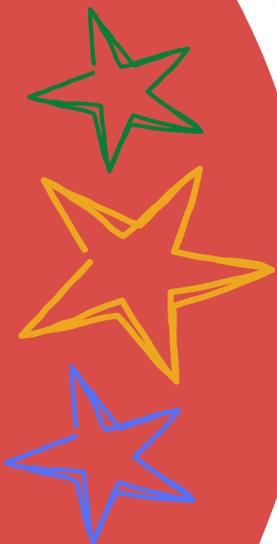




Barnabas Legacy Children's
Dream Foundation

STRATEGIC PLAN

2025 - 2027





BARNABAS LEGACY CHILDREN'S DREAM FOUNDATION

BLCDF Strategic Plan: 2025 to 2027

Address: Buikwe District, Jinja, Kampala, Uganda

Strategic Plan Overview Period:

1 January 2025 to 31 December 2027 (3 years)

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1. INTRODUCTION, OVERVIEW, AND HISTORY

Barnabas Legacy Children's Dream Foundation

Introduction

This strategic plan for BLCDF (2025-2027) results from collaboration among the Strategic Planning Committee, CEO Steven Wamala (Uganda), and the BLCDF board (which includes members from Australia and New Zealand)

Overview & History

Barnabas Legacy Children's Dream Foundation (BLCDF) is a Christian Child Care Ministry that cares for vulnerable, orphaned and needy children living in Katunda Village and the surrounding rural villages in Buikwe District, Jinja, Uganda.

Founded in 2013 by Pastor Steven Wamala, BLCDF began as a mission to support vulnerable children in Katunda, Uganda. Pastor Steven, who serves as a teacher and pastor, established God's Vine International, which evolved into BLCDF in February 2020 as a registered not-for-profit organisation.

The Foundation has grown with support from Maree Cutler-Naroba (Mama Queen) and Tevita Naroba (Papa Chief) of Australia and friends (from New Zealand, Australia and Fiji), helping BLCDF to expand its community support initiatives and the establishment of the Agape Star Christian School which opened in January 2023.



2. EXECUTIVE SUMMARY, VISION, MISSION AND PURPOSE STATEMENTS

Barnabas Legacy Children's Dream Foundation

Executive Summary

The BLCDF Strategic Planning Committee, guided by community insight and strategic expertise, drafted this plan to secure the organisation's mission and drive impactful change. This plan emphasises sustainable growth, engagement and organisational resilience. Special thanks go to the Board members for their contributions.

Vision Statement

EVERY CHILD has the right to be respected, the right to DREAM, the right to be loved and cared for, the right to have their gifts recognised and valued, the right to achieve their GOD-GIVEN POTENTIAL. We aim to see each child we serve come to know Christ and transform their community through love, restored relationships and spiritual growth.

Mission Statement

Making disciples of Jesus Christ through authentic relationships, excellent education and strengthened communities, for His love compels us.

"For Christ's love compels us, because we are convinced that one died for all, and therefore all died. And he died for all, that those who live should no longer live for themselves but for him who died for them and was raised again". 2 Corinthians 5: 14-15

Purpose Statement

Our goal is to support children through an education that nurtures both mind and heart, preparing them for leadership and service in their communities. Through Agape Star Christian School, BLCDF aims to empower Ugandan children with skills, values and knowledge that foster community transformation and a personal relationship with Jesus.



3. GUIDING PRINCIPLES

Barnabas Legacy Children's Dream Foundation

BLCDF's guiding principles include:

- **Commitment to vision:** We serve our community with a God-centered vision, aspiring to provide quality education to Ugandan children.
- **Christian Education:** A comprehensive Christian education emphasises critical thinking, spiritual development and leadership.
- **Community impact:** Creating opportunities for children, families and the broader community through education, vocational training and outreach.

Commitment to vision: BLCDF is unwavering in its dedication to a Christ-centered vision that seeks to elevate education standards and provide high-quality learning opportunities to Ugandan children. This vision is about academic success and includes spiritual growth, moral guidance and life skills essential for each child's development.

Christian Education: At the core of BLCDF's educational approach is a curriculum designed to strengthen critical thinking, ethical decision-making and personal leadership skills. A Christian-based education lays a foundation for students to become responsible and empowered members of their community who contribute positively to society.

Community impact: BLCDF goes beyond traditional education by actively engaging with families and community members. Through vocational training, outreach and support initiatives, BLCDF aims to lift entire communities and promote lasting change by equipping individuals and families with skills for economic independence and resilience.



4. CORE VALUES, ACTIVITIES, SUCCESSES, AND CHALLENGES

Barnabas Legacy Children's Dream Foundation

Core Values:

1. Leadership: Emphasising resource-sharing and collaboration among child-centred organisations.
2. Cooperation and collaboration: Sharing expertise and resources for mutual benefit.
3. Adaptability: Remaining flexible to meet evolving needs.
4. Diversity: Serving a varied demographic with respect and inclusivity.
5. Education: Promoting knowledge exchange and lifelong learning.

