



KWETU PAY IT FOWARD FOUNDATION STRATEGIC PLAN 2024- 2028

Empowering
& Transforming Lives



Dr. Timothy M. Muia
Chairman

Timothy M. Muia is a Founding Board Member and Chairman of Kwetu Pay It Forward Foundation. Dr. Muia is currently finishing his medical internship at Florida International University Hospital, Miami, Florida.

Born and raised in Kenya, immigrated to the USA at the tender age of 21, with the goal of becoming a neurologist. Dr. Muia earned his bachelor's degree in Biology, Pre-medicine at Liberty University, enrolled at Columbia University, NY for masters in Neuroscience and St. George's University for the Doctor of Medicine (MD).

He was awarded prestigious academic scholarships while at Liberty, Columbia and St. George's universities. As a mental health advocate, Dr. Muia has conducted research at the Moore lab, working with schizophrenic mice models. Dr. Muia has spoken in two conferences in Kenya in advocacy for mental health stigma and health as a whole. In Dec 6th, 2023, Dr. Muia was awarded the honor of speaking and presenting at the Guyana Wellbeing Conference on the topic of schizophrenia and mental health. Dr. Muia comes from a marginalized community and his grandeur vision is to build a world class hospital in Kenya that will serve to: 1. ensure medical access to all, 2. advocate and eradicate mental health stigma and 3. establish a firm neuroscience research centre in the African continent.

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Mr. Philip M. Mutuku
Founder and Vice Chairman

Mr. Philip M Mutuku is a founder and a Board Member of Kwetu Pay It Forward Foundation. He is also the organization Vice chairman.

Mr. Philip is a certified Accountant by profession with a Bachelor's Degree in Business Management (Finance option) from Moi University and also a (C.P.A.K). Certified Public Accountants of Kenya graduate. He has vast experience in Accounting and Tax matters having worked with several non-profit making organizations such as schools, colleges and churches. His strong desire for a better community life has been demonstrated through initiating and financing community projects which includes; Over Thirteen water Dams, (pan's) piping of the same, construction of several semi-permanent classrooms and providing of learning materials to schools. Mr Philip has also helped to improve the lives of the community members by providing over 2000 chicks for rearing to various groups and households. My future dream is looking forward for a better and improved standards of living in our society majoring in improved road infrastructure, Clean, accessible and affordable drinking water and finally eradication poverty through initiating income generating projects.

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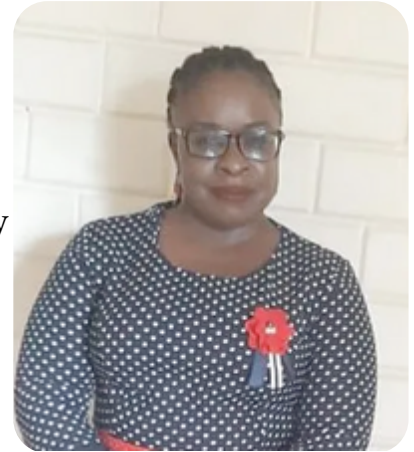
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Madam Ruth Mutheu Muia
Founder and Treasurer

Ruth Mutheu Muia is a founding Board member and the treasurer of Kwetu pay it forward foundation. Ruth is currently working with the County government of Kitui as a Clinical Officer, having pursued her Clinical training at the Kenya Medical training College.

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Mr. Benjamin K. Mutua
Founder and Secretary

He is a board member, founder and the secretary/database officer of Kwetu Pay It Forward Foundation.

He is an Information Technology (IT) specialist with over 10 years' experience working with systems that range from servers, business software solutions and computer hardware. He has an excellent logic and reasoning aptitude and strength in overseeing a team. In addition to professional experience, he has a higher Diploma in IT from Zetech University.



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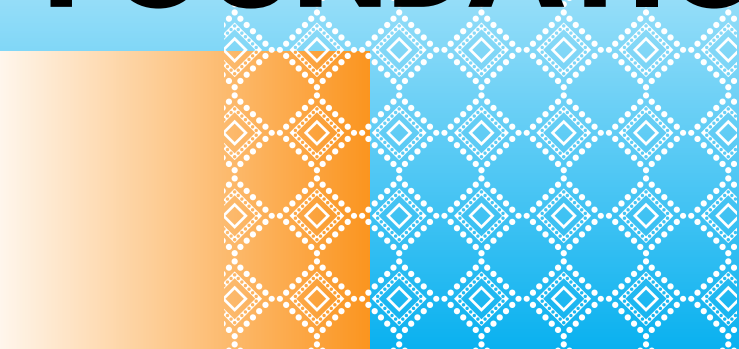
Mr. Geoffrey Mbithi Kasyoka
Founder and Vice - Secretary

