IFARADA
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Ifarada: Centre for Excellence

STRATEGIC PLAN

2021-2025

Created September 30, 2023

www.ifaradainstitute.org



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2024

WELCOME

About Us

Ifarada is a not-for-profit organization focused on creating paths to better outcomes and empowering change for the diverse community within Durham Region. Ifarada fosters self-determination through our programs which are designed to support healing among children, youth, families, and couples. We seek to change outcomes and remove systemic barriers that perpetuate anti-Black racism and other forms of oppression.

Our Vision: Ifarada seeks to support, heal, and empower community members through the use of holistic interventions. We seek to integrate a culturally informed approach to supporting youth, adults, and families to enhance their cultural, social, and mental wellness.

Our Mission: Building foundations through the richness of our history, and manifesting strength through knowledge and wisdom, and generating empowerment, leadership, and healing programs. We value the harmony that exists within our body, mind, and spirit. Through the use of holistic healing, we work to build our strengths, empower our visions, and spark motivation to achieve our outcomes.

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Our Organizations' History

In 2017

Ifarada is born as a non-profit organization, and will earn charitable status in 2022. Ifarada begins with the support of a volunteer Board of Directors and Executive Director. Practicum students, under the guidance of the ED provide therapeutic groups, leadership programs and counselling to youth ..

In 2020

Ifarada expands to offer programming during the pandemic, such as virtual therapeutic groups, workshops, webinars, and outreach initiatives. Ifarada's reach grows to over 2,000 families. Ifarada receives financial assistance to develop its infrastructure, and team members are hired.

In 2023

Ifarada is actively expanding, with 20 full and part-time team members Therapeutic programs, mentorship, mental health counseling, special events [i.e., youth symposium, wellness fair], and other activities become a significant part of Ifarada's achievements.

Strategic Goal#1

Operations



Ifarada began in 2017, as a small volunteer led organization. The Executive Director, Nicole Perryman focused on delivery of programs and building infrastructure during that process.

From 2018-2019, Graduate interns assisted the organization with reviewing potential funding sources, seeking a fund management program, and locating accounting firms. However, there were a few gaps in operations that have continued due to limited access to seed funding.

Strategic Goal 1: Solidify governance and operations of Ifarada with structures in place to guide the organization.

Activities:

- Develop human resources policies and health and safety.
- Develop operations policy.
- Prepare for accreditation.
- Collaborate with Associations who hold similar purposes.
- Develop financial policies.

Strategic Goal#1

Operations



Progress to date [2021-2023]

Strategic Goal 1: Solidify governance and operations of Ifarada with structures in place to guide the organization.

- Through the Supporting Black Business Grant [$6500], Ifarada worked with Alexandria Collins, of Active Intellects who developed the Human Resource policies which included an e-handbook for team members.
- Another grant, Supporting Black Businesses Initiative [$90,000] helped with developing the following processes:

1. Working with a consultant to prepare for accreditation.
2. Developing financial policies for the organization [completed August 2023].
3. Working with a marketing and business strategist to develop a marketing strategy.

Operations
Desired Outcomes



Sustainability

By establishing infrastructure and long-term funding, Ifarada can begin to develop **core programs and services**, solidify a **team** of people who are dedicated and passionate about the work, and continue to make an **impact** in the community.

