

TAHADDI STRATEGIC PLAN

2018-2021



Tahaddi Strategic Plan

2018-2021



April 2018

Acknowledgements

This report sets out Tahaddi's strategic direction for 2018-2021, based on the collective priorities of staff members, partners, donors and Tahaddi leadership. A Strategic Planning Task Force, which included three members of the Board of Directors of Tahaddi and its program directors, oversaw the process. An external consultant, Ghia Osseiran, facilitated interviews and focus groups and drafted the final report.

The report benefited from the input and guidance of all who participated in the strategic planning process. Seventeen individual interviews and 12 focus groups with staff members served to ensure ownership, reflecting staff voices and priorities. Individual interviews with 12 members of the community, including three focus groups with students registered at the Tahaddi Education Center and women leading the income-generating sewing project, ensured that a community voice underpinned the development of Tahaddi's goals and priorities for 2018-2021.

Local and international partners and donors also contributed their input and time. Tahaddi's long-standing partners, including the Swiss Cooperation, the Lebanese Society for Education and Social Development, and the American University of Beirut, as well as the Principality of Monaco and the French government in partnership with Apprentis D'Auteuil, all generously gave their time to inform the strategic planning process. Other local partners including the Municipality of Ghobeiri and Makhzoumi Foundation also participated in this exercise. The Strategic Planning Task Force provided valuable feedback and comments at various stages, ensuring ownership and commitment to the strategic planning process at the leadership level.

For their time and support, Tahaddi would like to thank all those whose contributions provided a sharper focus to our work. We hope we will be able to use the results of these deliberations to drive positive change within our organization and to also better serve our community.

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Acronyms

AUB	American University of Beirut
CO	Communications Officer
DD	Deputy Director
ECE	Early childhood education
ECD	Early childhood development
ED	Executive Director
FBO	Faith-based organization
HR	Human resources
KG	Kindergarten
M&E	Monitoring and Evaluation
MEHE	Ministry of Education and Higher Education
LSESD	Lebanese Society for Education and Social Development
NFE	Non-formal education
NGO	Non-governmental organization
PSP	Public school system
RM	Resource mobilization
SC	Swiss Cooperation
SDC	Senior Development Consultant
SDGs	Sustainable Development Goals
SP	Strategic plan
SWOT	Strengths, weaknesses, opportunities and threats
TEC	Tahaddi Education Center
THC	Tahaddi Health Center
TPC	Tahaddi Psychosocial Center
UNHCR	United Nations High Commissioner for Refugees
USJ	Saint Joseph University
VET	Vocational education and training
Y	Year

Executive summary

The Tahaddi Strategic Plan (SP) 2018-2021 outlines Tahaddi's organizational and programmatic priorities for the next three years. The SP presents a road map, depicting where Tahaddi wants to be by 2021. Strategic goals are accompanied by time-bound action plans that delineate how organizational and programmatic priorities will be operationalized in the coming year.

In devising its Strategic Plan, Tahaddi adopted a participatory process, soliciting the input of a diverse range of stakeholders. Semi-structured interviews and focus group discussions were used to gather insights from internal and external stakeholders. Between July and October 2017, a total of 40 individual interviews were conducted with members of staff, beneficiaries, local partners and donors, as well as members of the General Assembly (GA) and the Board of Directors of Tahaddi. In addition to individual interviews, 15 focus groups were conducted including 12 focus groups with staff and three with beneficiary groups of Tahaddi programs. These SP consultations involved nearly 70 individuals, serving to ensure that the Plan was primarily informed by community and stakeholder needs and priorities.

In total six programmatic and organizational goals were set out in the SP for 2018-2021. These are:

- i. Goal 1 (programmatic): Improve learning outcomes for out-of-school girls and boys through widening participation and enhancing the quality of education provision;
- ii. Goal 2 (programmatic): Improve community health outcomes through enhanced access to curative and preventive medicine;
- iii. Goal 3 (programmatic): Improve wellbeing through enhanced access to psychosocial support and case management services;
- iv. Goal 4 (organizational): Strengthen Tahaddi governance and executive leadership;
- v. Goal 5 (organizational): Attract and retain talent;
- vi. Goal 6 (organizational): Enhance resource mobilization capacity throughout the organization to support the growth envisioned in this SP.

Tahaddi's strategic objectives as identified in the SP are informed by its long-time commitment to fighting extreme poverty in *Hay el Gharbeh*. The SP reflects and seeks to operationalize Tahaddi's overall mission, vision and its core values of compassion, justice and integrity. At the programmatic level, the SP affirms Tahaddi's continued primary emphasis on education and health as vital human capabilities that have intrinsic and instrumental value. In addition to health and education, psychosocial support is highlighted as an emerging strategic focus area, where Tahaddi has developed in-house expertise in recent years and where there is expressed community need for stronger intervention. At the organizational level, the SP emphasizes the need to strengthen governance and leadership structures, recruit and retain talent and enhance resource mobilization capacity.

In line with the Sustainable Development Goals (SDGs), Tahaddi will emphasize a more holistic approach to poverty reduction in 2018-2021, leveraging and coordinating its educational, health and psychosocial interventions to address the multidimensional needs of the community it serves. This transition toward an integrated response is most evident in Tahaddi's planned interventions in the area of early childhood development, career orientation and child protection. Tahaddi's Early Childhood Education (ECE) Program will provide education, health and psychosocial support, given the importance of early childhood development on educational achievement, health outcomes and life chances. Tahaddi's Career Orientation Program will integrate life skills in the curricula of the Tahaddi Education Center, so that children are taught life skills from an early age. In the area of child protection, Tahaddi will launch a new psychosocial center in 2018 with a case management unit housed within it. The Center will provide at least 35 children who are survivors of abuse, exploitation, violence or neglect with case management services in 2018.

**A GOAL WITHOUT A PLAN IS
JUST A WISH.**

Antoine de Saint-Exupéry

Organizational profile and history

"The basic purpose of development is to enlarge people's choices."

Mahbub Al Haq

Tahaddi is a Lebanese non-governmental organization (NGO) dedicated to responding to the challenges of extreme poverty by facilitating access to education, health and psychosocial support. Tahaddi works in *Hay el Gharbeh*, a neighborhood in Southern Beirut, providing holistic support to families struggling through economic hardship, irrespective of nationality, religion or social background. In its work, Tahaddi gives special attention to vulnerable families and victims of conflict and discrimination, particularly the Lebanese Dom community. Given rising tensions nationally, Tahaddi works on fostering social cohesion in all aspects of its work, aiming for parity between Lebanese and Syrians in the provision of its services.