Mr. Geoffrey Mbithi Kasyoka is a founding Board member at Kwetu pay it forward foundation. Mr Geoffery is currently in Germany, having pursued Computer Science at Jomo Kenyatta University
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Mr. Benjamin M. Mutuku
Founder and Member

KWETU PAY IT FOWARD FOUNDATION



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PIFF

Pay It Forward Foundation

**Abbreviations
& Acronyms**



CHAPTER 1: INTRODUCTION

At KWETU PAY IT FORWARD FOUNDATION, our mission is to establish a top premier academic center of excellence at Ngaamba Primary School. This mission is anchored in the spirit of **PAYING IT FORWARD**. Imagine a stranger in a bus paying for your bus fare. The natural inclination is to someday return to that person and payback. Being a **Non Profit making organization, Kwetu PIFF** concept allows this to happen, but in a way that will offer everyone an exponential return on the “paid bus fare.”

HOW IT WORKS

Person A pays bus fare for person B. In return person B pays bus fare for person C, D and E, generating 3 acts of goodwill. In return for that person C, D, and E each find 3 new people to pay for their bus fare (generating 9 acts of goodwill), allowing everyone before them to share in that maximal reward. What a wonderful way to repay kindness and spread acts of goodwill throughout the world. Kwetu PIFF goal is to provide equal platforms to Ngaamba Primary School children while instilling the concept of paying it forward.

Kwetu PIFF was conceived many years ago but physically born in September of 2022. Some old boys and girls of the 1999 class formed Kwetu PIFF. Ngaamba is among the marginalized and underserved areas of Ukambani Kenya. We saw the growing lack of adequate resources to fully prepare our children both academically and in extracurricular activities. The trickle-down effects of this would lead to some catastrophically life altering pathways, most of which leads to joblessness, premature marriages, lack of education or vocational skills, alcoholism, and many forms of abuse. We firmly believe in every child's dream; its valid and ought to be watered, nurtured, and supported.

We want to partner with the school, community, alumnis and donors from all parts of the world in ensuring that every child in Ngaamba gets an adequate platform that will set a trajectory in discovering who they are, their life mission and actualize their God given visions. In return, each child would someday look for three (3) new children and support their dreams. Kwetu PIFF was launched on January 13, 2024, at Ngaamba Primary School grounds



CHAPTER 2 :ABOUT US

The inception of Kwetu Pay It Forward Foundation is deeply rooted in the philosophy of GIVING BACK. We use a simple leadership model of working in tandem with communities and schools within, in finding solutions to inequities that surround the disparities in the Kenyan education system. World Bank estimates Kenyan literacy rate to be 82%, where by 85% of the 25 million children enroll in Primary school, out of which 36% graduate high school and only 2% graduate college. Kenyan Primary Schools have the highest learner to computer ratio of 250 students against 1 computer (UNESCO Institute for Statistics, 2012).



Core Values



- **Collaboration:** Working together effectively towards shared goals.



- **Integrity:** Acting with honesty, sincerity, and moral principles.



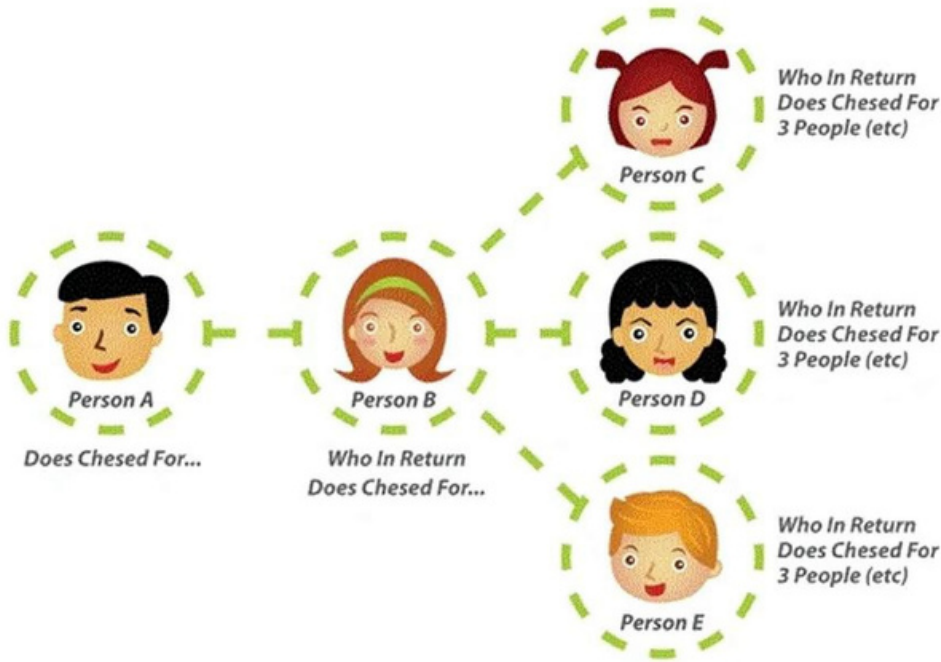
- **Empowerment:** Supporting others to reach their full potential and fostering autonomy.



