

# Harambee Cultural Society Five Year Strategic Plan (2016-2021)

## **Introduction**

*"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel"* –Maya Angelou-

Harambee is great because there is a powerful, positive and organic underlying feeling that just exists. Harambee is great because the people involved are unequivocally dedicated and committed. This is why Harambee has endured and blossomed for 20 years. As Harambee moves into its third decade, the Board of Directors recognizes the need for strategic planning and that, a strategic plan would offer a number of solid guiding principles to grow and yet maintain the "magic". Though this may be our first documented effort, we have had a less formalized strategic plan for many years. The founding families, President, Executive Officers, and the Board of Directors have governed the vision, mission, themes, and direction.

Over time, organizations of people change and evolve and therefore, it is best practice to evaluate the needs, goals, principles, and guideposts of the group to ensure the vision and mission are being sustained. The Harambee board believes it is especially important that we have a document that serves the purpose of guiding us for the next five years as we transition and grow beyond our first generation of leaders. Having a working living document as a guide will not only remind us of our origins but will also ensure a better future for our children and their families.

The strategic document focuses on the 'what' Harambee will achieve in the next five years. Yet the involvement of all of Harambee's community will be the difference between dreaming about the goals and realizing them. What will your contribution be? Think about how you can answer the call to action. Where might you volunteer to make one of these initiatives a success?

*"Life's most urgent question is: What are you doing for others"*- Martin Luther King Jr-

## **Vision**

All of our children feel loved and empowered to be resilient in an imperfect world.

## **Mission**

Our Mission is to lead our Harambee community in celebrating the varied heritage and cultures of the African diaspora.

In the next five years (2016-2021), we will focus on further extending the promise of Harambee to youth, parents, adult adoptees, and elders in our community by providing mentoring, role models, therapy and counselling, cultural representation, outreach (within the Harambee community) and love.

## **Themes**

There are five themes in the strategic plan. They are Youth, Therapeutic View, Mentoring/Role Models, Radiating Cultural Representation, and Outreach. The below action statements reflect our vision for each of these themes so that each can help to earn our mission.

- **Youth** will be empowered to better understand the world as it is today, gain self-confidence, resilience, leadership skills and community building skills to pursue their happiness and the betterment of Harambee.
- A **Therapeutic Milieu** will be supported and promoted. These educational opportunities will help all of our constituents, children, youth, young adults, parents, elders, families, vendors, and interested parties the opportunity to learn and grow closer together.
- **Mentorship and Role Models** for all of our constituents, children, youth, young adults, parents, elders, families, vendors, and interested parties will foster strong personal relationships and be the glue that binds all of us together and helps us learn from each other.
- **Radiating Cultural Representation** will actively promote all of Harambee to experience the multitude of cultures associated with African heritage including but not limited to African, North American, Caribbean, South American cultures and their subcultures.
- Year round **Outreach** within our Harambee community will enable a deeper, more meaningful bond. The intention is to extend the ‘safe haven’ spirit for our Harambee community beyond the Summer Festival camp experience.

### How This Will Be Accomplished

Involving active volunteers from the community will be the way Harambee Cultural Society will realize the above themes. Asking for volunteers and making it easy for people to volunteer will begin immediately at the 2016 Harambee Summer Festival. To this end, members from The Board along with interested volunteers will form five “Theme Teams”, each led by a Theme Leader. Actions of the Theme Teams include determining a priority for the key tasks, measures of success for each task and a timeline. Each Theme Team will periodically report back to the entire Board of Directors. Themes may not necessarily all begin immediately. Staggering the Theme Team kickoffs will likely be the best way to properly initiate multiple Theme Teams and build momentum without siphoning of resources from other efforts.

### Tactical Objectives

<b>Theme: Youth</b>	Champion	Timeline	Measure of Success
1. Youth Planning for Harambee Summer Festival	TBD	TBD	TBD
2. Establish and ongoing mechanism for Youth to define the role of youth in our village	TBD	TBD	TBD
3. Support youth to self-organize and facilitate autonomy	TBD	TBD	TBD
4. Youth year round communication mechanism	TBD	TBD	TBD

<b>Theme: Therapeutic Milieu</b>	Champion	Timeline	Measure of Success
1. Educational Opportunities for parents at camp and throughout the year	TBD	TBD	TBD
2. Enabling peer mentoring connections for youth throughout the year	TBD	TBD	TBD
3. Equip older youth with mentoring skills	TBD	TBD	TBD
4. Enable families to share their stories	TBD	TBD	TBD
5. Develop a strong welcome to new families	TBD	TBD	TBD
6. Develop a resource guide for trauma, anxiety and attachment	TBD	TBD	TBD

<b>Theme: Mentoring/Role Models</b>	Champion	Timeline	Measure of Success
1. Refine kids mentoring program	TBD	TBD	TBD
2. Enable parents mentoring parents on skills for parenting in different situations	TBD	TBD	TBD
3. Include adult adoptees mentoring kids and parents	TBD	TBD	TBD
4. Celebrate Harambee villagers' accomplishments	TBD	TBD	TBD
5. Inspire villagers with successful black role models	TBD	TBD	TBD