FIGURE 1 TAHADDI CORE VALUES

Tahaddi Education Center

"The difference between rich and poor is not wealth, but opportunity."

Muhammad Yunus

Vision and mission

"The vision of the Tahaddi Education Center (TEC) is to become a place, which promotes social integration, where children will gain the necessary knowledge, skills and values to overcome poverty and its consequences. Its mission is to develop the learning abilities and social skills of at-risk children, empowering them to realize their full potential. A team of qualified educators leads children through academic programs adapted to their needs."

Non-formal education

The TEC offers non-formal preschool¹ and primary education² programs for out-of-school children. A total of 204 students are enrolled at the TEC in the 2017-2018 academic year (see Table 1). Tahaddi's educational programs have been developed to meet the needs of children who have missed out on years of schooling. Students are not forced into a pre-set curriculum but instead benefit from one of Tahaddi's tailor-made programs that accommodate different levels of educational achievement, following where possible the national curriculum. A total of 188 children completed the

¹ KG2 and KG3

² Five years

2016-2017 academic year at the TEC, including 35 preschool children between the ages of four and five.

Table 1 TEC enrollment rates (2017-2018)

Level of education	Total	Female	Male	Lebanese	Syrian
Preschool	36	13	23	21	15
Primary	165	78	87	87	78
Adult literacy	68	68	0	3	65
Summer camp (2017)	230	105	125	27	203

In addition to offering its own non-formal education (NFE) programs, the TEC actively participates in the Ministry of Education and Higher Education's Back-to-School outreach initiative, encouraging parents to register their children in public schools. In 2017-2018, the TEC successfully registered 53 students from the area in public schools, providing assistance during the registration process itself as well as financial support. Once registered, Tahaddi also provides these students with help with their homework, addressing any difficulties they may face. Tahaddi's Homework Support Program runs on a daily basis throughout the academic year before³ and after school hours, with over 115 students registered in the Program during the 2017-2018 academic year.

The TEC also offers individual and group mental health, speech and psychomotor therapy for students requiring this additional support. On average, Tahaddi's speech therapists provide 70 speech and psychomotor therapy sessions a week for children from both the TEC and the wider community.⁴

Social workers at the TEC conduct regular family home visits, carrying out on average between 15 and 20 home visits every month, to follow up with parents on student wellbeing and learning outcomes. The social workers based at the Tahaddi Education Center work closely with its psychologist on cases of child protection, with a total of six families receiving case management services during the 2016-2017 academic year.

In addition to home visits, social workers also facilitate community service activities and community awareness sessions. Awareness sessions address a

³ Syrian students attend the afternoon shift.

⁴ On average, each child receives 36 speech and psychomotor therapy sessions per year.

range of issues pertinent to the community, including child protection, positive parenting, conflict resolution, self-confidence and anger management.⁵

Vocational training and career counseling

The TEC launched its first two-year Career Orientation Program in 2016 for students who are in their last two years of primary education. The aim of this program is to work with students and their parents, increasing their awareness of the advantages of the vocational education and training (VET) track and the range of occupations available to vocational graduates.

A total of 30 youth currently participate in Tahaddi's Career Orientation Program. As part of this program, the TEC placed 16 students in eight different occupations in 2017.⁶ Tahaddi placed another seven students in accelerated VET courses during the 2016-2017 academic year, providing them with training guidance, financial support and follow-up. In addition to career orientation and training guidance, the Career Orientation Program focuses on building confidence and self-esteem, working to enhance youth employability and life skills.

Literacy and sewing programs for adults

The TEC also offers literacy and sewing programs for adults. Tahaddi's Adult Literacy Program provides Arabic, English and Computer literacy classes. During the 2016-2017 academic year, a total of 49 women participated in these activities. In addition to literacy programs, Tahaddi also offers basic and advanced sewing courses for adults. A total of 22 women completed a basic sewing course in 2016-2017, ten of whom also successfully completed the advanced sewing course in 2017. Trainees in the advanced sewing group participated in 14 specialized sewing workshops during the same period, enabling them to improve their sewing skills and begin to commercially sell their products.

Tahaddi set up its first dedicated sewing workshop space in 2017. This space hosts nine women every day as they sew a wide range of products, which are subsequently sold in local fairs and markets throughout the year. In total, the project has generated \$45,276 in income in 2017, of which approximately 40% was paid to the women who led the production of these goods. The remaining sum covered the running costs of the project including the purchase of additional material.

⁵ During the 2016-2017 academic year, approximately 76 awareness sessions were held for children in partnership with Himaya, War Child Holland and Intersos. An additional 19 sessions were held with parents, also in partnership with Himaya and War Child Holland.

⁶ One day placement

Tahaddi Community Health Center

“From a public health perspective, it is very important for young doctors to be trained at clinics like Tahaddi’s to gain better insight into the social determinants of health.”

Dr. Reina Alameddine (AUB Resident)

Mission

“The mission of the Tahaddi Community Health Center (THC) is to be a welcoming entry point for families into the health care system. The THC relies on a qualified multi-disciplinary team, which includes doctors, a nurse, a social worker and psychologist who work closely to reach the goal of improved wellbeing for families. Both curative and preventive services are provided. Consultations are free, while medication and lab exams are offered at the lowest possible cost. Working with a broad network of service providers, our social service team supports the health goals of the center but also goes beyond that to meet the wider psychosocial needs of the families through individual and group support and follow-up. Through our broad network, we also link families to other needed services.”

Multidisciplinary care

The THC offers curative and preventive healthcare services, reaching over 2,200 at-risk patients in 2017, and providing over 10,000 medical, social and mental health consultations per year. Recognizing the social determinants of health and the “social gradient,” the THC works on curative care, health promotion and disease prevention. Tahaddi’s medical social workers conduct home visits, offering intensive socio-medical case management services for up to 50 families per year, as well as basic counseling on how to access services from other health providers. The THC also administers screenings for children under the age of five in an effort to detect health concerns early on. Through its Well Child Program, the THC conducted over 200 screenings in 2017.

Since 2010, the THC has had a partnership with the American University of Beirut’s Medical Center. As part of their training, senior family medicine residents spend one year at the THC, providing clinical care for patients.⁷ Consultations at the THC are free, and medications and lab exams are provided at the lowest possible cost. Tahaddi also subsidizes medical costs through its Medical Assistance Fund to help reduce the health-related debt families incur. In 2017, the THC distributed around \$40,000 in cash assistance to help cover the costs of emergency hospitalization, medication and surgeries.

