



HIJRA

Humanitarian Initiative Just Relief Aid - Somalia

Dedicated to the Reconstzuction of Community Livelihoods

Strategic Plan | 2010 – 2012 |

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Table of Contents

| | | |
|-------|--|----|
| 1 | Section One: Introduction | 1 |
| 1.1 | Introduction & Background | 1 |
| 1.2 | Preamble | 2 |
| 1.3 | The Plan’s Structure | 4 |
| 2 | Section Two: The Organization..... | 5 |
| 2.1 | HIJRA..... | 5 |
| 2.2 | The Need for a Strategic Plan | 5 |
| 2.3 | Best Practices | 5 |
| 2.4 | Energizing Forces..... | 6 |
| 2.5 | Detailed Analysis of HIJRA’s Energizing Forces | 7 |
| 2.5.1 | Accountability..... | 7 |
| 2.5.2 | Innovation..... | 7 |
| 2.5.3 | Professionalism..... | 8 |
| 2.5.4 | Strong Management..... | 8 |
| 2.5.5 | Quality & Impact..... | 9 |
| 3 | Section Three: The Operating Environment, Stakeholders & Resources..... | 10 |
| 3.1 | Operating Context | 10 |
| 3.1.1 | Armed Conflict..... | 10 |
| 3.1.2 | Drought & Famine | 10 |
| 3.1.3 | Little Economic Activity & Internal Displacement..... | 11 |
| 3.2 | Thoughts of the Future: Possible Scenarios | 11 |
| 3.2.1 | Bad Scenarios..... | 11 |
| 3.2.2 | Good Scenarios..... | 12 |
| 3.3 | Stakeholders..... | 12 |
| 3.4 | Analysis of the Positive Aspects of HIJRA’s Stakeholder Relationships..... | 13 |
| 3.4.1 | Staff / Employees..... | 13 |
| 3.4.2 | Donors / Partners | 13 |
| 3.4.3 | Beneficiaries | 14 |
| 3.4.4 | Suppliers | 14 |



| | | |
|-------|--|----|
| 3.4.5 | Government..... | 14 |
| 3.4.6 | Board of Directors | 14 |
| 3.4.7 | Collaborating Agencies | 15 |
| 3.5 | Financial Resources | 15 |
| 3.5.1 | Current Sources of Funding..... | 15 |
| ▪ | OXFAM Great Britain: | 15 |
| ▪ | Internal Revenue: | 16 |
| ▪ | Other Funding Sources: | 16 |
| ▪ | Total Funding Requirements: | 17 |
| 4 | Section Four: Strategic Goals, Vision and Mission Statements | 17 |
| 4.1 | HIJRA’s Propositions for the Future: Strategic Goals | 17 |
| 4.1.1 | Strategic Goal # 1:..... | 17 |
| 4.1.2 | Strategic Goal # 2:..... | 17 |
| 4.1.3 | Strategic Goal # 3:..... | 18 |
| 4.1.4 | Strategic Goal # 4:..... | 18 |
| 4.1.5 | Strategic Goal # 5:..... | 18 |
| 4.2 | Vision Statement: | 18 |
| 4.3 | Mission Statement: | 18 |
| 5 | Section Five: Action Plans..... | 19 |

1 Section One: Introduction

1.1 Introduction & Background

Humanitarian Initiative Just Relief Aid (HIJRA) is an organization founded in 1992 by a group of like-minded Somali nationals; the assembly of professionals and ordinary men and women came together to forge a collective response to the humanitarian crisis that ensued at the fall of the Siad Barre government in 1991; the group was motivated by the urgent need to curb the critical threat posed to the health, safety and well being of entire communities. A series of discussions birthed the name HIJRA, an acronym for Humanitarian Initiative Just Relief Aid – Somalia; Hijra (the Arabic for migration) was symbolically chosen to represent the displacement of large populations; this is a key feature of the Somali context to date; hundreds of thousands of ordinary Somalis have been forced to flee their homes with instances of a semblance of normal life far and in between as violence and armed conflict continues to escalate.

