



# Haiba Foundation

## Strategic Plan 2013-2018

This is a Summary of the 2013-2018 strategic plan. It starts by highlighting the philosophy and context of the plan and then outlines the mission and values to which Haiba members commit. The document describes the overarching goals, objectives and the strategic initiatives and ends by highlighting the metrics for measuring progress of the plan.

## ***Haiba Foundation***

*Investing in tomorrow's dreams*

Haiba Foundation is a community development organization based in Kibra where many dream for better. From the beginning, Haiba developed programs that targeted excellence in learning and enhanced social capital. Today, its reach is wider and has crafted a strong community presence. The 2013-2018 strategic plan was mooted to reenergize efforts and consider the changing learning and social environment. These changes include the demographic transition in Haiba membership and the sociopolitical changes including devolved governance systems and the new Kibra constituency. Prompted by the motivation to redefine who are we, where we want to go, how we can get there and how we will tell if we have, this plan purposes to advance Haiba foundation into a top community organization committed to the transformation of Kibra community. With a committed membership and clear metrics for performance measurement, our aspiration for excellence, relevance and impact shall be achieved. The new 2013-2018 strategic plan focusses on four priority areas. Central is the promotion of educational excellence at all levels as a bridge to community resilience.

The sections ahead tell the story of this strategic plan.

## ***Haiba's Commitments***

### Our Vision

We strive to make community dreams come true.

### Mission

Haiba foundation was formed in 2004 as a vehicle for improving the lives of the inner city residents of Kibra. Haiba mission is to encourage, motivate and foster community values through empowerment programs in education, innovation and resilience.

### Our Core Values

The following core values define Haiba Foundation as an Institution

Excellence: We commit and reward excellence in learning

Compassion: Our members care. We treat all with dignity, respect and fairness

Commitment: We commit to making community dreams come true.

### ***Overarching goals***

- **Strengthen efforts to build the Community's Resilience**
- **Improve Learning standards, Skills and Talent development**
- **Mobilize additional Funds & Resources for programs support**
- **Strengthen Organizational Structure & Processes for efficiency in delivery**

### ***Objectives***

#### **Community resilience**

1. Develop mechanisms of supporting families to start income generating activities
2. Broaden the diversity of Ramadhan program
3. Support efforts at environmental Stewardship
4. Enhance leadership skills in community initiatives
5. Diversify involvement and partners of Haiba in community affairs

#### **Learning, skills and talent development**

1. Create and sustain a culture that supports excellence in learning
2. Create additional streams for effort recognition
3. Strengthen, widen and sustain the mentorship programs
4. Strengthen the learning support for those in primary level
5. Strengthen the impact of networking and retreat experience for students

#### **Mobilization of funds and resources**

1. Improve the stewardship of financial resources
2. Increase access to donor supported projects sand program grants
3. Develop member capacity for grant proposal writing.
4. Sustain and enhance compliance with statutory regulations
5. Expand networks for contributions in kind

#### **Organizational structure and processes**

Develop and implement mechanisms for enhanced Haiba visibility

Make public engagement a key strategy to keep Haiba a choice organization to join

Develop and implement rigorous and effective monitoring and evaluation strategy

Sustain and enhance compliance with statutory regulations

Develop effective operating processes and including communication mechanisms

Promote stronger partnerships with business and nonprofit organizations

### ***Six Strategic Initiatives for 2013-2018***

- To have a vibrant, prosperous, stable and caring community through poor family support and mentorship, support of income generation activities, networking and partnership, enhanced Ramadhan program, environmental Stewardship and organization of community dialogue days
- Enhance capacity of students to improve scores through sessions to improve study skills, workshops on mentorship, self-management skills, improved pool of mentors, tuition support, career talks, mentor-challenge award cup and unveiling a community champion for education
- Enhance the recognition and merit award systems through diversification of awards, talent recognition, scholarships & bursaries for top performers
- To support vocational training by creating partnerships for the initiative, workshops to enhance capacity in vocational and entrepreneurial skills.
- To ensure availability of funds to run the foundations activities through investments, member subscriptions and dues, donor funds, project grants, and Sadaqa.
- To effectively deliver projects or activities by setting up organization structure and systems; activate secretariat, effective communication, strategy cascading, M & E plan and timelines, standard operating procedures, cost effective infrastructures for information technology
- Create a culture of ownership and entrenching the core Values of Haiba among members and mentees by communicating effectively, member retreats, education of new members, strategy cascading, regular communique and newsletters.

### ***Assessing Progress***

The plan uses metrics and qualitative indicators to gauge progress with strategic goals, objectives and initiatives.

The core metrics reflect the priorities and initiatives.

### **Education, training, mentorship**

- Number of capacity building workshops and vocational trainings carried out
- Proportion of successful mentorship relationships,

- Percentage of awardees successfully transitioning to next level
- Number of students participating in retreat
- Trend in number of students on the tuition program
- Number of quality of mentorship activity reports
- Number of 1<sup>st</sup> Class from the mentee pool
- Volume of communication on mentee activities
- Mentee surveys

### **Funding**

- Increased funds for tuition activity
- Number of new scholarships and bursaries
- Amount and nature of new project funds
- Total expenditures and expenditure per committee

### **Strengthened systems and processes**

- Level of compliance with strategic plan and statutory regulations
- % of assigned tasks completed on time and reports submitted on time
- % activities and events carried on schedule
- Number of “State of Haiba ” communiqué

### **Membership**

- Number of new members joining Haiba
- Number of activities involving members in the diaspora
- Number of team building sessions for members
- % of meetings attended by members

### **Engagement with public and other networks**

- Number of new links with donors and Governance agencies
- Number of disseminated newsletters on Haiba activities carried out
- Level of currency and how informative material uploaded in the site
- Number of guests hosted by Haiba.