



Kiwimbi International

2018 - 2022 Strategic Plan



Kiwimbi International

2017 Strategic Plan

INTRODUCTION

VISION

We see a world where all people are empowered through education to enrich their lives and reach their fullest potential.

MISSION

We partner with underserved communities worldwide to create educational opportunities through locally run learning centers.

CURRENT STATUS

Kiwimbi consists of two organizations: Kiwimbi International, the 501(c)(3) approved charity in the United States, and Kiwimbi Kenya, the Non-Governmental Organization (NGO) in Kenya. Kiwimbi International's vision and mission are cited above. Kiwimbi Kenya operates the first locally run learning center. Once Kiwimbi Kenya's center has matured, it is hoped that the model can be used elsewhere.

Kiwimbi International is operated primarily through volunteer efforts of its trustees and others. In 2017, Kiwimbi International hired its first, part-time employee. Kiwimbi's only other employee is the Executive Director, who is also a trustee, who lives and works in Kenya.

The Executive Director is responsible for the operations of Kiwimbi Kenya. Kiwimbi Kenya uses employees and volunteers in day-to-day operations. Kiwimbi Kenya has established a Library and Community Center in Amagoro, Kenya, which serves as its base for operations. This site is in a formerly abandoned building made available to Kiwimbi by the county government.

At that site, Kiwimbi Kenya's Library consists of over 20,000 books as well as newspapers, study guides, E-readers and other items that were not readily available in the area before the establishment of the Library in 2013. Kiwimbi Kenya is also focused on preserving local culture and, to that end, has established a museum where artifacts and artwork are on display.

From the Library, Kiwimbi Kenya

- Runs camps to support students academically



- Provides tutoring for students struggling in school
- Runs the English Access Program under the auspices of the US Embassy in Nairobi
- Provides sessions on Life Skills for secondary school students
- Provides vocational training for young people
- Provides training in art and the opportunity to work with supplies such as clay, paints, paper, pastels, etc.
- Provides access to sports equipment
- Serves as a conduit for the spread of information among other organizations and government bodies
- Serves as a community meeting place for local gatherings
- Reaches out to village elders, local leaders and educators to assist in communication and learning

■ Overview

Kiwimbi focuses on communities with weak educational infrastructure. We began our work in the town of Amagoro located in Busia County in western Kenya. Our aid targeted students facing a high stakes national exam and we established the Kiwimbi Library and Community Learning Center, the first free public library in the county.

■ Outcomes

- About 200 Grade 8 students in 3 schools are directly supported with teaching assistants and lunch.
- These and considerably more schools are supported by the Kiwimbi Library and Community Learning Center.
- Performance on the KCPE exam improved in 2016 with 22% passing compared to 17% in 2015. The national performance weakened to 16% from 33%, a decline attributed to a crackdown on cheating.
- Almost all of the twenty Friends of Kiwimbi students passed the exam. The sole student not passing missed by one point. The Friends program is an intensive optional course focused mainly on improving English language skills.
- Vocational programs (tailoring, carpentry, pottery and weaving) are in various stages of development.
- 100% of first tailoring class passed national practicum.

LONG TERM GOALS

Kiwimbi's focus is on making educational opportunity available in underserved areas. We believe that the model of a community learning center is an efficient way to accomplish



this since it facilitates access to resources and individual educators and leaders in a central place within a community, does not compete with local schools (rather coordinates with and supplements classroom work), and incorporates the expressed desires of the community in its planning while also introducing concepts and ideas from around the world.

We believe that our first center in Amagoro has the potential to attain some level of self-sufficiency or at least to reduce its dependency on contributions from Kiwimbi International by selling its own goods and services and by building on the volunteer and contribution base that is being established in Kenya.

Once this has been accomplished, we believe that Kiwimbi Kenya's accomplishments can serve as a model for other organizations and be replicated in Kenya, Africa and beyond.

STRATEGIC PROGRAM INITIATIVES

EDUCATIONAL SERVICES AND RESOURCES

Create formal education programs that will enable all segments of the community to enrich their lives and enhance and improve their long- and short-term livelihood potential. The initiative consists of two major segments: Academics and Vocational Learning.