Community Outcomes

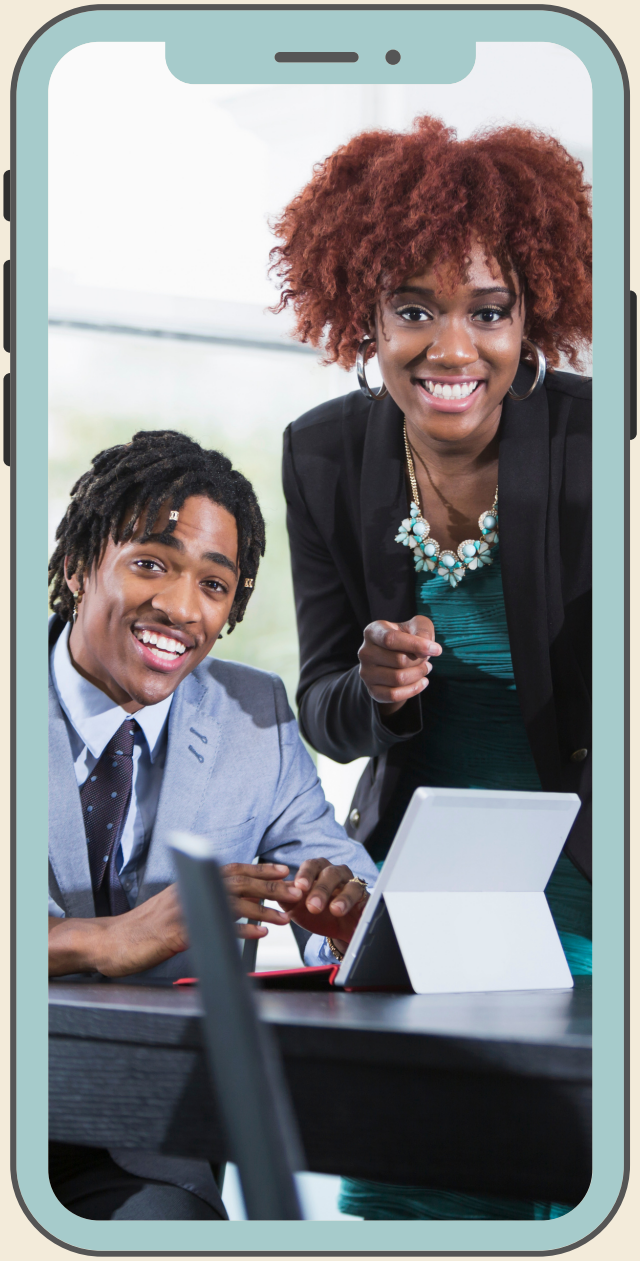


With sustainability and a supportive structure, Ifarada will become an organization that community members can rely upon.

Ifarada will have the opportunity to grow and transform to meet the needs of the community. Ifarada is seeking to become an organization that community members can rely upon. Through operational structure enhancements, Ifarada can build upon its capacity to address risks and challenges that may occur.

Strategic Goal#2

Growing Ifarada's reach & partnerships



Ifarada has relationships through community partnerships which have helped the organization to expand. By deepening current relationships and expanding to develop new partnerships, Ifarada has the opportunity to build and achieve sustainability.

Strategic Goal 2: Expand and grow Ifarada's reach and partnerships within the community.

Activities:

- Consult with marketing and advertisement company to develop marketing blueprint, social media products, and other marketing tools.
- Participate in community outreach and engagement to build reach and connections.
- Liaison with organizations with similar goals and plans to develop community of practice.
- Initiate partnerships throughout Durham Region by networking, attending community events, and outreach.

Growth
Desired Outcomes

2021

Ifarada is seeking to become a stable, consistent, and well-funded organization that can meet the needs of the community, and support better outcomes for children and youth. Partnerships, connections within the community, and new service users help to expand **reach** and build **efficacy** as Ifarada seeks sustainable funding options.



Our desired outcomes:

- New space to operate funding, including materials, office supplies, furniture, and resources to support the space.
- New full- and part-time staff team to lead and facilitate programs and services.
- Enhanced programs and services that are culturally-relevant, trauma-focused, and holistic.



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Growth
Progress-to-Date

In 2019-2021

Ifarada forged relationships with community organizations such as Durham Black Educator's Network, Carea Community Health Centre, Durham District School Board, Durham Catholic School Board, and more. Ifarada began to facilitate virtual and in-school therapeutic groups.

In 2022

Ifarada opened the Harmony Wellness Centre located at 1099 Kingston Road, Pickering ON. On November 2021, Ifarada and Nicole Perryman, ED signed contract with EMIX ltd after receiving a grant from Supporting Black Community Initiative- Capital Fund. The unit opened in January 2022. On April 1, 2022, Tristan Kerr of DC Construction began retrofit of the office. The center officially opened July 1, 2022.

In 2023

Ifarada's operating budget increased to $800,000 annual, with a team of 12 full-time team members. Ifarada has solidified formal and informal partnerships in the community, and expanded its reach to thousands of service users.

Strategic Goal#3

Programs and Services



Strategic Goal 3:

Programs and Services which are culturally-relevant, trauma-informed, and holistic.

Ifarada has concrete goals and objectives on its mission, values, and principles. With the support of the volunteer team and feedback from the community, programs and services were developed that aligned with the organization.

Activities:

- Develop programs and services that are aligned with the organizations tenets, principles and values.
- Evaluate group and facilitator factors, and service users outcomes through a comprehensive evaluation process.
- Review, re-assess, and expand program delivery to meet the community's needs.

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Ifarada's **Tenets**

Leadership

Leadership is guided by the history and understanding of anti-oppression, anti-Black racism and a passion to support our youth's development. Young people are inspired to lead through skill-building programs, mentorship and coaching, and transitional programs. Strong leaders create change.