<b>Theme: Radiating Culture Representation</b>	Champion	Timeline	Measure of Success
1. Conduct a cultural census with countries and corresponding ages	TBD	TBD	TBD
2. Support non-performance cultural activities at Summer Festival	TBD	TBD	TBD
3. Ensure strongly represented cultures are represented in programming	TBD	TBD	TBD
4. Include non-arts cultural activities such as sports	TBD	TBD	TBD
5. Support self-organized cultural activities at Summer Festival and year round	TBD	TBD	TBD

<b>Theme: Outreach</b>	Champion	Timeline	Measure of Success
1. Plan Harambee community field trips	TBD	TBD	TBD
2. Plan Harambee community events throughout the year	TBD	TBD	TBD
3. Explore home country visit sponsorships and sharing through media (blogs, videos, stories, songs, poems etc...)	TBD	TBD	TBD
4. Support Harambee families and children all year round who live in remote areas to better adapt/connect with others in Harambee	TBD	TBD	TBD
5. Develop social media for the Harambee community to stay in touch all year round	TBD	TBD	TBD

## APPENDIX A

### How Did the Board of Directors Arrive at the 5 Year Strategy?

The directors of the Harambee Cultural Society met for their first board retreat on October 2015 in Chilliwack, BC. The initial retreat increased their understanding of their organization's current structure for the society and helped them self-determine how it should operate in an evolving context.

At this time, a Committee was formed to look at a timeline and approach for creating the 5 Year Growth Strategy. A timeline was developed to have a final 5 Year Strategic Plan in time to be ratified by the Board of Directors and shared with the larger community at the 2016 Harambee Summer Festival.

A second retreat in Abbotsford, BC, was intended to focus the society's leadership on a common vision and purposeful mission and to define themes for the coming years.

The board's vision was created in the context of the world the board wishes to see for its children. The mission Harambee Cultural Society's own role in working towards this vision with its members, allies and collaborators.

The directors had different ideas on how the society should grow, and this retreat provided a good opportunity to filter tactics in the context of a strong vision and mission. The themes identified were narrowed from many competing priorities for the board's time and resources. Several ideas were vetted that did not make the list of priorities for the next five years.

#### METHODOLOGY

- The strategic planning committee determined a recommended format for the strategic plan.
- The facilitator discussed the goals, format, process and outcomes of the session with four society directors, to determine the best approach to meet the board's needs.
- The directors met for a whole day facilitated work session, using communal discussion to foster real dialogue, and democratic decision making to focus on the board's future strategy.
- The directors assigned follow-up tasks to specific individuals to continue the society's developmental work.

#### VALUES THAT GUIDED OUR WORK

- Respect
- Kindness
- Honesty
- Attentiveness
- Awareness

## APPENDIX B – AGENDA for the Harambee Board of Directors Retreat

April 2, 2016 9:00-12:30, 1:30-5:30

Best Western Abbotsford

Facilitator: Arnica Rowan Cross Country Consultants

### The big picture

#### Setting the Stage

Purpose of this retreat session, our agenda,  
values governing behaviour, example of a strategic plan

#### Vision

"When my children walk out the door, I want..."

The world we want for our kids- in a short sentence.

#### Mission

What is Harambee Cultural Society here to do?

Focus Themes: What's really important

What we love about Harambee now

Themes to focus on in the next three years

Tasks Tactics: The BIG to dos

What do we want to accomplish in each area of focus?

#### Tasks

Our plan for change and who will execute which pieces, work still to be done

## APPENDIX C - OUTREACH IDEAS TO EXPLORE

The following were presented as ideas for outreach activities to be explored for feasibility by the board

- Off site activities
- Therapeutically themed events
- Events with ally organizations
- Birth country travel presentations
- Celebrating Black History Month with field trips
- 4 events in each of three locations
- Sponsored home country visits

## APPENDIX D - FOLLOW-UP ACTIONS CREATED AT RETREAT

Task	Champion	Timing
The individual visions will be collected, printed, and displayed with Harambee Cultural society's vision at the next summer camp. There will be a scheduled session for the board to share the results of the sessions.	Strategic Planning Committee (Retreat documentation prepared by Arnica)	2016 Harambee Summer Festival 1hr Meeting with Community
The society needs to create an evolving Risk Management Plan that identifies risks, gauges the possibility and severity of the risks, and puts in place measures to mitigate common and severe risks. The Risk Management Plan should be update annually.	Pam	After 2016 Harambee Summer Festival
The board would like to identify and implement an internal communications plan.	Board Chair	Next Board Meeting and ongoing

## APPENDIX E - THEMES EXPLORED DURING THE BOARD RETREAT

### Themes added to strategic plan

- Youth
- Therapeutic Milieu
- Mentoring / Role Models
- Radiating Cultural Representation
- Outreach

### Themes- lower priority that are included in other components of the strategic plan

- Volunteering
- Parent training and support
- Education
- Year round activities
- Resiliency training
- Ally partnerships

### Themes allocated to work of the board

- Succession planning and leadership

### Themes that are not priorities at this time

- Grants and fundraising
- Ending racism
- Facility / Permanent location