■ KCPE-Prep

Develop and expand a tutorial program for students for the national Grade Eight (KCPE) exams.

Strategies for Implementation

- Review the national examination and core curriculum, develop a needs analysis, an appropriate tutorial curriculum, lesson plans, and learning objectives.
- Train teachers in details of curriculum and tutorial approach.
- Attend to potential changes in Kenya

■ Educational Resources

Introduce technology as an education tool.

Secure tangible educational resources and tools such as books, art supplies, teacher guides, computers, tablets, etc. to support educational objectives.

Strategies for Implementation

- Make more hardware and software available through the Library
- Assure reliable Internet access



- Develop a local giving program focusing on books and other items that students may be willing to donate as they complete their education.
- Focus on funding from the US as opposed to gifts in kind that require time, money and additional resources to ship to Kenya and may not be helpful.

■ Train administrative staff

Expand access to hardware and software, online education webinars to improve programs and teaching strategies, and accelerate computer awareness, learning capacity, and vocational skills. Include: teacher training, methodologies for tracking student progress and other relevant online and personal strategies.

Strategies for Implementation

- Develop with the support of educators a listing of online resources that can be made available to Kiwimbi teachers as well as local school teachers.
- Coordinate with outside volunteers from the US as well as universities in Kenya and elsewhere to bring the latest in teaching techniques and philosophy to Kiwimbi.
- Assure that volunteers going to Kiwimbi Kenya to volunteer have a program enabling them to make the best use of their time there.

■ Fine Arts

Continue to develop formal extra-curricular programs to expand local arts curriculum, enhancing complimentary academic skill base (e.g., music/math/science) while also providing opportunities for creative expression.

Strategies for Implementation

- Provide training on incorporating art into academic work as a means to improved educational outcomes.
- Coordinate programs through the Museum and Gallery.
- Develop program for advancing particularly talented artists.

■ Writing

Continue to develop formal writing program, accessible by all segments of the community. The program should combine storytelling, autobiographical, essay, and other styles and encourage the capture of personal experience, tribal history, and local traditions and culture.

Strategies for Implementation

- Have students write and translate stories of the village elders to preserve them.
- Develop the nascent Autobiography project.



- Develop a curriculum to introduce students to different writing styles and recognizing honesty and spin in written work.

■ Nutrition

Maintain or expand the nutritional program to support the physical and mental development of students with goals of improved attendance, acuity, and productivity.

Strategies for Implementation

- Recognizing that we cannot provide food for all of the students whom we support, determine a viable approach to maintaining or expanding the program, such as partnering with another NGO.
- In light of any additional support from partnering, determine the grade levels for which we will provide food and the schools where we will do so.
- Determine the extent to which Kiwimbi can and should produce its own food.
- Determine the extent to which variety is useful and viable and add as appropriate.

■ Assessment

Establish a quality and excellence program, including jointly developed benchmarks, metrics, and incentives to monitor academic progress and reward staff, educators and students.

Strategies for Implementation

- Determine areas where assessment is most critical to assure that individuals can focus on top organizational priorities.
- Develop job descriptions and task designated individual(s) with responsibility for managing documentation. (Provide for training as needed).
- Assure that computer hardware and software are available and dedicated to the effort.

■ Vocational and Adult Learning

Create “certificate level” vocational training accessible to all levels of the community. This would encompass an evolving array of skill sets and vocational opportunities such as: tailoring, carpentry, arts and crafts, agriculture, small business start-up, engine repair & maintenance, computer repair, and software development.

Develop standards for training all levels of the community in non-certificate programs that have the potential to improve lives or develop into vocational opportunities.

Strategies for Implementation

- Determine which certificate levels are already in place in Kenya or locally.
- Create a plan for meeting those strategies and arrange for recognition of Kiwimbi students.



- Determine if certificate programs are appropriate for other areas where such programs do not currently exist.
- Determine where apprenticeship is traditional and the extent to which Kiwimbi might implement such programs.
- Provide classes in various areas that provide educational opportunity without requiring longer-term commitment to full-fledged certification.
- Place emphasis on the programs that we already have in place and how to improve them rather than creating new programs.
- Create an active local support group (“Wave Makers”) as a source of books and funds.