As part of its mission to be a gateway to the wider health system, the THC has also developed an extensive referral network of partner health organizations to which it refers its patients for more specialized care. In 2017,

⁷ The THC is also a training site for social work students from USJ who gain practical experience under the guidance of Tahaddi’s senior social worker.

the Health Center referred 700 patients to external providers, counseling patients on their rights and on how to access medical services through various insurance schemes.

Psychosocial support

“You say you can’t create something original? Don’t worry about it. Make a cup of clay so your brother can drink.”

Rumi

In addition to education and health support, Tahaddi also provides a range of psychosocial services including mental health and social services. Mental health services are provided for patients of the THC and students of the TEC and their families and include individual, family and group counseling sessions, as well as family case management. During the 2016-2017 academic year, the Tahaddi psychologist led a total of 322 individual, 104 family and 57 group mental health sessions (see Table 2). The prohibitive costs of such mental health services would have rendered them otherwise largely inaccessible to financially disadvantaged families.

Table 2 Mental health sessions⁸

Type of session	TEC	THC	Total
Individual	198	124	322
Group	57	31	88
Family	100	4	104
Total	355	159	514

Social services are also provided at both the THC and TEC and include socio-medical support, educational support, career guidance, psychomotor and speech therapy and humanitarian relief. Since the onset of the Syrian refugee crisis, Tahaddi has also been distributing aid to vulnerable Lebanese and Syrian families. On average, around 170 families received monthly food vouchers in 2016-2017, and approximately 42 families received milk and diapers every month. Another 180 basic household items have been distributed over the past year.

⁸ September 2016-August 2017

TAHADDI AT A GLANCE (2017-2018)

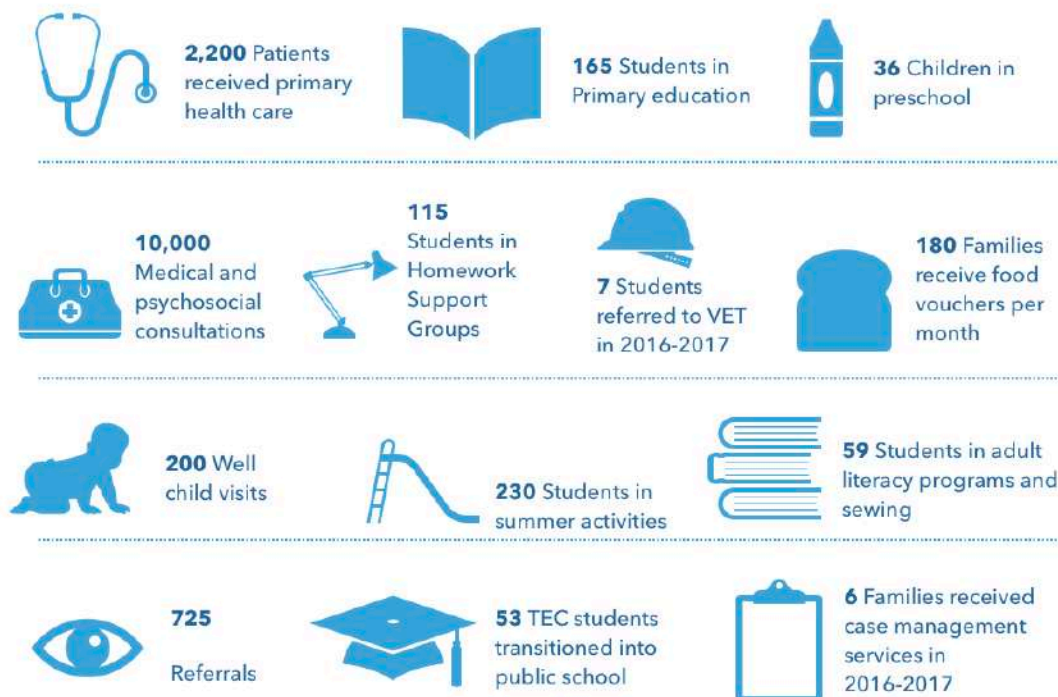


FIGURE 2 TAHADDI AT A GLANCE

In 2018, Tahaddi will establish a new psychosocial center with a case management unit housed within it, and the Relief Unit integrated to it. This new center will act as a hub for all psychosocial activities, serving to ensure increased access to case management services for at least 35 child survivors of abuse, exploitation, violence or neglect. A psychosocial director will lead the Case Management Unit, supervising a team of case manager(s) and psychologist(s) who will be working together to address child protection issues. Through its newly established Case Management Unit, Tahaddi will adopt a two-pronged approach to child protection focused on (i) *response* through holistic case management services; and (ii) *prevention* by strengthening the protective factors and addressing the social norms that perpetuate violence, exploitation or abuse.

Strategic goals and objectives

Strategic planning is “the process of determining an organization’s primary objectives and adopting courses of action that will achieve these objectives.”

Boone and Kurtz

This SP builds on 17 individual interviews and 12 focus groups with staff. The participatory approach to strategic planning sought to promote team building and enhance internal communication, ensuring staff voice and ownership of the SP. Members of staff were consulted by thematic area, with focus on education, health, psychosocial support and livelihoods. SP consultations began with a review of the mission and vision of each program, and a discussion of the key strengths, weaknesses, opportunities and threats (SWOT). After conducting the SWOT analysis for each program, staff ranked the programmatic and organizational challenges they faced, and together identified key areas of intervention in 2018-2021. These discussions concluded with a clear action plan for each program, delineating outcomes and outputs, alongside indicators, timelines and key roles and responsibilities.

In addition to interviews with staff members, the SP included 23 interviews with partners, donors and Tahaddi leadership, as well as three focus group discussions with beneficiaries of Tahaddi programs. In total, nearly 70 individuals were involved in the SP process.

Key challenges

I. Staff voices

Vocation is “the place where your deep gladness meets the world’s deep need.”

Frederick Buechner

TEC

At the TEC, the main programmatic challenges educators identified were (i) the quality of education provision; (ii) classroom management and discipline; and (iii) integration of students in public schools and vocational education and training. In addition to programmatic challenges, educators identified some key organizational challenges. These included (i) staff salaries in the absence of a clear salary structure; (ii) the challenge of running homework support groups over their current teaching workload; (iii) the need for decentralized decision-making and more delegation of tasks; and (iv) improved internal communication.