A large part of our work involves establishing clean and accessible water supply systems, basic sanitation facilities and promoting proper hygiene practice in the communities we serve. We regularly engage in lifesaving interventions from time to time when the need arises. Today the bulk of our activity takes place in Ceelasha along the Afgooye Corridor where in partnership with OXFAM GB we are providing over 200,000 IDPs with access to safe and clean water on a daily basis as well as constructing and maintaining adequate sanitation facilities. We have recently inaugurated offices in the capital Mogadishu and Nairobi, Kenya; the former will serve as the base of our activities in Somalia while the latter will host our regional coordination office as well as the management centre for proposed humanitarian initiatives in Kenya.

This Strategic Plan is a pivotal step in mapping out our strategic direction towards making a positive difference in the Horn East & Central Africa. It outlines what we do and how we do it best; what we propose to do and how we will go about achieving these goals.

This plan clarifies What HIJRA is, the context in which we operate, the resource requirements, strategies, our purpose and ideals, activities and timelines.

1.2 Preamble

This document charts out the direction that HIJRA will take in its journey towards the growth and expansion and of its humanitarian work in the Horn, East & Central Africa region over the next two years. It is the product of a series of consultative meetings at various dates and locations and that culminated at a strategic planning workshop in Hargeisa, Somaliland that took place between the 12th and 15th of November 2009. The process involved the participation and candid submission of comments, views and ideas of staff who were representative of a broad spectrum of departments and hierarchy. The views and comments of other stakeholders were also sought at various stages.

The format of the planning process and this resultant document draw significantly on the Appreciative Inquiry methodology for organizational development and capacity building; a qualitative approach that emphasizes on discussion and participation; encouraging the focus on what works in an organization rather than what doesn't. The essence of this approach was to focus on HIJRA's best practices, the things it does well; with the aim of identifying what we do well and doing more of what works and thus moving in a positive direction.

The process was flexible and provided a forum for stakeholders to have an open conversation about the future of HIJRA. This simple act of just talking bred a greater understanding of HIJRA and created a new sense of value of what we do best.

The identification of our best practices formed the basis for the repeat of those real successes; this combined with the outcome of the analysis of our operating context, stakeholder relationships and financial resources were instrumental in the formulation of our strategic objectives, vision and mission statements. Annual targets have been set and indicative budgets proposed for all activities for the entire plan period. Possible sources of funding will include National Governments, implementing partners, donors and the business community.

The management of HIJRA will work closely with all stakeholders to ensure the successful implementation of this Strategic Plan. This document will serve as HIJRA's decision making framework; a basis for planning, resource mobilization and utilization, and the measurement of performance over the entire plan period.

1.3 The Plan's Structure

This Strategic Plan is set out into five sections:

- Section One** contains an introduction to HIJRA and its background; an inside look at the strategic planning process and the structure of the planning document.
- Section Two** defines HIJRA, identifies its' best practices, and energizing forces
- Section Three** provides and analysis of HIJRA's operating environment, and identifies its stakeholders and financial resources.
- Section Four** presents HIJRA's strategic goals, vision and mission statements.
- Section Five** outlines the plan of action.

2 Section Two: The Organization

2.1 HIJRA

HIJRA is a humanitarian organization implementing programs in South Central Somalia; it has been in existence for 17 years and in the process overseen the successful implementation of countless projects. The organization has grown exponentially in terms of beneficiaries, expertise, and the size, scope and reach of its programs.

2.2 The Need for a Strategic Plan

In order to carry out its humanitarian mandate this strategic plan was prepared to direct HIJRA's work and create greater program efficiency and effectiveness during the 2010 – 2012 plan period. A review of the previous planning session (2003) was conducted and revealed the following important lessons:

- The need for the allocation of adequate time and resources towards the development of the strategic plan;
- The need for a defined leadership structure to captain the development and implementation process;
- The need to harmonize the strategic plan with the action plan and budgetary provisions.