Leadership: BLCDF strongly emphasises leadership within the organisation and as a value to instil in students. By sharing resources and collaborating with other child-focused organisations, BLCDF seeks to model effective leadership that inspires others to prioritise children's education and welfare.

Cooperation and collaboration: Partnerships are essential to BLCDF's mission. By pooling expertise and resources with national and international supporters, BLCDF ensures that every program benefits from various perspectives and expertise, maximising positive outcomes for the children and communities it serves.

Adaptability: Recognising the community's dynamic needs, BLCDF remains flexible and responsive to changing circumstances. This adaptability allows it to develop and implement strategies that address new challenges and effectively leverage emerging opportunities.

Diversity: BLCDF is committed to inclusivity, respecting cultural diversity, and serving children and families from various backgrounds with sensitivity and compassion. This commitment fosters an environment where all children feel valued and supported.

Education: BLCDF believes in lifelong learning and emphasises the importance of education for everyone in the community. By promoting knowledge exchange and ongoing learning, BLCDF nurtures growth and self-improvement for children, families and staff.

Core Activities:

- Educational programs: Formal schooling and Bible studies for children.
- Skill development: Training in farming, crafts, cooking and micro-gardening.
- Community advocacy: Promoting child protection and women's empowerment.

Educational programs: BLCDF provides formal schooling and Bible studies, offering children an academic and spiritual foundation that prepares them for a hopeful future.



4. CORE VALUES, ACTIVITIES, SUCCESSES, AND CHALLENGES

Barnabas Legacy Children's Dream Foundation

Skill development: To empower families and foster self-sufficiency, BLCDF delivers training in practical skills such as farming, cooking, craft-making and micro-gardening. These skills support income generation and strengthen the community's economic resilience.

Community advocacy: Through child protection initiatives, BLCDF actively promotes children's rights, safety, and well-being. Women's empowerment programs also form a critical part of its advocacy, enhancing community support for family stability and individual growth.

Successes to date (in the last 5 years): 2020 to 2024

- Partnership with international donors and restructuring into BLCDF (2020 and 2021)
- Fundraising achievements and facility improvements (2020 to 2024)
- Establishment of a permanent BLCDF office and headquarters for the women's business projects (2021)
- Building of Kindergarten and Primary campuses Agape Star Christian School (2021 and 2022)
- Running of the school for 2 years, growing from 150 students in Year 1 (2023) to 202 students in Year 2 (2024)
- Conducting children's Bible programs, women's forums and seasonal community events (2021 to 2024)
- Building of a Dining Shade and Kitchen Area for the children (2024)
- Acquiring of the School's official land title (2024)

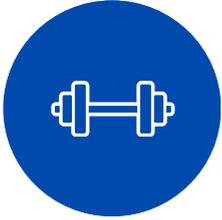
Challenges ahead:

- Sustainable resourcing for school operational costs and expansion of facilities.
- Growing community demand to take on more students at the school, but with parents/guardians who cannot support the cost of doing so.
- Maintaining quality teaching and non-teaching staff year to year.
- Balancing the growth of the school alongside the management of the the sustainability projects



5. SWOT ANALYSIS

Barnabas Legacy Children's Dream Foundation



Strengths

- Strong Christian mission
- Dedicated leadership
- Effective partnerships



Weaknesses

- Resource constraints and limited facilities for expanding educational services



Opportunities

- Growing partnerships and community needs for vocational training and education programs



Threats

- Economic instability affecting fundraising and rising operational costs.

Strengths

Strong Christian mission: BLCDF is grounded in a faith-based mission that guides its work, instilling purpose and shared values among staff, students and community members. This Foundation builds trust and aligns the organisation with supportive partners and donors who share its vision.

Dedicated leadership: Led by Pastor Steven Wamala, the leadership team demonstrates a deep commitment to service. They foster a culture of integrity and resilience that drives effective program delivery and sustains morale through challenges.

Effective partnerships: Collaboration with local and international supporters enhances BLCDF's reach and resources, contributing to successful initiatives in education, community engagement, and spiritual growth.

Weaknesses

Resource constraints: BLCDF faces financial limitations that affect its ability to maintain operational expenses and expand programs. Dependence on donations and limited grant opportunities create challenges in meeting growing needs.

Limited facilities for educational expansion: While demand for BLCDF's educational programs increases, current facilities limit enrolment and restrict the potential for adding higher-grade levels or specialised training programs, which impedes growth.



