

HAITI PARTNERS

a sister organization of Beyond Borders
Strategic Plan Draft for 2009-2010

Vision

Our vision with Haiti is for:

- Thriving Schools for Children
- Faithful Churches for Communities
- Democratic and Economic Growth for the Nation

Purpose

To help Haitians change Haiti through education for children, leadership development, and training and resources that make social enterprises flourish:

- Where half of children have no access to school and most who do receive a dismal education, we help students attend school and help teachers turn classrooms into thriving environments.
- Where leadership stifles individual potential, sows distrust, and diminishes dignity, we equip leaders to bring out the best in people and create social enterprises to support education.
- Where churches and groups are often challenged by division and a lack of resources, we provide training and materials for them to follow their spiritual and social calls.

Guiding Questions

Committed to honoring the dignity of every person and striving to do our small part to make the world more like God's vision, these eight questions guide us:

1. Do we know, trust, and like the people we're partnering with?
2. Are the plan, roles, and desired results clearly defined?
3. Are we building on strengths and successes--individual, organizational, and cultural?
4. Is it replicable, sustainable, and fostering broad-based collaboration?
5. Does everyone involved have a voice, with those impacted by the work valued most?
6. Are we communicating with integrity?
7. Are we discovering meaning and joy along the way?
8. Is love guiding us--God's love for us and our love for our neighbors?

Additional Values, Beliefs, and Commitments

- Each person is created in God's image and deserves the love, respect, and best efforts of her or his neighbors.
- Excellent education should happen both in and out of classrooms.
- Churches should be spiritually growing and socially engaged.
- Quality education and good leadership improves democracy and conditions for economic growth.
- Both what we do and how we do it are important.
- Each member of Haiti Partners is integral to improving who we are and what we do.

And so we strive to:

- Develop practices and structures for sharing power more equitably, which includes making major decisions by consensus.
- Create conditions and opportunities for healing across economic, cultural, and racial divisions.
- Open ourselves to new people, new approaches, and new questions.
- Nurture our relationships as we work, so that we have fun, laugh, pray together, and grow in our friendships along the way.
- Be accountable to each other and to our donors—and even more so to the people we serve.
- Work out of our devotion to following Jesus. And we collaborate with a wide variety of people and groups where our missions overlap, though at times our beliefs may differ.

Objectives in Partnership with Haitian Colleagues

- 1. Grow a thriving national network of Haitian teachers, pastors, community leaders, and members of NGOs who use empowering leadership and teaching methods and who function as a community of practice.**
 - A. Fund annual open space meeting, annual meeting of Kominote Kreyen (Christian Community) members, and other gatherings of practitioners of these methods.
 - B. Provide leadership in using technology to support the growth and development of the network and the people involved: list serves, websites with downloadable resources, laptops, internet access, solar panels, etc.
 - C. Fund exchanges among members so they can visit one another for mutual learning, networking, and encouragement.
 - D. Continually reach out to others with similar aims (in Haiti--as well as with Haitian Americans/Canadians) who are not yet involved with our network and create a climate that welcomes their involvement.
 - E. Successfully execute our 3-year *Capacity Building Project* for 42 Haitians in our network, funded by Vista Hermosa with a \$180,000 grant.
 - F. Support in cooperation with Limye Lavi, the launch of a new Haitian nonprofit led by Circles of Change co-coordinator, Fremy Cesar to focus on advancing discussion-based education, participatory leadership, and social enterprise development.
- 2. Provide training and materials to members of this network in Lectio Divina, Reflection Circles, Open Space, a method for evaluating organizations that are committed to democratic practices, and the Prayer of Examen.**
 - A. Provide a training of trainers in each of these methods at least once a year.
 - B. Actively seek paying opportunities to train others in these methods and strategic opportunities to train others free of charge.
 - C. Assure that we have necessary printed materials for existing and new practitioners.
 - D. Adapt and provide training on new approaches/methods that help leaders create dynamic organizations.
 - E. Use media technology to deepen and broaden the experience with these methods.
- 3. Develop, provide training, and promote a social-enterprise model for funding local educational initiatives.**
 - A. Study models of AJPDG's, Lambi Fund's, and others to determine best practices and curriculum.
 - B. Develop three pilots, which includes a thorough plan and strategies for monitoring, documenting, evaluating, and dissemination of information along the way.
 - C. Develop a training program complete with printed material, video and other useful tools for training others in these methods.
 - D. Create a structure and system to respond to requests for training and funding. (Like our current 6-month training in participatory leadership and learning, we will be prepared for churches and non-profits in the US that are sponsoring schools and communities in Haiti to contract our practitioners to train their people in starting and managing collective enterprises.)
- 4. Provide Christian education materials and training that nurtures the spiritual health and social engagement of churches**
 - A. Continue working with Protestant (all denominations) and Catholic churches who request our training and materials.
 - B. Print needed materials (approximately 8,000 new booklets per year); provide resources for trainings around the country (approximately 100 new and follow-up training events per year); pay an appropriate stipend to trainers who are most engaged (9 regional trainers currently