2.3 Best Practices

In an effort to stimulate the discovery of excellence and achievement in HIJRA, participants in the planning process identified the organization's best practices (things it does well).

This information will form a basis for future planning as decision makers will be equipped with the knowledge of what works well and the circumstances that surrounded these past successes with a view to aligning the organization to a future of greater success and achievement.

The following were identified as HIJRA's Best Practices:

- Good leadership
- Accountability
- Reliability
- Transparency
- Good communication
- Professionalism
- Good reputation
- Expertise
- Experience
- Commitment
- Effective board of directors
- Hardworking
- Strong management
- Effectiveness
- Qualified staff
- Good planning
- Honesty
- Quality reporting
- Security
- Teamwork
- Impact
- Equity
- Compassion
- Innovation

2.4 Energizing Forces

An analysis of the best practice submissions produced the following five **energizing forces**

1. **Accountability**
2. **Innovation**
3. **Professionalism**
4. **Strong Management**
5. **Quality & Impact**

The energizing forces are the things that give HIJRA life and meaning.

2.5 Detailed Analysis of HIJRA's Energizing Forces

2.5.1 Accountability

- We keep our beneficiaries abreast of our activities, listen to them, and encourage their contribution in the decision making processes involved in program design and implementation;
- We support and cooperate with donor monitoring and evaluation, freely share information; and produce quality reports in a timely manner;
- We fulfill our promises and have surpassed the expectations of those we serve; addressing their needs and earning their trust and respect in the process;
- We conduct our activities in a transparent and impartial manner and in many instances proven to be reliable and committed;
- We adhere to industry best practices and learn from our mistakes;
- We have an effective monitoring & evaluation mechanism in place.

2.5.2 Innovation

- We employ a participatory approach in solving the problems of our beneficiaries;
- The construction of an elevated water storage and distribution site in Ceelasha was a first; a worthy alternative to water trucking which is expensive, unhygienic and inefficient;
- We have adopted the best management techniques and have an exceptional HR function brought about by partnering and collaborating with other agencies which have distinguished records of success;
- We employ a simplified ICT management and delivery system geared towards focusing on the core business of the organization; there is a Local Area Network in place at the Nairobi, Afgooye and Mogadishu offices; all staff have access to email and internet; HIJRA has an interactive website; enhancing communication and information sharing enabling management and staff to make informed decisions;
- We quickly respond to emergencies;
- HIJRA is a local solution to a local problem: For Us By Us - FUBU

2.5.3 Professionalism

- We recruit qualified and experienced staff; our recruitment and promotion processes are competitive, transparent and based on merit;
- We have an efficient management structure and adhere to industry standards (e.g. SPHERE);
- We allocate sufficient resources to program activities;
- We conduct need assessments, research and have an effective reporting system;
- Our relationships with individuals and other organizations are guided by memorandums of understanding and other legal instruments;
- We are experts at implementing Water, Sanitation & Hygiene programs;
- Our capacity as an organization has grown exponentially because of the exposure of staff to new ideas and innovations through inter alia skill surveys, training and workshop and seminar participation.

2.5.4 Strong Management

- Collaboration, discussions and consultations are characteristic of all decision making processes;
- All the financial needs of program activities are met; we meet our deadlines;
- An effective Acute Watery Diarrhea (AWD) contingency plan is in place; we have all the materials and facilities necessary to respond effectively to any AWD outbreak;
- We have an industry standard financial management system;
- We promote a culture of team work and mutual respect;
- We have set policies in place to guide the working environment;
- We conduct strategic planning sessions at regular intervals;
- We plan well; conduct and coordinate activities based on information rich plans.