Self-Determination

Self-Determination is guided by the belief that we have the tools to live successful journeys. We need our "village", the tools and resources, and the guidance to succeed. Ifarada's group programming, workshops, and individual support build on the principles of self-determination to help people access their power and strength. Ifarada uses an holistic approach that balances the mind, body, and soul.

Excellence In Learning

Learning is a key tenet that focuses on educating people and building their confidence, their expertise and their experience to achieve better outcomes. Excellence in learning focuses on key themes on skill-building, literacy, tutoring support, and equity and inclusion.

Tenet # 1
Leadership Programs



Adrinka Leadership Program.

The Adrinka Leadership Program is a short-term limited program designed to build youth participation in the community. Youth are encouraged to develop a micro-project in their community that focuses on building their employability skills, making a positive impact in their community, and sustaining positive communal changes.

Rites of Passage

Our rites of passage program is designed for youth ages 15 and up and focuses on guiding youth transition to adulthood. The rites program focuses on equipping parents with skills to support their youth through this transition. Rites program provide young people with life skills, financial literacy, coaching and mentoring that guides them to solidify their identity, and engage in resources that support their success as they transition to adulthood. The program is socially based and designed to integrate youth with each other to build healthy relationships.

Cultural Programs

Cultural Programs are designed to support young people build their cultural pride through literacy [see our educational support programs], music and the arts, language, community engagement, mentorship and more.



Leadership Programs



Wonderfully Made Girl.

Wonderfully Made Girl is a mentorship program designed to equip older girls [i.e., 16-30 years old], with the skills and expertise to mentor younger girls [i.e., 8-12 years old]. The mentors are invited to participate in coaching sessions, workshops, and online learning modules which help them to integrate their knowledge, and build their capacity to support their community. Younger girls receive mentorship from older girls who relate to them.

Adrinkahene Male Leadership Program

Adrinkhene is a youth-based leadership program, tailored to support transitional-age youth [i.e., 12-15 and 16-21 years old] with guidance to build their leadership skills. The program supports young men's skills training, leadership, identity-building, and mental wellness. The group supports youth in developing connections with other group members, teaches skills on emotional wellness, distress, and intelligence, discusses pertinent issues that impact youth, and supports/engages youth to discuss healthy relationships and problem-solving skills. An important part of the program is blending activity with learning, through team-related activities and classroom work. Facilitators provide coaching sessions to support youth to develop their leadership goals, and to access the resources they may require to achieve greater success.



Leadership Programs



Honoring youth‘s contributions

A key part of youth leadership programs are seeking ways to celebrate and honor youth’s conttributuon to their community through community showcase and annual youth-led gala presentations. These events celebrate culture, identity, and create space for youth to demonstrate their skills and gifts in annual ceremony.

Civic Engagement

The civic engagement program connects young people with the tools to use their voice, to advocate for their future, and engage within the political, socioeconomic, environmental, and health of their lives. Ifarada’s civic engagement leadership workshops as we explore the history of the resistance, and engage in targeted campaigns toward addressing community issues that impact young people's life. Liaison and meet with politicians to identify and discuss issues that impact and influence young people's life. Learn about the social determinants of health, systems and theory of change, and develop strategic planning to address change.

Mzee [elder] to Youth Programs

A key part to leadership is helping youth to understand their past by connecting with elders. The elder to youth programs occur in a variety ways such as, volunteer programs to connect youth in elder residences. The archival Project which guide youth to tell stories of elders using videography, photography, and journalism. Cooking Program: Connect elders with youth groups to teach old recipes, and the Bustani - community garden project.



Tenet # 2
Self-Determination



Therapeutic Groups

Therapeutic groups help to create safe space for participants to build connections, to explore shared experiences, to develop skills that enhance their lives, and to cultivate a healing space. Groups occur virtually and in-person in communities and schools across the region.

Therapy, Family Therapy, and Couples Therapy

Psychotherapy is an approach that centers on developing change in one's life experience, mental health, their relationships, and other areas of their life. Through therapy, children, youth and adults are encouraged to establish goals, participate in action and strategy, and build connection with their therapist/counsellor as they navigate the journey towards wellness and health. Counselling and psychotherapy programs are diverse and geared to supporting children, youth, couples, adults, and families.