THC

At the THC, staff identified expanding health promotion and disease prevention programs as one of their key priorities in 2018-2021. Staff also prioritized the introduction of in-house gynecology services. Other priorities included the establishment of a joint database, the automation and sharing of individual beneficiary files across Tahaddi centers and the development of clinical protocols for a selected number of diseases. Receiving accreditation

as a dispensary also emerged as a priority, though given the low feasibility of relocation in the next three years, accreditation did not come out as a key priority.

Staff members of the THC also emphasized the need to work more at the community level, particularly to improve sanitation, garbage collection and green spaces, all essential for public health. Local partners including AUB and the Municipality of Ghobeiri⁹ similarly prioritized work at the community level to tackle the environmental threats to public health.

In terms of programmatic challenges, staff highlighted the need to enhance monitoring and evaluation systems, internal communication and external partnerships, particularly with the Ministry of Public Health. Human resources also emerged as a key priority, particularly the need to recruit additional functions and improve staff care.

Psychosocial

Staff involved in mental health and psychosocial services prioritized the establishment of a psychosocial center and the recruitment of a director for this unit to manage all psychosocial activities. This reorganization of their work would allow Tahaddi social workers and psychologists to better coordinate mental health and social services, and to transition into a more integrated provision of case management services. This case management unit within the larger psychosocial unit would be predominantly dedicated to promoting child protection, specifically targeting child survivors of violence, exploitation, abuse and harmful practices.

Livelihoods

Although there is a clear need in the community for additional income-generating projects, business development and job placement, at this point in time, expanding into a full-fledged livelihood program was not seen as a strategic priority. The main question informing this decision was whether Tahaddi was the best organization to provide these services, and whether it had the financial and human resources necessary to carve for itself a niche in this area. Since Tahaddi does not have the financial or in-house expertise to provide business development and employment services, the consensus was rather to partner with other

Sewing focus group:

In a focus group discussion with participants in the sewing workshop, all eight unanimously expressed their wish to relocate to a larger sewing workspace. Participants in this income-generating project also requested more sewing machines. Those who did not own their own sewing machine already noted that they dreamed of owning one of their own, so that they could continue sewing at home. Participants, all of whom were female and Syrian, indicated an interest in professionalizing their sewing skills, expressing a keen interest in learning how to sew *abayas*, which they believed would sell well in their home country upon their return. Until then, participants aspired to open their own joint shop in the area.

⁹ Hay el Gharbeh is part of the Municipality of Ghobeiri.

organizations providing these services. For its part, Tahaddi would continue to focus its efforts on expanding its Career Orientation Program in order to build sustained interest in future livelihood opportunities. Through this program, Tahaddi will not only provide students with job-shadowing opportunities in different occupations and placement in vocational training programs, but will also place a number of youth in apprenticeships as well.

The income-generating sewing project, itself a spin-off from the advanced sewing course provided at the TEC, proved a successful pilot. The high demand for its products, with over 2,800 blankets ordered just in 2017 has provided workshop participants with a welcome opportunity to make an income, while also providing them with an informal support network, helping them cope with their daily life stressors. Tahaddi will work to sustain and expand this project, with the aim of relocating to a larger space, adding the number of sewing machines, and upgrading the sewing skills of participants in the income-generating project.

Space and infrastructure

Space and infrastructure emerged as a key constraint on the expansion of Tahaddi activities. The need for space was most urgent for the envisioned psychosocial unit and for the sewing project, the latter already taking up some of the space dedicated for the ECE Center. The availability of parking spaces for staff and the provision of landlines at the different Tahaddi centers were also listed as priority.

Communications

Strengthening advocacy efforts and external communications also emerged as a key priority in SP consultations. During the focus group on communications, three priority areas emerged: (i) revamping the website; (ii) developing a new brochure for Tahaddi; (iii) and increasing social media engagement.

II. Leadership perspectives

“The essence of a board’s job is to direct and protect the organization in the interest of the owners.”¹⁰

Tahaddi GEM Assessment Report (2015)

Strengthening the board

Establishing a diverse board of directors, with a range of expertise and the necessary commitment to Tahaddi’s mandate and core values will be a key priority for Tahaddi leadership in the next three years. The Tahaddi Board Assessment Report (2015) called for stronger board involvement in strategic planning, financial oversight and succession planning, including through the appointment of an Executive Director. The report also emphasized the importance of the board’s self-evaluation of its own performance in order to gauge board effectiveness as a whole. The external evaluation conducted by

¹⁰ Community in the case of not-for-profit organizations

the Swiss Cooperation (SC) in 2016 also emphasized the need for the board to develop its roles and functions and to become more diverse in terms of range of expertise.

Interviews with members of the board converged around the need for a stronger board. To this end, the board has introduced reform measures in recent years, including capping board membership at three terms of two years each and revising its constitution and by-laws in 2017. However, one of the key challenges the board continues to face is the recruitment of new members.

As Tahaddi expands, a strong board is all the more necessary to support and guide it at the organizational level. To this end, reassessing the eligibility criteria for membership in the General Assembly (GA) and the Board of Directors, with the aim of expanding the pool of potential board members, will ensure that Tahaddi benefits from the range of skills it requires to sustain its growth. To further guide this process, a subcommittee, including members of the board and senior management, will be formed in 2018 to lead a review of Tahaddi's identity and core values.

Leadership and senior management

A consensus also emerged among board members and Tahaddi senior leadership on the need to fill key functions at the organizational level. As Tahaddi continues to grow, stronger executive leadership at the programmatic level, with an Executive Director at the helm, has become a growing need. This is also echoed in the SC Evaluation, which emphasized the importance of the Executive Director position to lead on strategic planning and the implementation of programmatic goals and objectives.

With the exception of a brief period in which an external Operational Manager was hired in 2010, Tahaddi has not had an Executive Director since its formal establishment in 2008, even though the TEC Director has assumed the functions of Executive Director throughout this period. A clear consensus has emerged through SP consultations on the need for the formal appointment of an Executive Director to clarify leadership roles and responsibilities.

In addition to the recruitment of an Executive Director, the establishment of a Leadership Team to support the director in executive functions also emerged as a key priority as Tahaddi expands the scope of its activities. Filling several core key functions was also prioritized, including that of Deputy Director, a Human Resources (HR) Officer (part-time), a Director for Psychosocial activities and a Senior Development Officer.