2.5.5 Quality & Impact

- We maintain close contact with the communities we serve encouraging their feedback, meeting their changing needs, and making a positive difference; offering tangible solutions through continuous monitoring and evaluation;
- We have exposed the problems being faced by the communities we serve to the international community;
- We have provided access to sufficient safe water, and sanitation facilities and materials;
- We have facilitated the widespread adoption of proper hygiene practice leading to the fall of AWD and other water borne disease outbreaks;

3 Section Three: The Operating Environment, Stakeholders & Resources

A survey of our operating environment, stakeholder relationships and resource base was conducted to identify what is available to HIJRA in its quest to arrive at its best future.

Having acquired knowledge of our capabilities, there emerged the need to discover and analyze our operating context and the resources and assistance we would need to achieve our goals, with the aim of finding a fit between our best future and the key elements of our operating environment; namely: the context, our stakeholders and the resources available.

3.1 Operating Context

HIJRA conducts its activities in an operating context that is both challenging and unpredictable. The key features that characterize the environment in which we operate include:

3.1.1 Armed Conflict

- Somalia has lacked a functioning central government since 1991 and has experienced wide spread and large scale armed conflict, creating an atmosphere of insecurity;
- Wins and losses in fighting between opposing groups has witnessed frequent changes in governing authorities and instability;
- There has been a large-scale loss of life and property;
- Clan affiliations are a source of conflict; they divide the people and fuel endemic clashes over resources and political power;

3.1.2 Drought & Famine

- Somalia is considered to be one of most food – insecure countries in the world; Hostile weather conditions and the scarcity of resources have led many into destitution, starvation and death.

3.1.3 Little Economic Activity & Internal Displacement

- The little economic activity in Somalia presents few opportunities for earning a living to the scores that seek sustainable livelihoods; many young men have been lured into joining the pirate and militant groups;
- The escalation in armed conflict has caused one of the largest population displacements in recent Somali history.

3.2 Thoughts of the Future: Possible Scenarios

It is impossible to predict the future, but we can envision it. It would be foolhardy to forge with certainty into an uncertain future without the expectation of surprise; we should always expect surprises and be ready to learn and grow from them.

The following are possible scenarios in the context of our operating environment that were envisioned with the intent of establishing a mindset of preparation and readiness.

3.2.1 Bad Scenarios

- Further escalation of armed conflict between opposing groups and spread of fighting to a wider area;
- Increased internal displacement;
- Outbreaks of communicable diseases;
- Floods and famines;
- Increased inflation;
- Increase in mortality rates.

3.2.2 Good Scenarios

- The signing of a peace accord between the opposing parties in the Somali conflict leading to the cessation in violence;
- Heightened economic activity leading to the creation of job opportunities;
- The construction of modern transport and communication infrastructure;
- Bountiful crop harvests sufficiently supplying the food needs of the nation;
- Establishment of sufficient health and education facilities;
- Decline in disease outbreaks.

3.3 Stakeholders

Our stakeholders are our allies, individuals and organizations that have a deep interest in our success. A survey was conducted to identify HIJRA's stakeholders and examine the positive relationships it has with them.

A criterion was set to define the meaning of what a stakeholder is to HIJRA; the criterion is as follows:

HIJRA stakeholders are individuals or organizations that:

- Positively influence our activities;
- Avail resources (material, technical or moral support) towards the achievement of our goals;
- Consume our services;
- Share common objectives with HIJRA.

From this definition the following stakeholders were identified:

1. Staff / Employees;
2. Donors / Partners;
3. Beneficiaries;
4. Suppliers;
5. Government;
6. HIJRA's Board of Directors;
7. Collaborating Agencies.