SUSTAIN AND EXPAND LIBRARY SERVICES

Kiwimbi’s name has become synonymous with the Library located in the center of Amagoro. While the establishment of a wholly owned facility is a major goal, the continued success and reputational importance of the current center depend on its ongoing albeit modest development.

The current programs, which are such strong supports to Kiwimbi’s educational efforts and also provide a cultural repository, will benefit from ongoing development.

■ Library Services

These services represent the historical core of Kiwimbi’s efforts to provide educational support both for schools and as importantly, the community.

Strategies for Implementation

- Maintain and expand the current library collections
- Start a book drive in Nairobi for Kenyan curriculum titles
- Improve the high-demand exam prep collections
- Create an active “friends of Kiwimbi” program as a local source of books and funds
- Continue the development of a writing program leading to more locally written stories and books
- Establish a strong Internet link and train more teachers and students to use online resources
- Add more E-readers to the collection so that texts can be stored and made available to students more efficiently

■ Museum and Gallery

Honor Kenyan and local history by displaying artifacts and examples of earlier cultural development.



Strategies for Implementation

- Maintain and expand the current collections of the museum-room
- Convert a second room into a museum exhibition room (current museum is only one room)
- Continue the Kiwimbi fine art programs which provide many of the museum exhibits
- Continue to collect ancient and historical artifacts for future museum exhibitions as the museum gets expanded – part of cultural preservation for western Kenya
- Publicize the existence of this museum and art gallery in Kenya (it is the only one of its kind in Busia County of Kenya)
- Use the museum as an education resource for students from the surrounding schools in Busia County
- Seek funding from Kenyan corporations and foundations
- Plan to move part of the museum to the future Kiwimbi permanent site
- Establish a relationship with the national museums of Kenya

IDENTIFY PERMANENT FACILITY

Kiwimbi has use of the current facility through the support of Busia County, which is not guaranteed. Although loss of this support is highly unlikely, securing a permanent location and building can eliminate this risk. This is an opportunity to avoid the numerous compromises inherent in utilizing someone else's building. Moreover, Kiwimbi is significantly restrained by the size of the current building and property which are too small already to support vocational training and other efforts that are critical to long-term success.

■ Identify Funding Needs

A critical component of a successful expansion is to identify all funding needs and timing. Once identified, a fundraising campaign can be right-sized for the project.

Strategies for Implementation

- Create detailed plan identifying scope and phases of our approach, including necessary starting site plan and strategy for building over time
- Determine which services would be provided at the new site and which would remain at the current site or elsewhere.
- Create graphics showing our vision.
- Determine funds needed by phases of activity, taking into consideration the US and Kenyan interests.
- Determine impact of the new property on our operating budget and plan accordingly.



- Establish campaign committees and chairs in US and in Kenya, and train all in approach to be taken.

■ Develop Learning Center Concept and Design

Recognizing that initial planning and development need to be completed in order to create the campaign for the purchase and development of the land, ongoing detailed design and development are also required.

Strategies for Implementation

- Choose key person and committee charged with managing design.
- Committee to review best practices in Kenya and the US for creation of the Center.
- Hire appropriate people/firms to work with the committee.
- Create detailed site plan with proposed building locations.
- Determine which buildings are needed in what order.
- Determine building materials and techniques to be used with a focus on sustainability, local practices and resources and appropriate modeling for the community.
- Determine infrastructure needs to assure that things such as electricity, plumbing and internet access are addressed in the design and construction phases.

ORGANIZATIONAL SUPPORT

STAFF AND VOLUNTEER DEVELOPMENT

Ensure that the organization is adequately staffed to enable its members at all levels to focus on their diverse tasks while providing appropriate opportunities for staff to improve their skills sets.

■ Ensure Adequate Trustee Recruitment and Engagement

The board is fortunate to have members with a mix of appropriate and necessary skillsets, e.g. educational, finance, development, marketing, etc. However, given the plans to enhance our services, we need to be alert to opportunities to add to board membership and acquire new skills. Ongoing recruitment of committed and multi-talented board members will help to strengthen and ensure leadership for the long-term.