Programmatic goals and objectives

Drawing on these consultations, three main programmatic goals have been identified for the period 2018-2021, with focus on education, health and psychosocial support. These programmatic goals have been prioritized based on a number of factors including:

- Alignment with the mission, vision and core values of Tahaddi;
- Alignment with needs in the community that are insufficiently met;
- Tahaddi's comparative advantage in this programmatic area;
- Donor interest and potential funding;
- Complementarity with ongoing programs;
- Staff and leadership commitment and prioritization of these goals.

Goal 1 | Education: Improve learning outcomes for out-of-school girls and boys through widening participation and enhancing the quality of education provision

Actions:

- Expand early childhood education, establishing a new ECE center and introducing KG1 classes in 2017-2018 (Year (Y) 1).
- Enhance class management and update the discipline policy (Y 1).
- Develop course descriptions and establish learning goals for each course subject in 2017-2018 (Y1, Y2).
- Integrate employability and life skills in TEC programs in 2017-2018 (Y2).
- Enhance advocacy efforts to facilitate transition into the public school system and into VET, increasing the number of students registered (Y1, Y2, Y3).
- Increase student and parent awareness of the career and training options available to youth, conducting awareness sessions on a quarterly basis as part of the Career Orientation Program, in which 30 youth currently take part (Y1, Y2, Y3).
- Submit Tahaddi's curricula to the Ministry of Education and Higher Education for recognition as a NFE by 2021 (Y2, Y3).

Goal 2 | Health: Improve community health outcomes through enhanced access to curative and preventive medicine

Actions:

- Increase access to multidisciplinary care including primary, secondary and tertiary care services, providing approximately 2,350 at-risk patients with primary care services (Y1).
- Introduce gynecology services in-house (Y1, Y2).
- Expand patient access to a wider range of appropriate primary, secondary and tertiary care services onsite or nearby, increasing the number of referrals to 800 per year, and their success rate to 70% (Y1, Y2, Y3).
- Establish clinical protocols for rickets, asthma, diabetes and stunting (Y1, Y2).

- Develop close follow-up mechanisms for one pilot program (diabetes) providing comprehensive care for adults suffering from diabetes (Y1).
- Promote early childhood development through early screening and intervention, increasing the number of well child visits to 400 per year (Y2, Y3).
- Widen access to medical psychosocial support, providing 50 families with medical case management a year and disbursing \$3,000 in financial assistance to families per month (Y1, Y2, Y3).
- Enhance health promotion through an expanded focus on prevention activities, with at least 20 health awareness, psychosocial or recreational sessions conducted per year (Y1, Y2, Y3).
- Pilot one community project in partnership with the Municipality of Ghobeiri, addressing the environmental threats to public health prioritized by local partners and beneficiaries, such as sewage, infrastructure or garbage (Y2, Y3).
- Assess the opportunity for THC accreditation by 2021 (Y3).

Goal 3 | Psychosocial support: Improve wellbeing through enhanced access to psychosocial support and case management services

Actions:

- Reorganize Tahaddi's psychosocial activities, so as to establish a psychosocial center dedicated to psychosocial services (Y1).
- Establish a case management unit within the psychosocial center dedicated to case management, with focus on child protection (Y1).
- Provide case management services to reach at least 35 child survivors of violence, exploitation, abuse and harm and their families (Y1, Y2, Y3).
- Increase individual and group access to mental health services providing approximately 30 individual, eight family and eight group sessions per month (Y1, Y2, Y3).
- Provide aid provision including food vouchers, milk, diapers, basic home necessities and social aid to over 500 families per year (Y1).
- Increase awareness among parents and the community of the adverse implications of child abuse, exploitation and neglect, and the benefits of positive parenting, providing 25 awareness sessions (Y1).
- Establish a unified database to automate and facilitate the sharing and coordination of individual beneficiary files across Tahaddi centers in 2018 (Y1).

Organizational goals and objectives

In addition to the three programmatic goals outlined above, three organizational goals have been identified for the period 2018-2021, with focus on governance and leadership, talent retention and sustainable financing. These are:

Goal 4 | Governance and executive leadership: Strengthen Tahaddi governance and executive leadership

Actions:

- Appoint an Executive Director (Y1).
- Fill core functions with priority for the positions of Deputy Director, HR Officer, Psychosocial Director and a Senior Development Officer (Y1).
- Establish a leadership team that meets on a regular basis consisting of the Executive Director, the Deputy Director, center directors and the Development Officer (Y1).
- Identify new board members and expand the pool of potential candidates by recruiting new members to the GA, with priority given to individuals with fundraising experience and interest (Y1).
- Once a new Board of Directors is formed, review the board's core functions, eligibility criteria and capacity needs (Y1, Y2, Y3).
- Increase the effectiveness of the board by establishing committees, the members of which work together to advise Tahaddi executive leadership, with a focus on governance issues (fundraising, finance, strategic planning) (Y1, Y2, Y3).

Goal 5 | Talent retention: Attract and retain talent

Actions:

- Recruit an HR consultant to assess Tahaddi's over-all salary structure and benefits package, benchmarking against other NGOs, and devise a new salary scale with standardized pay ranges (Y1).
- Develop and implement a plan to review staff salaries and offer a competitive benefits package (Y1, Y2, Y3).
- Develop annual individual staff work plans (including professional development plans) in order to ensure an achievable workload and ensure adequate supervision (Y2).
- Prioritize internal recruitment for new positions when staff members have the necessary qualifications (Y1, Y2, Y3).
- Enhance internal communication through conducting regular staff meetings tackling educators' key challenges and concerns, and organizing social events more frequently (Y1, Y2, Y3).
- Ensure the acquisition/rental of new property with priority for a larger sewing space, a parking space and a dedicated space for psychosocial activities to house new staff (Y1).

Goal 6 | Resource mobilization: Enhance resource mobilization capacity throughout the organization to support the growth envisioned in this SP.

Actions:

- Develop and implement a Resource Mobilization Strategy to lead overall funding targets (Y1, Y2, Y3).
- Increase the board's participation in linking Tahaddi to potential partners and donors (Y2, Y3).

Tahaddi's top institutional donors over the past three years (2015-2017) were the Lebanese Society for Education and Social Development (LSESD), the Government of France, the Principality of Monaco and the Swiss Cooperation. Together the latter comprised over 88% of restricted funds¹¹ in 2015-2017. The top donors providing non-restricted funds in 2015-2017 were Tahaddi Switzerland, foreign donors¹² and Tahaddi France.

Tahaddi RM Strategy (2018-2021)

RM Outcome 1: Diversify Tahaddi's donor base and increase resources raised from all funding streams

- Partnerships with major institutional donors, maintained and strengthened, encouraging commitment from traditional donors to continue to support Tahaddi.
- Partnerships with potential donors explored, encouraging their commitment to Tahaddi.
- Share of unrestricted funds mobilized from individuals and faith-based organizations increased.