3.4 Analysis of the Positive Aspects of HIJRA's Stakeholder Relationships

3.4.1 Staff / Employees

- HIJRA staff are skilled, experienced, loyal and display exemplary professionalism, commitment, and integrity;
- Relationships are founded upon team work, mutual respect, open channels of communication and transparency;

3.4.2 Donors / Partners

- HIJRA's donors / partners provide it with funding opportunities, logistical support, technical assistance, and facilitate capacity building;
- HIJRA has established and maintained long term relationships with its partners based on mutual understanding, good relations, regular consultation and meeting deadlines;
- HIJRA's partners provide it with access to tools that enable it to effectively implement and manage activities;

- HIJRA's engagement with OXFAM GB in 2007 was a result of that partner's inability to operate on site – we stepped in to fill the gap and utilize the resources and logistical support that was available with the goal of addressing the needs of our beneficiaries.

3.4.3 Beneficiaries

- HIJRA's beneficiaries contribute their skills and time in the implementation of program activities.
- They are committed to our success and therefore take ownership of all projects planned and implemented.
- HIJRA's relationships with its beneficiaries are pivoted on mutual trust, respect, and information sharing and moral support.

3.4.4 Suppliers

- HIJRA's suppliers provide it with logistical support in an atmosphere of goodwill – their success is pegged ours;
- They supply quality goods and services with credit facilities at competitive prices, and readily offer their expert advice.

3.4.5 Government

- The governing authorities in the areas in which HIJRA operates support its activities by sharing information, endeavoring to maintain law & order and adhering to humanitarian principles.

3.4.6 Board of Directors

- HIJRA's Board is the engine that drives it; it establishes a functional policy framework, develops strategic plans, keeps HIJRA in good repute, establishes external partnerships and provides guidance;

- The management board also explores funding opportunities; there is a clear chain of command, transparency and trust.

3.4.7 Collaborating Agencies

- HIJRA has established relationships with collaborating agencies (UN agencies etc) in order to coordinate activities, seek and provide technical assistance and capacity building opportunities.

3.5 Financial Resources

HIJRA’s financial resources form a critical part of its best future; in order to arrive at its planned destination there need to be corresponding financial resources to every planned program activity.

A survey was conducted to identify current funding sources, discover whether there is a fit between these resources and current and proposed activities, and if not formulate an effective fund-raising strategy.

3.5.1 Current Sources of Funding

- **OXFAM Great Britain:**
 HIJRA is implementing programmes in South Central Somalia in partnership with OXFAM GB which provides for most of the funding required. A summary of planned activities together with their respective budgetary allocations for the plan period of 2010 – 2012 is shown below.

| Fiscal Year | Program | Funder | Amount Allocated |
|-------------|---------|--------|------------------|
| | | | |

- **Internal Revenue:**

HIJRA has incorporated into its operations commercial internal revenue generation. These commercial activities though conducted as completely separate businesses are integrated into the organization's not-for-profit activities. The revenue realized is very little in comparison to HIJRA's overall budget and other resources realized from traditional fundraising.

The internal revenue raised is used in two ways:

- **Gap Funding:** All or a percentage of the cost of delivering a not-for-profit service (where there is a gap in traditional funding) is catered for; gap funding activities are linked to programs; once a program ends, the related gap funding activities are terminated.
- **Unrestricted Funding:** The sums realized provide a stream of unrestricted funds to HIJRA's program activities.

- **Other Funding Sources:**

HIJRA intends to mobilize additional financial resources from new Partners, donors and the business community. The Comprehensive costing of proposed activities will be prioritized before budgeting to form a basis for monitoring and the efficient and transparent utilization of resources.

▪ **Total Funding Requirements:**

During this Strategic Plan period, HIJRA will require the total sum of _____ to support the implementation of its planned activities. A summary of the financial requirements is shown below.

| Fiscal Year | Program | Funder | Amount Allocated |
|-------------|---------|--------|------------------|
| | | | |

4 Section Four: Strategic Goals, Vision and Mission Statements

This is the destination of the strategic planning process; HIJRA’s propositions for the future are its strategic goals and objectives grounded in the reality of its past successes. They are our desired future in a positive light that will open up new possibilities and opportunities.