- **Sustainability:** Acting in ways that support long-term environmental and social well-being



- **Service:** Contributing positively to communities and making a difference in the lives of other



MISSION

To inspire and revolutionize young minds, setting in them a firm intellectual and innovative foundation, which will allow them to be the best versions of themselves.

GOALS

Our goal is to establish fully equipped top premier centers for academia in the marginalized & low resource communities. This will give every child an equal opportunity to access quality education, create a hybrid educational system (both online & in-class) and connect students to the world by bridging the computer literacy gap.

VISION

To establish top premier centers for academia excellence and empowerment



OBJECTIVES

- Support, promote and advance education in terms of supporting needy students, upgrading schools to top premium academic institutions.
- Provide mentorship programs to students.
- Identify and promote talent-both in class and in extracurricular activities like in sports, music etc
- Establish a hybrid educational system (both online and in-class)-this will enable students to get lectures from across the world. This digital learning platform will also connect students to other students across the world.
- Teach and instill the spirit of PAYING IT FORWARD-Our goal is to teach students, parents and the community that giving back is our backbone, the oxygen and the fuel that drives our organization.
- Foster and establish robust relationships between schools, the teaching body, students, parents, and the community. This will create joint symbiotic relationships, hence building TRUST across all stakeholders.



CHAPTER 3 : THE CONSTITUTION

Funding Models/Financial Sustainability

The funding models and financial sustainability of any foundation can be influenced by several factors, including the specific foundation's mission, size and location. Kwetu PIFF wishes to employ the following strategies to raise funds to enable the implementations of its first five-year strategic plan.

- **Online Donations:** The foundation will target donors from all the world by establishing an automated online platform where all these donors can channel funds towards the foundation bank account. The Foundation through its website will establish this online giving platform and purpose to market the foundation to ensure the initiative achieves its purpose and is well known internationally. This will be one of the main strategies for the foundation to raise funds globally. A strategy to turn one-time donors to recurring donors will be a great initiative when followed through tactfully. These donations are not limited to Major donors but also well wishers who are generally philanthropists by nature.
- **Annual prize giving day/Fundraiser:** The Kwetu Foundation Board members proposed a yearly prize giving day along with a mega Fundraiser at the Ngaamba Primary School grounds as a way of raising funds for the Foundations. The targeted group will be the community, Ngaamba Primary School Alumni, friends and targeted donors who support the foundation Vision. This will also be a good opportunity for the foundation to market its vision globally. The first event of this nature will be targeted to take place on 19th October 2024. Fundraising efforts, alumni relations, and development offices play a crucial role in securing donations and building a strong support network.
- **Corporate Sponsorships:** Kwetu foundation will tactically partner with corporate organizations to raise funds for the foundation. The Foundation board will identify organizations both locally and internationally who are ideal fits for this kind of partnerships. This will help the foundations form a brand identity or image and increase its visibility socially. This kind of sponsorships will be very ideal in promoting sports activities for the school and community at large. This can be done through writing of sponsorship proposals which are very attractive to the donors.
- **Grants:** Kwetu PIFF will seek grants from government agencies, private foundations, and industry partners. Good grant proposals attract funding, hence helping in funding projects that the foundation wishes to implement. The foundation will focus on identifying grant proposal aligned with their mission and values and partner with the right people involved in this kind of fields. A certain provision of the total grant received can be guaranteed to the grants proposal writers to attract and motivate the best writers in this fields. This will help the foundation financing its projects especially development projects relating to infrastructure.
- **Capital Campaigns:** The foundation will use this form of method to raise funds to implement some of the infrastructure projects it identifies based on priority. The Science lab is one of the projects the foundation wishes to implement within its first five years of existence. Serious sensitization of this project will be carried out to ensure success of the campaign. The entire project is estimated to cost Ksh Four Million. A committee to steer the same campaign will be appointed to plan and run this campaign. The foundation will use this strategy as it deems fit to fund any other project in future.