RM Outcome 2: Enhance Tahaddi's communication and RM capacity, ensuring ownership and a harmonized approach to RM

- Tahaddi leadership mobilized around the strategic goals, promoting a shared vision of priorities and results.
- Communication and advocacy tools are enhanced increasing the visibility of Tahaddi's work.

RM Outcome 3: Develop new partnerships with UN agencies and other NGOs working in the same programmatic areas

- Collaboration and new partnerships with other local and international non-governmental organizations and think tanks working in the same programmatic areas is built and enhanced.
- Partnerships with selected UN agencies are established.
- Partnerships with the relevant ministries and municipality are enhanced.

¹¹These are donations that must be used for a specific purpose.

¹² Those include individuals and organizations based outside of Lebanon. This figure includes the Ville de Lausanne and the Ville de Genève.

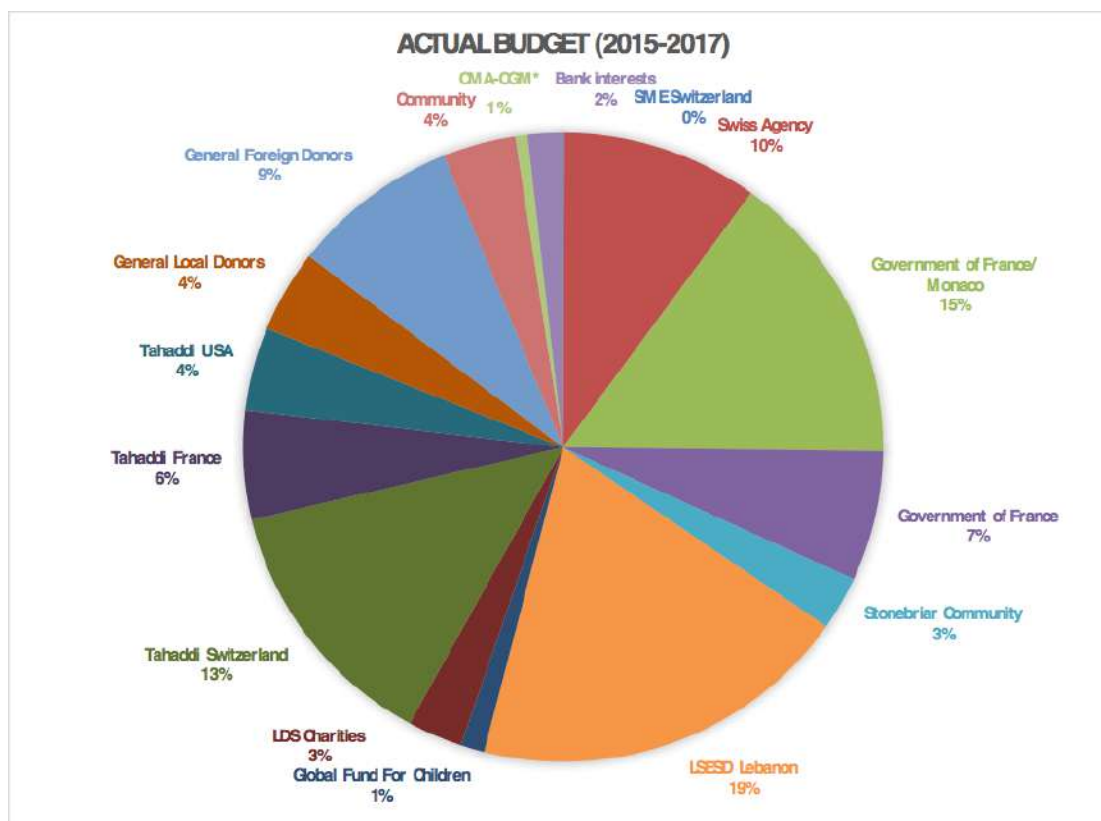


FIGURE 3 TAHADDI'S ACTUAL BUDGET IN 2015-2017 BY SOURCE OF FUNDING

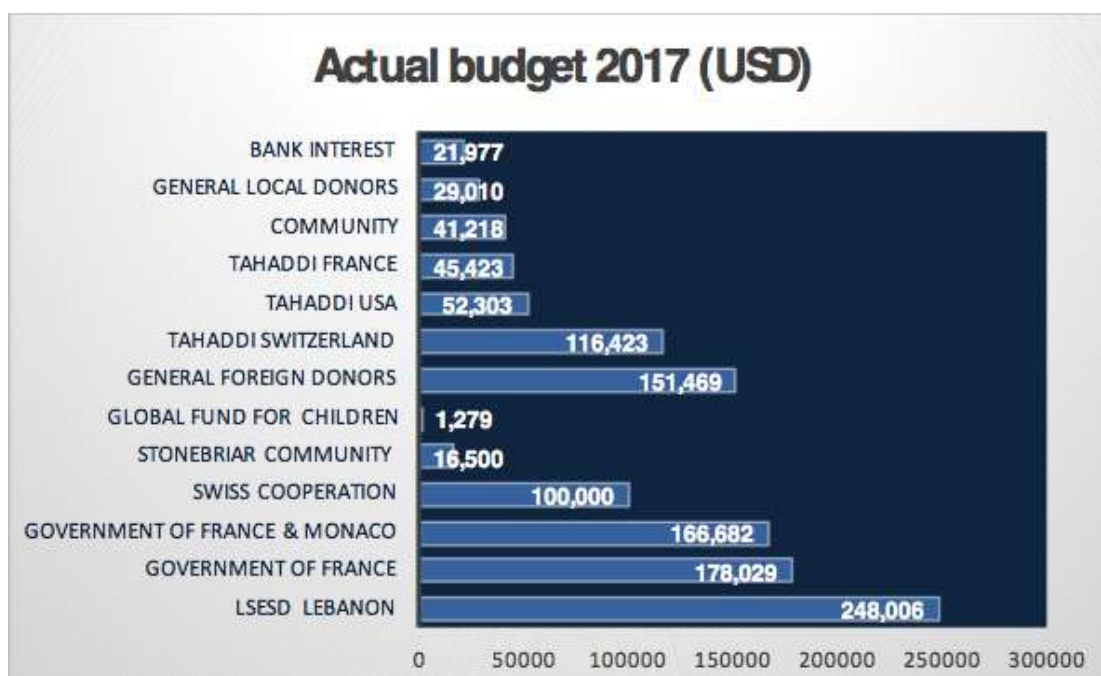


FIGURE 4 ACTUAL BUDGET IN 2017 (UPDATED 8 JANUARY 2018)