HIJRA’s vision statement is the image of its success; a work that has been generated, understood and accepted by all in the organization.

HIJRA’s mission statement is the description of its purpose and the reason for its very existence.

4.1 HIJRA’s Propositions for the Future: Strategic Goals

4.1.1 Strategic Goal # 1:

Foster a culture of accountability in program delivery that is diverse, relevant and involves all stakeholders; encouraging feedback and creating opportunities for growth.

4.1.2 Strategic Goal # 2:

Employ innovative approaches in implementing life saving & recovery programs with a focus on assisting people adversely affected by armed conflict and natural disasters in South Central Somalia.

4.1.3 Strategic Goal # 3:

Employ a workforce that is qualified, experienced and possesses the relevant skills; demonstrates exemplary commitment, loyalty, integrity and a willingness to put the needs of the communities our programs serve above their own.

4.1.4 Strategic Goal # 4:

Employ management techniques that are participatory, open-ended and result oriented enabling a climate of innovation, flexibility, transparency and a high level of mutual respect in the implementation of program activities.

4.1.5 Strategic Goal # 5:

In close partnership with our beneficiaries assess the impact of our activities by conducting intensive inquiries into program outcomes; identifying variances to initial baseline surveys with the aim of measuring quality and ensuring success.

4.2 Vision Statement:

We envision the end of human suffering in the Horn of Africa and the creation of an environment where people live in self reliance, prosperity, and assured sustainable livelihood pursuits.

4.3 Mission Statement:

We respond to humanitarian crises through the provision of safe and clean water, the creation of healthy living conditions, earning opportunities and the bolstering of food security for the benefit of the poor and vulnerable.

5 Section Five: Action Plans

An outline of the specific actions—practical and achievable—that HIJRA will take in order to make each strategic goal a reality.

| Strategic Goal # 1: | | | | |
|---|--------------------------|---------------------------------------|-------------------------------|-----------------|
| Foster a culture of accountability in program delivery that is diverse, relevant and involves all stakeholders; encouraging feedback and creating opportunities for growth. | | | | |
| Strategy | Outcome | Outcome Indicator | Person (s) Responsible | Timeline |
| <p><i>Improvement of service delivery to beneficiaries</i></p> <p>Beneficiary satisfaction is a key element in HIJRA's undertakings; consequently HIJRA will strive to deliver quality service and seek feedback from the consumers of its services on their expectations. This will be achieved through the following activities:</p> <ul style="list-style-type: none"> ▪ Conducting periodic beneficiary Satisfaction Surveys; ▪ Conducting program activities in accordance to industry best practices and internationally accepted standards. | Beneficiary satisfaction | Percentage of satisfied beneficiaries | Programs Department | 2010 |
| | | | | |

**Strategic Goal # 2:**

Employ innovative approaches in implementing life saving & recovery programs with a focus on assisting people adversely affected by armed conflict and natural disasters in South Central Somalia.

| Strategy | Outcome | Outcome Indicator | Person (s) Responsible | Timeline |
|---|----------------------------|--------------------------------|-------------------------------|-----------------|
| <p>Promotion of the use of ICTs</p> <p>The use of Information and Communication Technologies (ICTs) is known to improve efficiency in the delivery of services in any organization. HIJRA has fully networked its regional office in Nairobi and intends to harness the power of ICTs through the following activities:</p> <ul style="list-style-type: none"> ▪ Increased training of staff on the use of ICTs; ▪ Installation of ICTs infrastructure in the field offices and networking them with the Nairobi office. | Efficient service delivery | Time taken to deliver services | ICT Department | 2010 |

**Strategic Goal # 3:**

Employ a workforce that is qualified, experienced and possesses the relevant skills; demonstrates exemplary commitment, loyalty, integrity and a willingness to put the needs of the communities our programs serve above their own.