CHAPTER 4 : THE IMPLEMENTATION OF STRATEGIC PLAN

The Role of Kwetu Foundation in Implementation of Its Strategic plan.

Foundations play a crucial role in providing financial support, fostering community relationships, and advancing the institution's mission. Some of the key roles that the foundations will fulfill in ensuring its strategic plan for the first five years of its existence include:

- **Fundraising and Development:** The Foundation will actively engage in fundraising efforts to secure financial resources. It will work closely with alumni, donors, corporations, and other potential funding sources to solicit donations, and grants. Kwetu PIFF will often establish fundraising campaigns, events, and initiatives to generate financial support for its projects eg infrastructure, and other specific needs.
- **Grant Management:** The Foundation will manage grants and funds received from external sources and oversee the application process, ensure compliance with grant requirements, and monitor the proper utilization of grant funds. This allows leveraging of external funding opportunities and pursue community engagement, and other projects that align with the foundation's mission and goals.
- **Scholarships and Student Support:** The foundation will administer scholarship programs to support students financially. They establish criteria for eligibility, review applications, and award scholarships to deserving students.
- **Alumni Relations and Engagement:** The Foundation will actively engage with alumni, maintaining strong relationships and fostering a sense of community among former students. They organize alumni events, reunions, networking opportunities, and other activities to keep alumni connected. Alumni engagement often leads to increased donations, mentorship opportunities, and support for various initiatives.
- **Strategic Partnerships and Donor Cultivation:** Kwetu PIFFF will play a key role in establishing and maintaining strategic partnerships with individuals, corporations, and other organizations. It will cultivate relationships with potential donors, identify shared interests, these partnerships can result in significant financial support, sponsorships, collaborations, and other opportunities beneficial to the implementation of this strategic plan.
- **Special Initiatives and Projects:** The Foundation will support specific initiatives or projects aligned with its strategic priorities. The foundation will provide funding for infrastructure development, and other special projects.
- **Advocacy and Public Relations:** Foundations will serve as advocate, promoting its achievements, programs, and impact within the community and beyond. It will engage in public relations efforts, media relations, and communication campaigns to raise awareness about the contributions to education, and society. This helps build a positive reputation and can attract additional support and partnerships.

Financial Resources, Foundation Growth and Expansion



Strategic Goal

To Increase Financial resources for Foundation operations, Growth and Expansion

Strategic Objective

- 1.To ensure adequate finance to support Foundation operations
- 2.To ensure financial planning, budgeting, and reporting processes to ensure effective resource allocation, transparency, and accountability.
- 3.To build capacity and mobilize resources for Foundation growth and expansion.
- 4.To develop resource mobilization and appropriate utilization
- 5.To establish strategic partnerships and ensure stakeholder satisfaction

Strategies

- 1.Diversify and develop revenue streams, such as exploring new fundraising initiatives, enhancing partnerships with industries & develop innovative educational programs
- 2.Enhance financial controls and risk management practices to safeguard the Foundation's financial resources.
- 3.Establish two infrastructure projects Computer and science Lab
- 4.Ensure sound financial planning and management of scarce resources for timely resource mobilization & efficient utilization.
- 5.Embrace strategic partnerships for greater impact
- 6.Strengthen alumni and donors' engagement and help in resource mobilization.

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Physical infrastructure and facilities



Strategic Goal

To Construct a Computer Lab and a Science Lab and Staff Residential Houses

Strategic Objective

To Develop and maintain a robust technology infrastructure to support modern teaching, learning.

I.To assess the demand for Staff housing and prioritize the development of comfortable and affordable residential facilities

II.To plan and develop physical facilities, network and infrastructural upgrades that support students' needs and improved academic standards.