BUDGET VS. EXPENDITURE (USD)

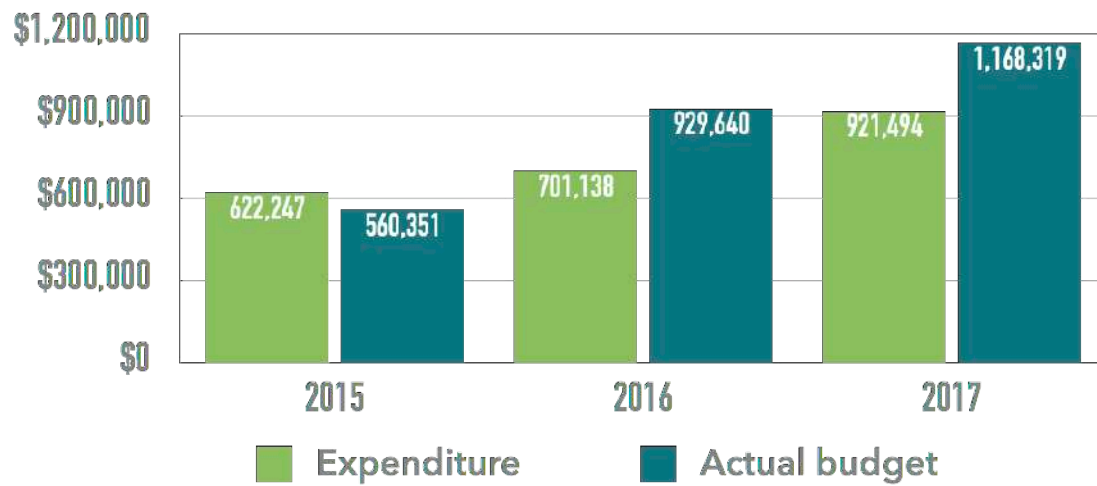


FIGURE 5 BUDGET VS. EXPENDITURE (2015-2017)

RESTRICTED VS. UNRESTRICTED FUNDS (USD)

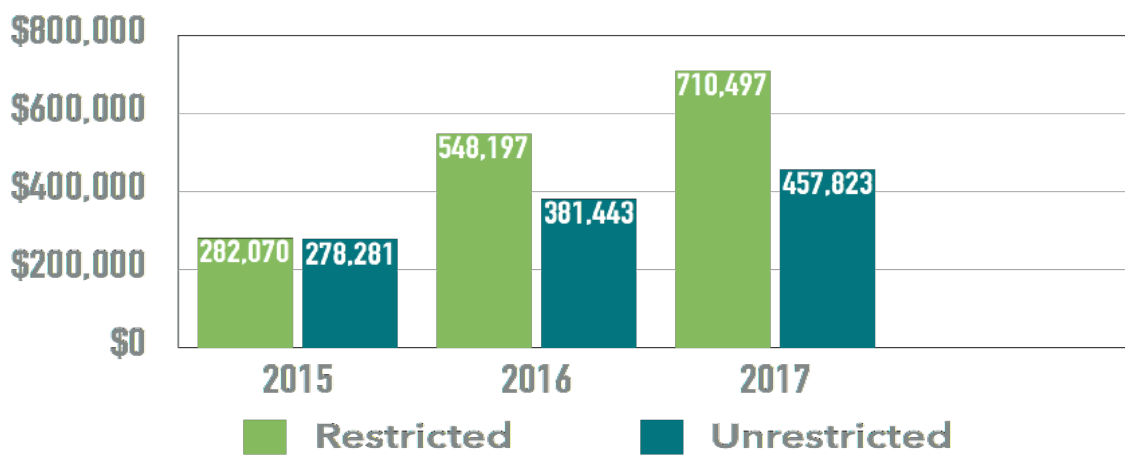


FIGURE 6 RESTRICTED VS. UNRESTRICTED FUNDS (2015-2017)

Implications and new focus

At the programmatic level

At the programmatic level, Tahaddi is adopting a more integrated holistic approach to poverty reduction, leveraging its educational, health and psychosocial interventions to maximize impact. This transition toward an integrated response in 2018-2021 is made most explicit in Tahaddi's planned interventions in the areas of early childhood development, child protection and vocational education and training, as per below:

1. Increase access to early childhood development programs

Given the importance of early childhood development on long-term educational achievement, health and life chances, and given the interdependencies between education, health and nutrition, particularly during the first 1,000 days after birth, Tahaddi will launch a holistic early childhood development (ECD) program in 2018. As part of this program, Tahaddi will open its first KG1 level catering to children between the ages of three and four in 2018.¹³ Tahaddi's expanded ECE program will aim to provide children with the basic cognitive, social and language skills necessary for subsequent integration into public schools. The new ECD program will also provide nutrition and health education training to pregnant women on effective feeding and care practices, as well as practical training for women and mothers on cooking, food preparation and hygiene. In addition to education and health, families will also be provided with social assistance in the form of non-food items including emergency subsidies and basic kitchen appliances.¹⁴ This social assistance will be contingent upon regular attendance of parents to parental awareness sessions and training, and of children to the ECE program.

2. Enhance child protection through the provision of case management services

The new strategic focus on the establishment of the Psychosocial Center, with a dedicated space for it and a case management unit housed within it, will ensure closer coordination between Tahaddi psychologists and social workers. This new setup will pave the path for the provision of case management services, strengthening coordination among Tahaddi educators, health practitioners and social workers to detect and address cases of child abuse, exploitation or neglect through better information-sharing mechanisms.

¹³ Tahaddi launched its preschool program with a KG3 class during the 2012-2013 academic year and opened its first KG2 class during the 2014-2015 academic year. In total, over 50 preschool children are currently enrolled in Tahaddi's ECE program.

¹⁴ Such as fridges and gas cookers that are critical for food preparation and safe storage etc.

Tahaddi's prior knowledge of both the children and their family contexts, as well as its onsite presence in Hay el Gharbeh, is expected to facilitate and expand community access to case management services. In the past Tahaddi has tried to refer cases to other NGOs, which provide case management services including Himaya, Intersos, UPEL, Makhzoumi Foundation and Basmeh and Zeitooneh. However many of these NGOs already are working at full capacity. Furthermore, since it is children of the TEC who will be prioritized for case management services, Tahaddi's ongoing work with these children, and its continuous monitoring of their learning outcomes, positions it to provide a more integrated psychosocial response.