Time Frame: Ongoing

STAFFING AND VOLUNTEER SUPPORT

■ U.S. Staff Development

Kiwimbi International will expand support positions in U.S. to allow board members to focus on their key strategic, fiduciary and oversight responsibilities. A modest pace of



hiring is expected to enhance development effectiveness that will more than offset the new expense. Positions envisioned include:

Development Director

Database management, processing solicitations, recording gifts, processing acknowledgement letters; anticipating printing needs and ordering appropriate stationery; assist with developing publicity materials including publishing the annual report; manage invitation and responses to benefit and subsequent follow-up.

Develop strategies for fundraising on a national basis. Manage all fundraising and development to support board and organization. Assume responsibility for benefit and strategies for increasing fundraising. Initially a part-time position.

Communications

Develop integrated communication strategy that anticipates overarching and complementary themes to engage donors and friends; maintain and update website in keeping with communication strategy; post to Facebook and Twitter on a pre-determined schedule; work with Kiwimbi Kenya to obtain the necessary detail and photos/video to create interesting and engaging articles and posts. Write newsletter twice a month.

Executive Director

Assume most of the administrative responsibilities currently undertaken by board members; manage and oversee other employees/volunteers in defined positions; support board members in their work; liaise with Kiwimbi Kenya to facilitate communication between U. S. and Kenya; manage annual goodwill cultural and service trip to Kenya; assess and meet ongoing organizational needs; undertake planning for and management of benefit in coordination with trustees. Initially a part-time position.

Fundraising and Development

Ensure that the funds are available to both support and enhance ongoing programs while also supplying the necessary funds to expand service offerings. Create a Capital Campaign to fund land purchase and development as well as an Endowment Fund to assure long-term stability of the organization.

Strategies for Implementation

- Develop internal grant solicitation generation in both the U.S. and Kenya
- Hold fundraising events (e.g. Karamu) in both the U.S. and Kenya
- Develop a robust capability to identify potential new Individual Donors in both the U.S. and Kenya
- Explore best practices for using Social Media Retail/Mass Donor Solicitations



- Assess and forecast Kiwimbi's fundraising capacity for Major Capital Projects including the prudent amount of funds in hand required before beginning projects and future fundraising capacity needed to complete projects. Periodically reassess project scopes and timelines to keep costs in line with fundraising capacity.

■ Finance and Administration

Expand and Enhance Financial Reporting and Analysis

Provide visibility into current and future funding needs and capabilities in support of program decision-making.

Strategies for Implementation

- Annually develop an operating budget to be discussed and approved by the Finance Committee by November 30 and presented to the Board for approval at December meeting. This budget should include any additional operating costs resulting from Major Capital Projects.
- Develop a three-year capital budget, updated annually in conjunction with the operating budget, to include
 - Equipment, long-term maintenance, and other items that meet cost and time thresholds to support ongoing programs,
 - Proposed land acquisition and any needed improvements, and
 - Proposed new building, including dedicated equipment and furnishings.
- Identify and project any additional operating costs associated with new or expanded educational and vocational programs that are made possible by Major Capital Projects.
- With Kiwimbi Kenya, identify which programs can begin to sustain themselves and develop specific steps by which sustainability can be initiated for each program. Establish reasonable sustainability targets for the following five years as a percentage of costs for each program.
- Develop a prudent investment strategy to safeguard, while earning a reasonable return, any funds that will not be utilized by programs or Major Capital Projects. A more detailed investment strategy will be developed for a capital campaign.
- Determine appropriate degree, given Kiwimbi resources, of accounting review to meet the needs of foundations and institutions as well as may be required by governmental regulations or contractual commitments.
- Assess cost/benefit of professional financial staff.
- Identify roles for volunteers and possible sources, e.g. college students



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Kiwimbi, Swahili for “ripple” or “wave”

We see our effort as a drop in the water that sends out ripples leading to natural growth and development: a plant growing with the help of the water and the red earth around it.

Kiwimbi International is a charitable organization under § 501(c)(3) of the Internal Revenue Code.