5. SWOT ANALYSIS

Barnabas Legacy Children's Dream Foundation



Strengths

- Strong Christian mission
- Dedicated leadership
- Effective partnerships



Weaknesses

- Resource constraints and limited facilities for expanding educational services



Opportunities

- Growing partnerships and community needs for vocational training and education programs



Threats

- Economic instability affecting fundraising and rising operational costs.

Opportunities

Growing partnerships: BLCDF has opportunities to cultivate additional partnerships with churches, NGOs and other organisations that are aligned with its mission, potentially attracting more funding, resources and expertise.

Community needs for vocational training and education programs: With high demand for vocational training, BLCDF can further develop skill-building programs that empower youth and families. Programs in agriculture, crafts and small-business skills can foster economic independence for graduates.

Threats

Economic instability affecting fundraising: Economic downturns, inflation or currency fluctuations can reduce donor contributions and increase operating costs, creating uncertainties for BLCDF's budget and potentially limiting program capacity.

Rising operational costs: Increases in costs for essentials such as utilities, food, and transportation impact BLCDF's financial stability. Rising expenses for educational supplies, staffing, and facility maintenance further strain resources, posing a risk to service continuity.



6. FUTURE OUTLOOK AND GOALS

Barnabas Legacy Children's Dream Foundation

Goals for 2025 to 2027:

1. Expand Agape Star Christian School to support up to 350 children.
2. Strengthen partnerships and funding to ensure long-term sustainability.
3. Expand the campus facilities to Secondary classes.
4. Build a Dorm Facility (Dream Star Children's Centre) to provide boarding facilities for up to 50 students.
5. Purchase an additional van for transporting learners
6. Expand the number of paid teaching and non-teaching staff in line with increased student numbers and boarding facilities.

1. Expand Agape Star Christian School to support up to 350 Children:

By 2027, BLCDF aims to have 350 children attend its school, increasing access to quality Christian education in Uganda. This growth will require additional classrooms, teachers, and resources to maintain high standards and personalised attention. The focus will also be on providing a holistic curriculum that includes academics, moral guidance and spiritual growth.

2. Strengthen partnerships and funding to ensure long-term sustainability:

BLCDF will actively pursue diverse funding sources to ensure financial stability and growth, including partnerships with like-minded organisations, churches and NGOs. Fundraising initiatives will aim to create a balanced support portfolio, reducing reliance on any single funding source. Strengthened partnerships will enhance BLCDF's resource base, enabling future growth and resilience.

3. Expand Campus facilities to include Secondary classes:

By 2026, BLCDF will expand the school to include secondary education, which will help children transition smoothly from primary to higher education within the same supportive environment. This addition requires new classrooms, specialised subject teachers and curriculum development to prepare students for higher education or vocational paths.

4. Build a Dorm Facility (Dream Star Children's Centre) to provide boarding for up to 50 students:

In 2025 and 2026, BLCDF will complete dormitory facilities to provide safe, stable boarding accommodation for up to 50 students each school term. The Dream Star Children's Centre will include dorm rooms, study areas and supervision to support students' academic, personal and spiritual growth. This facility will foster a nurturing environment that aligns with BLCDF's commitment to holistic Christian education and student well-being.

5. Purchase an additional van for transporting students:

By 2026, BLCDF will expand its vision of acquiring a second minibus to help transport students to and from school. Some students have to travel a distance to attend the school, and it would be good to facilitate their transport so they can quickly and comfortably be at school on time during school days.

6. Expand the number of paid teaching and non-teaching staff in line with increased student numbers and boarding facilities.

By 2027, BLCDF will increase the number of paid teaching and support staff to meet the growing needs of the school, including the new boarding facilities and rising student enrolment. This expansion will ensure a high standard of education, care and operational efficiency, supporting all students' academic and personal development. Employing additional staff will strengthen the school's capacity to provide a holistic, nurturing environment in alignment with BLCDF's values and commitment to excellence.