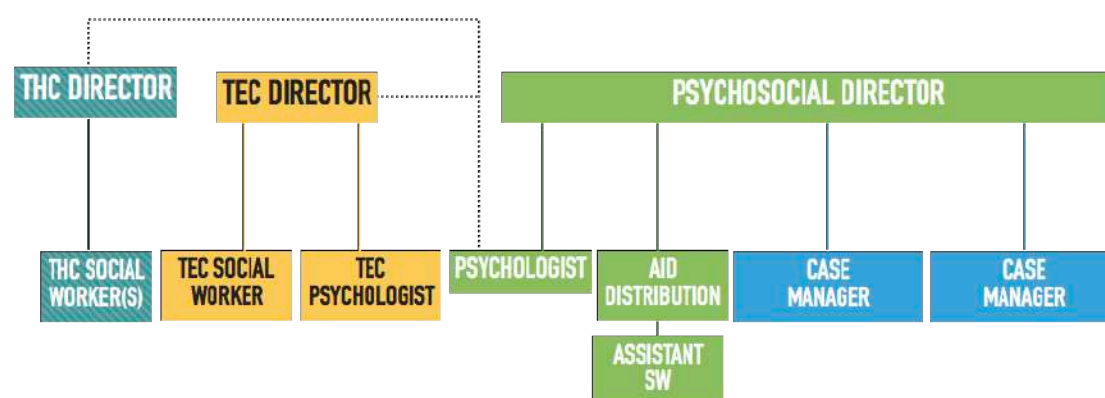


FIGURE 7 THE TAHADDI PSYCHOSOCIAL CENTER¹⁵

3. Mainstream employability and life skills in TEC curricula

Tahaddi launched the Career Orientation Program in 2016 to provide career guidance to its students in their final two years of primary education. Realizing the importance of soft skills for labor market outcomes, Tahaddi will be working on mainstreaming employability and life skills in its educational programs. This will ensure that students develop from an early age the interpersonal and life skills necessary in the workplace. These soft skills will in turn facilitate the school-to-work transition, once students are of a legal working age.

¹⁵ The social workers at the THC and TEC will continue to report to the THC and TEC Directors respectively, and continue to be based in the respective Centers. They will, however, be closely associated with the Psychosocial Center, even though they do not directly report to the Psychosocial Director.

At the organizational level

Develop a leadership team

Tahaddi will restructure its leadership structure, with an Executive Director taking the helm of the organization at the programmatic level. The Executive Director will take the lead in the implementation of new directions outlined in this SP. A Deputy Director will assist the Director in the management and leadership of the organization, as part of the larger leadership team. The leadership team will include the Executive Director, the Deputy Director, the center directors and the Development Consultant¹⁶ (see Figure 7).

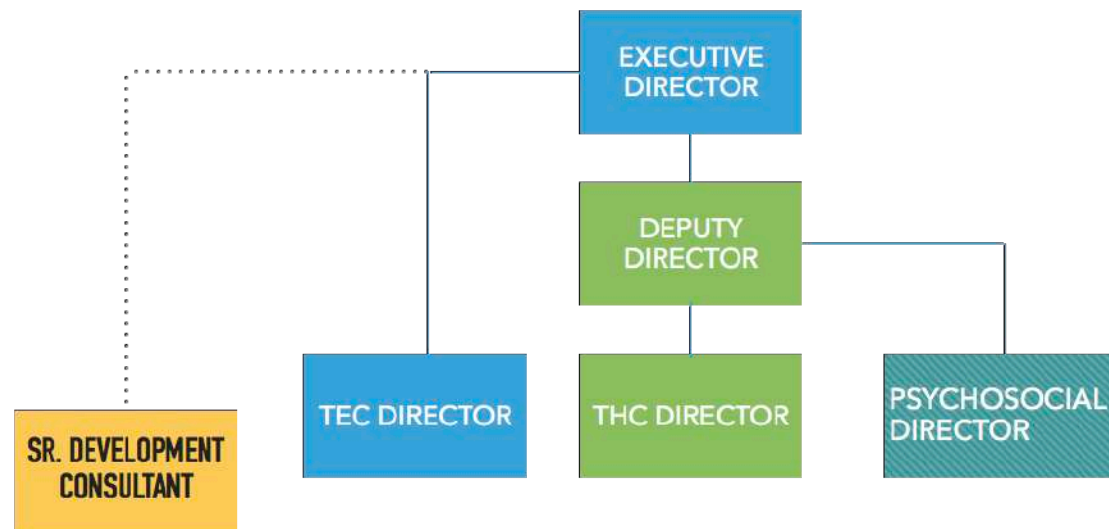


FIGURE 8 LEADERSHIP TEAM

In 2018 Tahaddi will also prioritize filling other core functions including that of Financial Officer and HR Officer. In line with its emphasis on attracting and retaining talent in 2018-2021, Tahaddi will prioritize where possible internal over external recruitment for these key positions.

How will we know if we are successful? Monitoring plan

Tahaddi has adopted a participatory and team-based approach in developing its SP. The achievement of the strategic goals outlined in the SP, as well as the goals outlined in the RM Strategy, will be monitored to track progress, and take corrective measures as necessary. This shift to management for development results will ensure a transition from a focus on inputs and activities to a focus on longer-term results for the children of *Hay El Gharbeh* and their families.

The Senior Development Consultant, under the supervision of the Executive Director at the organizational level, is responsible, alongside the Strategic Planning Task Force at the board level, for monitoring the implementation of

¹⁶The Executive and Deputy Directors are assumed to also play the role of Center Directors, thereby requiring the additional support of a Development Consultant to support strategic planning, resource mobilization and partnership development.

this SP. Together they are responsible for the review of the SP on a yearly basis at the board and organizational level respectively.

The SP process does not end with the development of a Strategic Plan. External factors will likely impact the implementation of planned strategies, thereby requiring a continuous review of the SP in order to make the necessary modifications. To this end, the Tahaddi SP includes the yearly action plans for the TEC, THC and the new Tahaddi Psychosocial Center (TPC). These action plans detail the respective activities and outputs that will contribute to the achievement of each outcome, with the associated timelines, indicators, roles and responsibilities. The Senior Development Consultant will lead the revision of all action plans, in close coordination with the respective center directors on a biannual basis to track progress and introduce modifications, as necessary, in light of new developments.



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