

Progress report for: Area of Focus #1 Organizational Structure

Long-term impact *Shift the UPH organizational structure from a north-American dominated Board and staff leadership to a majority local representation among all levels of organizational leadership*

Action steps

- **Establish a fully functioning Honduran Board**
 - **2012:** Focused on building relationships with the intention of searching for potential Board members. In December 2012 we held our first Board informational session with 4 community members present.
 - **2013:** Continued with informal meetings during the first months of the year and then invited a group of 6 individuals to form the first UrbanPromise Honduras Board. The first official meeting was held in May, at which time all members agreed on roles and responsibilities. Regular activities were planned with the Board for the remainder of the year and they became a more integral part of the organizational leadership.
 - **2014:** Addition of 3 members to bring the total to 9 Board members by April.

- **Employ skilled staff who have a long term desire to serve the local community and who have the potential to advance through a leadership pipeline while providing continuity to UPH programs**
 - We have been consistently increasing our number of local staff since 2009. We reached a big goal for the organization in 2014, finally becoming led by a majority Honduran staff team.
 - We have seen success in the creation of a leadership pipeline for local leaders, not just in employment but also in reaching higher levels of leadership. One significant success in 2013 was Dionisio Hernandez, who began in our youth program and worked his way up to serve as Camp Gracia Director in January 2014.
 - **2009:** 3 full time staff (3 foreign)
 - **2010:** 3 full time staff, 4 seasonal staff (7 foreign)
 - **2011:** 4 full time staff, 4 seasonal staff (8 foreign)
 - **2012:** 6 full time staff, 5 seasonal staff (9 foreign, 2 Honduran)
 - **2013:** 9 full time staff, 6 seasonal staff (11 foreign, 4 Honduran)
 - **2014:** 10 full time staff, 11 seasonal staff (7 foreign, 14 Honduran)

- **Become a fully-functioning legal entity in Honduras**
 - **2012:** After 3 years of working unsuccessfully with our lawyer we decided to withdraw our papers and begin the process again.
 - **2013:** Selected a new lawyer from San Pedro Sula to help us with the process. Our lawyer guided us through the initial phase of gathering all official documents and they were presented to the government in July.
 - **2014:** The first attempt was rejected in January due to a minor naming issue but that has been corrected and the papers are again in submission.

Program report for: Area of Focus #2 Financial Development

Long-term impact *UPH will establish a sustainable long term fundraising plan and consistent strategies; while increasing Honduran donors, the overall budget, and developing activities based on donor income.*

Action Steps

- **Implement a clear annual fundraising strategy and structure**
 - **2012:** We decided to increase the fee that we charge mission groups by 50% as a modification to our Service Learning Group program. This change was implemented as a way to help subsidize our long-term program costs. We now use 50% of a group fee to cover their basic costs, and 50% towards the ongoing costs of our programs. This is expected to help cover a significant portion of our annual fundraising and help in create some sustainable funding sources as well.
 - **2013:** Created a calendar of strategic times throughout the year when we want to be intentionally connecting with our donor community.
 - **2014:** Created a fundraising team comprised of multiple staff. The Executive Director is still responsible for the majority of fundraising but some roles are now shared among a team. The fundraising team created a plan for the year in January.

- **Increase funding from Honduran sources**
 - **2012:** No formal, existing, local funding structures in place. Total funds raised for the year were approximately L.4, 000/\$ 200 through a total of around seven contacts.
 - **2013:** Created a *Send a Child to Camp* initiative. Local donor base increased from seven individuals and businesses to twenty-nine, and donations increased to L.18, 350/\$952.
 - **2014:** In year two of our *Send a Child to Camp* program we further increased our local donor base to forty-five individuals and businesses and our final amount raised was L.33, 430/\$1,736. With other local giving options becoming available throughout the year and through fundraising events, we expect to significantly increase our local donor base and funding this year.

- **Develop and implement consistent financial strategies for spending and stewardship**
 - **2012:** Refined our accounting system to ensure that we are meeting all requirements of U.S. and Canadian governments
 - **2013:** Performed an informal audit of programs, organizational structure and finances with UrbanPromise International Board members
 - **2014:** Annual budget and staff salaries are now voted on and approved by the local Honduran Board rather than an international Board.
 - Many organizations report that their overall expenses increase as they grow but we experience an opposite trend. As we grow and our staff becomes more Honduran we are seeing that expenses actually decrease. A higher percentage of local staff helps provide new perspectives and allows us to ask better questions about the stewardship of our resources to ensure they are used in the best ways possible. We estimate that expenses per program or per child will continue to decrease as we become more Honduran in leadership and discern the best ways to continue providing high-quality programs but at a lower cost.

Program report for: Area of Focus #3 Program Quality and Performance

Long-term impact *UPH will strengthen the viability and long-term sustainability of programs that benefit the community of Copan and engage best practices for establishing additional program sites in Copan Ruinas and Latin America*

Action Steps

- **Employ clear administrative policies, processes and guidelines in regards to all UPH programs**
 - **2012:** Policy and Procedure manuals from other organizations were reviewed for insight and ideas of best practices.
 - **2013:** Manuals of Policy and Procedure were created in Spanish for Summer Camps, After-school Programs, and Youth Program. These manuals are now used for training and are updated consistently with evaluations and as modifications are needed.
 - UrbanPromise Honduras Core Values were discussed among all staff and we developed a draft version to present to the Board.
 - **2014:** UPH Core Values were approved by the local Board and are now used formally for all staff and youth training.

- **Consistently evaluate and achieve program goals and outcomes**
 - **2012:** Youth and Children Program Directors began weekly meetings to monitor the quality of our programs and the leadership growth of our youth.
 - Continue All-Staff Friday prayer of Thanks which intentionally allows us to focus on the positive aspects of the week and remember the ways in which we have seen God working in our lives and in our programs. By focusing on the most life-giving stories we are able to reinforce the best aspects of our style and work culture.
 - Formalized an intentional time of reflection and feedback at the end of every summer camp and after-school program year. Points of action are recorded for implementation in future camps.
 - **2013:** Began a tradition in which staff present the annual vision for their respective program and the corresponding goals. These overviews help us remain connected to the various parts of the organization as we continue to grow.
 - **2014:** Refined our method of annual planning to fit the unique leadership style and personality of each staff. The purpose and outcomes of planning remain the same but each staff is now more engaged in the process of planning and in carrying out their desired goals.

- **Increase Central American volunteer participation**
 - **2012:** n/a
 - **2013:** n/a
 - **2014:** Incorporating local volunteers from around Central America will be a focus over the coming years. We hope to connect with churches, high schools and universities to diversify our volunteer base and provide service opportunities for those who live closer to Copan.