7. KEY FOCUS AREAS

Barnabas Legacy Children's Dream Foundation

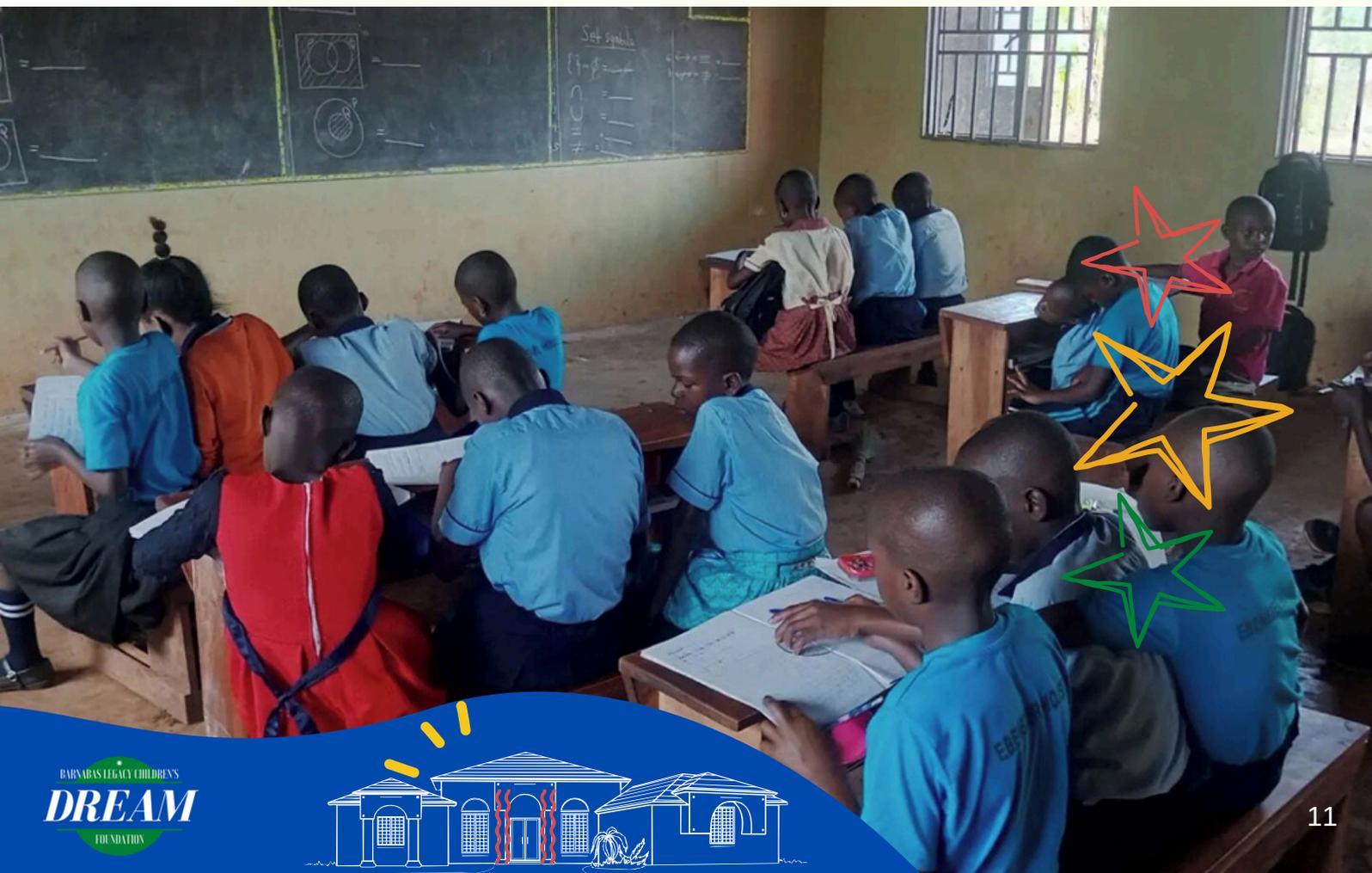
Child welfare and education: Ensuring each child has access to education, nutritious meals and spiritual growth opportunities.

BLCDF's Agape Star Christian School strives to provide a nurturing, Christian-focused education, ensuring each child receives academic knowledge, spiritual guidance and life skills in a supportive environment. The school aims to support 350 children by 2027, offering not only primary but secondary education as campus facilities expand. By integrating a focus on nutritious meals and healthcare, BLCDF is committed to fostering children's holistic well-being.

Community women's economic empowerment: Promoting income-generating projects and skills development for local families.

Empowering local families, especially women, is essential to BLCDF's mission. Through vocational training and income-generating programs, women gain valuable skills in agriculture, small business operations and handicrafts, helping create a sustainable livelihood that benefits their children and communities.

Spiritual enrichment: Conducting Bible studies and worship gatherings to encourage spiritual growth. The Foundation emphasises spiritual growth and biblical values through regular Bible studies, worship gatherings and personal mentorship. This spiritual focus supports the development of children and community members, encouraging positive transformations in their lives and surroundings.



8. CONCLUSION

Barnabas Legacy Children's Dream Foundation

The BLCDF Strategic Plan (2025-2027) outlines a bold vision to expand access to quality Christian education, empower communities and foster holistic child development in Katunda, Uganda.

With a Foundation rooted in faith, resilience and collaboration, the plan prioritises the growth of Agape Star Christian School to accommodate up to 350 children, the introduction of secondary education and the establishment of boarding facilities.

Guided by core values of leadership, education and community impact, BLCDF also focuses on women's economic empowerment, spiritual enrichment and sustainable partnerships to ensure long-term success.

Despite challenges such as resource constraints and rising operational costs, BLCDF remains committed to its mission of nurturing children to reach their God-given potential while transforming communities through love, faith and practical support.

