucher to purchase essential goods, supporting skills-based training programs, etc.
5. **Education** - activities in this category involve offering learning opportunities to young people who have had their education disrupted by the war. This may include establishing temporary learning spaces for local and internally displaced children and refugees, as well as providing learning materials.



Executive Summary

Our Beginnings

The Tegarú Disaster Relief Fund (TDRF) is a U.S. charitable 501(c)(3) nonprofit organization. The organization was founded in 2018 by a group of professional diaspora Tigrayans in response to an increase in Tigrayan displacement from various parts of Ethiopia. TDRF got to work in 2018, providing immediate relief and support to families being uprooted because of ethnic conflict and political violence across different Ethiopian regions. To be effective, TDRF mobilized efforts to collaborate with stakeholders on the ground in Tigray, while partnering with various organizations, such as the Bureau of Labor and Social Affairs of Tigray and Keradion Elders Support Association. Unfortunately, our work has only become more urgent since the war erupted on November 4, 2020.

Transforming TDRF

As part of capacity building and revitalizing the organization, TDRF commissioned a redesign of the organization's logo and the launching of an official website in 2021. Additionally, the founding Board of Directors increased the number of board members to 15 from 11, recruiting 12 new members in June 2021 through a public announcement. The TDRF strategic plan serves to create an actionable outline grounded in our deep commitment to saving lives and inspiring generations in Tigray. Through an organizational assessment conducted in late 2021, we identified strengths and opportunities for growth in several areas of organizational activities. This strategic plan builds on the core values and commitment to humanitarian relief and development assistance central to our operations and mission with a clearly defined set of goals and actions that will guide our efforts over the next three years (2022-2025).



Executive Summary

Strategic Planning Process

The TDRF strategic planning process was completed over a six-month period. Beginning in July 2021, the Executive Director assigned members of the Executive Team the task of advancing the planning process as a subcommittee assignment. The subcommittee lead the Board of Directors in several brainstorming sessions to revise and determine the mission, vision and values key to TDRF. During the next stage of planning process, the subcommittee conducted a comprehensive assessment using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis as a framework to evaluate the organization's position and identify focus areas.

The SWOT analysis assessed internal and external factors, as well as current and future potential, for the organization. First, the current and past Board of Directors completed an open-ended survey to describe the strengths, weaknesses, opportunities, and threats. A thematic content analysis of the qualitative survey responses was conducted to summarize about eight to ten themes under each area under SWOTs. Second, the current Board of Directors completed a poll to rank the identified themes by priority/impact (high or low) to the organization's work and level of effort (high or low) for completion of the work. Next seven strategic planning areas were identified for goal-setting, giving rise to ten strategic goals. Finally, through review of historical data on TDRF's performance and discussions with the Board of Directors, the subcommittee developed specific, measurable actions (objectives) for each goal.

Accountability and Reporting

Though the TDRF executive leadership team is responsible for developing and implementing the strategic plan, accountability and reporting measures will be built into specific action plans and the TDRF Annual Report. This will include a standardized and transparent model for gathering, analyzing, and reporting data through an annual progress report on each goal.



Executive Summary

Strategic Planning Cycle



Strategic Plan At-A-Glance

Goal - Strategic Planning Area: Grants

- **Goal 1:** Secure grant funding from a private philanthropic or public institution to support relief services and development programs in Tigray.

Goals - Strategic Planning Area: Fundraising

- **Goal 2:** Establish a network of community donors
- **Goal 3:** Establish a network of corporate and or major donors

Goals - Strategic Planning Area: Public Relations, Marketing & Branding

- **Goal 4:** Develop a strong TDRF brand and communication channel in the Tegar community, nonprofit sector and among other key stakeholders.
- **Goal 5:** Establish a strong social media presence and engagement with online audiences.
- **Goal 6:** Serve as a resource and knowledge hub to other Tegar nonprofit organizations

Goal - Strategic Planning Area: Volunteer and Internship Program

- **Goal 7:** Develop a strong pipeline program for volunteers and interns to engage in the critical work of TDRF.

Goal - Strategic Planning Area: Partnerships

- **Goal 8:** Develop formal and informal partnerships with similar organizations to foster overall capacity of efforts in Tigray.

Goal - Strategic Planning Area: Internal Operations

- **Goal 9:** Create effective and efficient internal operational procedures to sustain the organization.

Goal - Strategic Planning Area: Program Development

- **Goal 10:** Identify the audience and stakeholders for innovative programs and services.

Measurable and time-oriented action items for each goal are detailed in an internal document and available upon request by stakeholders and collaborators at the discretion of the Tegar Disaster Relief Fund Board of Directors.





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