Strategies

- 1.Prioritize necessary upgrades, and renovation of one of the classes to become a computer lab by latest April 2024.
- 2.Designing and planning of the Ngaamba Primary School compound by Engaging Architect Muema Nzingu to ensure proper utilization of the available Compound.
- 3.Expansion of infrastructure and maximum utilization of already available resources;
- 4.Embrace strategic partnerships for greater face-lift impact: enlist support of Corporate Organizations and Alumni to support development and expansion projects;

FINANCIAL RESOURCES : FOUNDATION GROWTH AND EXPANSION

Goal: To Increase financial resources for Foundation Operation Growth Expansion					
Strategies	Targeted Years				
	1	2	3	4	5
Grants proposal submission	Identify grant proposal writers.	Target submitting the first grant proposal	Evaluate the success of the grant proposal	Implementation of the first grant funded project	Target submission of the second grand proposal submission
Identification of corporate sponsorship	Identify potential organization for corporate sponsorship	Target partnering for the first event.	Evaluate the success of the first held corporate sponsorship event	Implementation of the first Corporate funded project	Target identification of two corporate sponsors
Sound Financial planning and management	Integration of financial management with foundation Erp System	Enhance the system for financial planning and management	Upgrade the system as need s arise	Upgrade the system as need s arise	Upgrade the system as need s arise
Establishment of Foundation office in the USA	Register an office in the USA for purposes of Networking and Fund raising	Work closely with Alumni living in the USA or ny friends network	Using the experience gained from opening a foundation office in the USA explore openings in other potential countries.	Consider opening such more offices in Countries like Gemany,Canada and Australia	Continue expanding international networks for the benefit of the Foundation



CHAPTER 5: STRATEGY CONTROL, MONITORING AND EVALUATION

Strategy control, monitoring, and evaluation involve the systematic review and assessment of an organization strategic initiatives, enabling leaders and stakeholders to track progress, identify gaps, and make informed decisions. It serves as a critical mechanism for gauging the effectiveness of the strategic plan, ensuring alignment with the institution overall mission, and fostering continuous improvement

The process of strategy control encompasses establishing control mechanisms, policies, and procedures to guide the execution of the strategic plan. It involves defining clear objectives, key performance indicators (KPIs), milestones, and targets that serve as benchmarks for measuring progress. Control mechanisms may include regular progress reports, periodic meetings, data analysis, and performance reviews to monitor the implementation of the strategic plan.

One of the key elements of strategic planning is understanding why some organizations, in the same context, succeed while others fail. Strategy control links the elements of the strategic management process together and helps an organization to continuously adjust or revise strategic inputs and strategic actions in order to achieve desired strategic outcomes. It is noted that these elements provide indicators for strategy control through continuous monitoring and periodical evaluation. Strategy monitoring and evaluation involves examining how the strategy is to be implemented as well as the outcomes of the strategy.



CONTROL – RESPONSIBILITY AND ACCOUNTABILITY STRATEGIC PLAN 2024 - 2028

The Strategic Plan (2024-2028) has been designed to facilitate the realization of the vision and mission of Kwetu PIFF and support accountability in the delivery of the mandate. Since monitoring and evaluation is a critical part of the service delivery process, the strategic plan will be cascaded to more sharply defined performance targets. The process will begin with the preparation of annual work plans by each department. These plans will clearly identify the priority goals, milestones and outcomes together with the allocated resources. Preparation of the work plans will be spearheaded by the respective committee and discussed with The Kwetu board

The implementation schedule describes the parties responsible for completing the tasks related to the strategic objectives and resources required to achieve the objectives. The schedule periodically monitors and evaluates progress in implementation of the various strategic objectives. The Head of committees through the office of the Head Teacher Ngaamba Primary School will periodically monitor progress on the plans to provide briefing to the Kwetu Board the plans will be 'living documents' and should clearly show progress against goals without the need for any substantial additional reporting, unless on an exception basis; for example, to explain unexpected circumstances or necessary changes to the plan. In addition, regular meetings with the Board members will assess progress, resolve problems and identify any support or development needs.

The overall responsibility of strategy implementation rests with the Kwetu Board Members, under the leadership of the Foundation Chair. However, it is necessary to form a Monitoring and Evaluation Team (Strategy Implementation Steering Committee) to carry out this responsibility in order to ensure the achievement of strategic objectives in a timely manner, and in line with resource availability. The Committee will periodically receive reports, provide feedback, co-ordinate and supervise implementation of recommendations from the other stakeholders. The implementation matrix forms the basis for monitoring and evaluation.

Monitoring

Monitoring plays a crucial role in overseeing the execution of the strategic plan and identifying any deviations or obstacles that may hinder its successful implementation. It involves ongoing data collection, analysis, and reporting to track performance against established KPIs. This monitoring process enables foundation leaders to stay informed about the progress, identify areas of concern, and take timely corrective actions when necessary. By monitoring key performance metrics, the foundation will effectively measure the achievements and identify opportunities for improvement.