- receive monthly stipends); and provide encouragement and training for these trainers (through our Capacity Building program).
- C. Develop new materials to add to our current portfolio of Lectio Divina for Adults, Lectio Divina for Children, Theology Reflection Booklet, the Prayer of Examen booklet. The next two booklets on our agenda are (a) the Church's Role in Stopping Child Servitude and (b) the Apostle's Creed with a study guide.
 - D. Organize a first annual gathering of denominations, seminaries, and organizations involved in Christian education in Haiti to encourage exchange and support among these groups.
 - E. Support the launch of a new Haitian nonprofit (established and led by Haitian leaders in our network) to advance this work.
- 5. Raise North American awareness and support social-responsibility efforts of Haiti's private business sector**
- A. Bring U.S. business leaders 1 or 2 at a time, who are engaged in promoting corporate social responsibility, to Haiti to meet with Haitian counterparts. (4-5 such visits a year)
 - B. Create 2-3 minute videos of these meetings and visitors' experience in Haiti so all involved can communicate with their own networks via email, church talks, social networking tools, etc.
 - C. Partner with Haiti's private sector to support sustainable quality education through sponsorship of schools and promotion of our model.
 - D. Provide technical support to Haiti's "*Mwen Renmen Peyi m*" campaign committee (a campaign to instill national pride and inspire love for Haitian culture).
- 6. Provide communication and experiences for our donors that help them engage their goodwill, generosity, and creativity through Haiti Partners to accomplish its mission and plan.**
- A. Develop and begin using a \$1/day brochure.
 - B. Ensure website effectively attracting constituents.
 - C. Create communications strategy and calendar (email, mail, web, publications, phone).
 - D. Develop a national and local brand - and strategies for promotion.
 - E. Successfully launch Kent's book and use it as a fundraising/awareness tool about Haiti.
 - F. Create a 3-minute promotional video.
 - G. Kent and John to speak to different groups at least 3 times a month.
 - H. Make a plan with Tony and Bart to be good stewards of their commitment to our work. (Vero Beach Fundraisers, Feb 12-14, 2010 and Toronto January 24, 2010).
 - I. Develop "Haiti Advocates" program so people interested in our work are helping us promote it.
 - J. Develop a school program that allows elementary, junior high, and high school students and teachers to support our work.
 - K. Explore having our Haiti Children's choir do a Florida tour to raise funds and awareness.
 - L. Use eTapestry (our online database) to it's best potential.
- 7. Build the necessary organizational capacity for Haiti Partners to play an important role toward helping Haitians change Haiti.**
- A. Develop a successful system for receiving foundation grants and reporting with accuracy and on a timely basis on their use.
 - B. Define Haiti Partners staff roles clearly to enable effective use of their gifts and talents.
 - C. Develop system for organizational planning and evaluation that involves yearly planning retreat with board and key partners.
 - D. Establish regular practice of consulting advisors and, when appropriate, contracting consultants to make sure wise decisions are made.
 - E. Hire additional staff. Our first three positions, though not necessarily in this order, will be: (1) administrator/outreach coordinator, (2) finance/admin person, and (3) a Haiti-based North American or Haitian American to help receive short-term visitors and coordinate programming.
 - F. Establish office space in Vero Beach, Florida.