| Strategy | Outcome | Outcome Indicator | Person (s) Responsible | Timeline |
|---|----------------------------------|--------------------------|-------------------------------|-----------------|
| <p>Staff recruitment, training, promotion, and retention</p> <p>In order to deliver its programmes, HIJRA will recruit, train, promote and retain its staff to efficiently and effectively deliver quality service. To achieve this the following activities will be carried out:</p> <ul style="list-style-type: none"> ▪ Recruitment to achieve optimal staffing levels; ▪ Preparation of a staff retention strategy; ▪ Undertaking Training Needs Assessments and implementing their findings; ▪ Implementing an Integrated Payroll Database and automating the personnel registry; ▪ Implementing a Performance Appraisal System. | Sustained High Staff Performance | Staff Performance Index | HR Department | 2010 |



| <p>Strategic Goal # 4:</p> <p>Employ management techniques that are participatory, open-ended and result oriented enabling a climate of innovation, flexibility, transparency and a high level of mutual respect in the implementation of program activities.</p> | | | | |
|---|--|---|---|----------|
| Strategy | Outcome | Outcome Indicator | Person (s) Responsible | Timeline |
| <p>Prudent financial management</p> <p>Good financial management plays an enabling role in the operations of any organization. There is a valid need to ensure sufficient budgetary allocations and proper management of their utilization. This will be achieved by the following:</p> <ul style="list-style-type: none"> ▪ Effectively budget and negotiate for adequate budgetary allocations every year; ▪ Training the holders financial authority on financial management; ▪ Preparation and implementation of ‘Annual Work Plans’ and Procurement Plans; ▪ Implementation of the Integrated Financial Management and Information System ▪ Preparation of monthly, & quarterly Expenditure Reports ▪ Preparation of timely annual accounts | <ul style="list-style-type: none"> ▪ Budget preparation ▪ Financial managers trained; ▪ Work and procurement plans prepared; ▪ Periodic reports prepared; ▪ Timely annual accounts prepared | <ul style="list-style-type: none"> ▪ Adequate resource allocation ▪ Improved financial management ▪ Improved work flow and less waste; ▪ Up to financial information ▪ On time account submissions | <p>HR, Finance, ICT, Management Board</p> | |



| | | | | |
|---|---|--|----------------------------------|--|
| <p>Effective and improved communication</p> <p>Effective communication with all stakeholders is critical in the implementation of HIJRA's <i>Strategic Plan</i>. Communication will lead to doing the right things at the right time, hence meeting targets and achieving the strategic objectives. This will be achieved through the following:</p> <ul style="list-style-type: none"> ▪ Development and implementation of a Communications Strategy; ▪ Establishment of an Integrated Information Centre and Public Relations Unit | <ul style="list-style-type: none"> ▪ Communication strategy in place; ▪ Public Relations unit in place; | <ul style="list-style-type: none"> ▪ Increase in number of communication channels; ▪ Increased awareness of HIJRA and its activities; ▪ improved relations with media; ▪ generation of interest in HIJRA | <p>Management Board, ICT, HR</p> | |
|---|---|--|----------------------------------|--|



Strategic Goal # 5:

In close partnership with our beneficiaries assess the impact of our activities by conducting intensive inquiries into program outcomes; identifying variances to initial baseline surveys with the aim of measuring quality and ensuring success.

| Strategy | Outcome | Outcome Indicator | Person (s) Responsible | Timeline |
|---|---------------------------|---|-------------------------------|-----------------|
| <p>Establishment of an effective Monitoring and Evaluation System:</p> <p>This will be achieved through the following:</p> <ul style="list-style-type: none"> ▪ Policy, resource mobilization, and collaboration with stakeholders, receiving M & E reports, providing feedback and taking action. ▪ Design M & E tools, Supervise data collection, analyze data, Generate M & E reports | Improved service delivery | Greater Impact and beneficiary satisfaction | Programs Department | |