Monitoring confirms whether the results produced by implemented activities are the same as the expected outputs, and whether they were achieved according to the plan, performance measurement, including timelines. A desktop monitoring framework (dashboard) from the implementation matrix will facilitate and check on the status of planned activities, thereby prompting action in case of delays or gaps. The monitoring framework should include prompts to the management on implementation progress, detail activities that are behind schedule and those that are complete. Implementers should continuously ask: does the grand strategy need revising? Where are challenges likely to occur?

At the beginning of each year, all the committee will set their performance targets as part of their annual work plans as derived from their strategic activities. In setting these targets, the performance should be monitored in a special management meeting planned and chaired by the Chairman of the foundation. The milestones of strategy monitoring and reporting will be done through bi-annual departmental work-plan implementation (monitoring) report

The key reasons for monitoring are, among others, to:

- Establish if performance targets have been met and the deviations explained;
- Act as an early warning sign and detect potential difficulties as well as help to address them during implementation; and
- Provide feedback to the next phase of implementation, reduce the cost and/or increase the efficiency of post evaluation studies.

Strategy Monitoring Tool

Table 7.2 : Strategy Monitoring Tool

Strategic Objective:	Output	Actual Status	
		Expected	
	Timeline	Actual Status	
		Planned	
Strategy	Activities		

Evaluation

Evaluation, the final component of the strategy control framework, involves a comprehensive assessment of the strategic plan's outcomes and impacts. Evaluation helps foundation leaders gauge the effectiveness of the strategies and initiatives implemented, identify strengths and weaknesses, and make data-driven decisions

for future planning cycles. It may involve surveys, focus groups, interviews, and other evaluation methodologies to gather feedback from stakeholders, including faculty, students, staff, and external partners.

- Evaluation provides the impact of the plan at th's Strategic Plan will be evaluated during and after implementation to ensure that it is feasible and has been executed to produce the intended results. The evaluation of the annual plans remains critical during strategy implementation, to find out if the intended results have been realized. Performance evaluation shall be carried out at the end of the year. The agreed performance indicators and targets will be used as benchmarks for year-end evaluations. The outcome of the annual evaluation will form a good basis for the plans for the following year. An evaluation template for evaluation is presented in [Table 7.3](#).

Evaluation

Table 7.3: Strategy Evaluation Tool

Strategic Objective:			
Strategy	Key Performance Indicator	Actual Status	Comments

It is preferable for Foundation to observe the following evaluation mechanisms:

- i. Half yearly work-plan implementation review and reporting;
- ii. Annual evaluation of the Foundation performance and reporting;
- iii. Impact Assessment after 2½ years to inform the subsequent reviews and revisions;
- iv. Final plan evaluation by the third year (2026) of implementation (impact).



Conclusion

As the Foundation sets out a goal to improve academic standards for students, and physical facilities, commitment from stakeholders to work together will help all the learners to experience value of quality education. Realistic expectations must be established to guide the journey into the next three years. Being driven by the vision, the future expectations that SCU will strive to include:

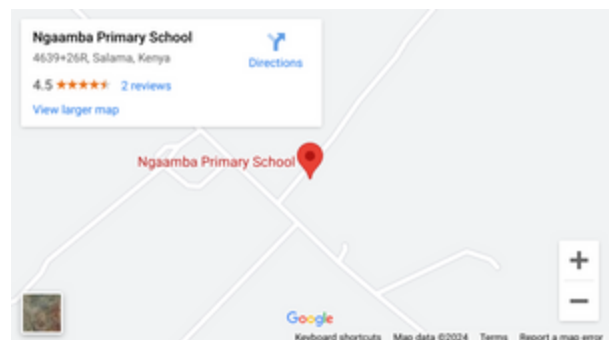
- A learning environment that promotes a positive relationship between students and the job market;
- A decrease in the number of dropouts along with a greater number of students completing their education requirements;
- Increased integration of technology in teaching practice.
- Refurbished and developed physical facilities that support learning;
- Building capacity for growth and expansion.
- Monitoring, Evaluation and Learning (MEAL) results to strategy modification (strategic controls) which provides continuous feedback for the Plan Review and enhances constant communication. Strategy monitoring checks whether results produced during the implementation of various activities meet the intended purpose.



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