Outreach

Outreach and advocacy programs at Ifarada centers on a holistic, Africentric, and family-strengths base approach. Through our outreach programs, we walk alongside families to provide education, guidance, and therapeutic support as they navigate challenges which may impact their family system. We provide specialized supports to families navigating the child welfare system with the Kasserian Ingera program.



Tenet # 3
Excellence in Learning



Educational Support Programs.

Our educational support programs consist of individual learning/ tutoring support, literacy, and learning webinars designed for children and youth. These programs center on building resilience, and self-confidence, and instilling empowerment for youth who encounter barriers on their journey.

Neao Learning Centre

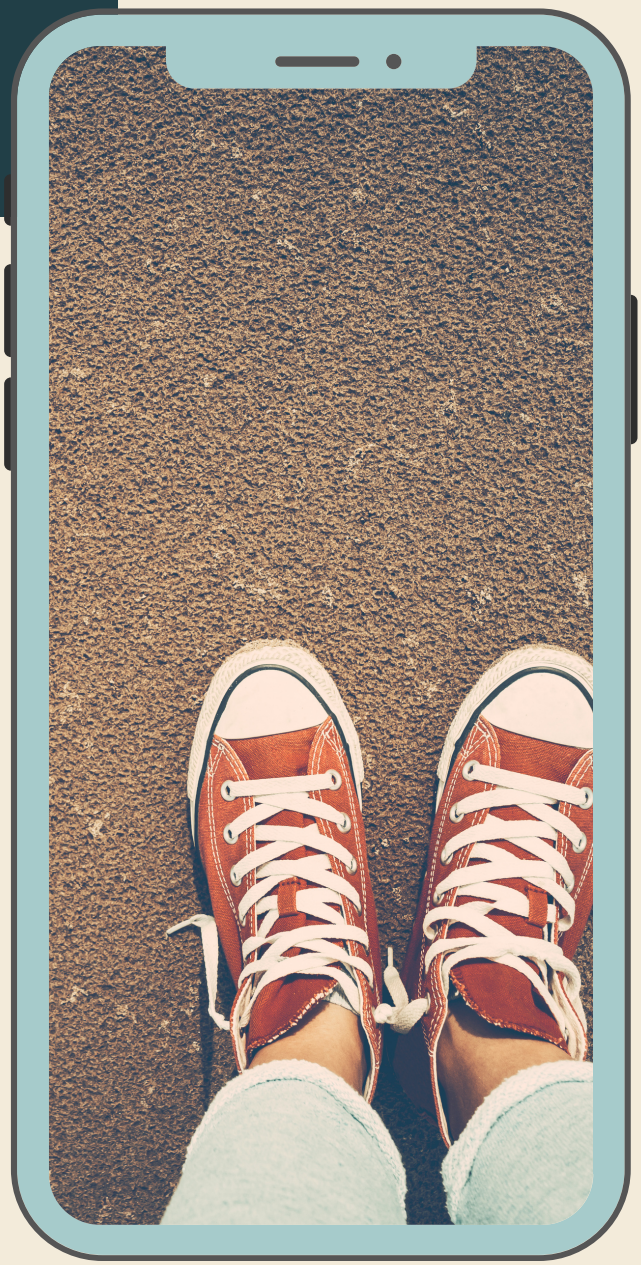
In collaboration with the Kujenga Family Wellness Project, the Neao Learning Centre is an online learning system geared for youth and parents, geared to enhancing their skills and knowledge on key topics centered on life skills, financial literacy, parenting, mental health, and more. The Neao Learning Centre features courses, webinar re-caps, and certificate courses that help promote learning. The learning center contributors consists of subject matter experts in the field, and many of Ifarada's staff.

Mate Maise Equity Center

The Mate Maise centre is geared for professionals seeking to deliver and enhance equity and anti-racist practice in their workplace and committees. The centre provides innovative workshops, online courses, and consultations geared to furthering equity in theory, but most particularly in practice.



Strategic Goal#4



Sustainability

Ifarada's goal is to achieve sustainability and emerge as one of the Black-led, and Black-owned organizations in the community. Through its programs and services, Ifarada seeks to offer services that are anti-oppressive, inclusive, youth-included, holistic and strength-based using Indigenous and Africentric approaches.

Strategic Goal 4: Achieving organizational stability through consistent funding & planning.

Activities:

- Consult with marketing and advertisement company to develop marketing blueprint, social media products, and other marketing tools.
- Participate in community outreach and engagement to build reach and connections.
- Liasion with organizations with similar goals and plans to develop practice.
- Initiate partnerships throughout Durham Region and networking.

Sustainability
Desired Outcomes

2021

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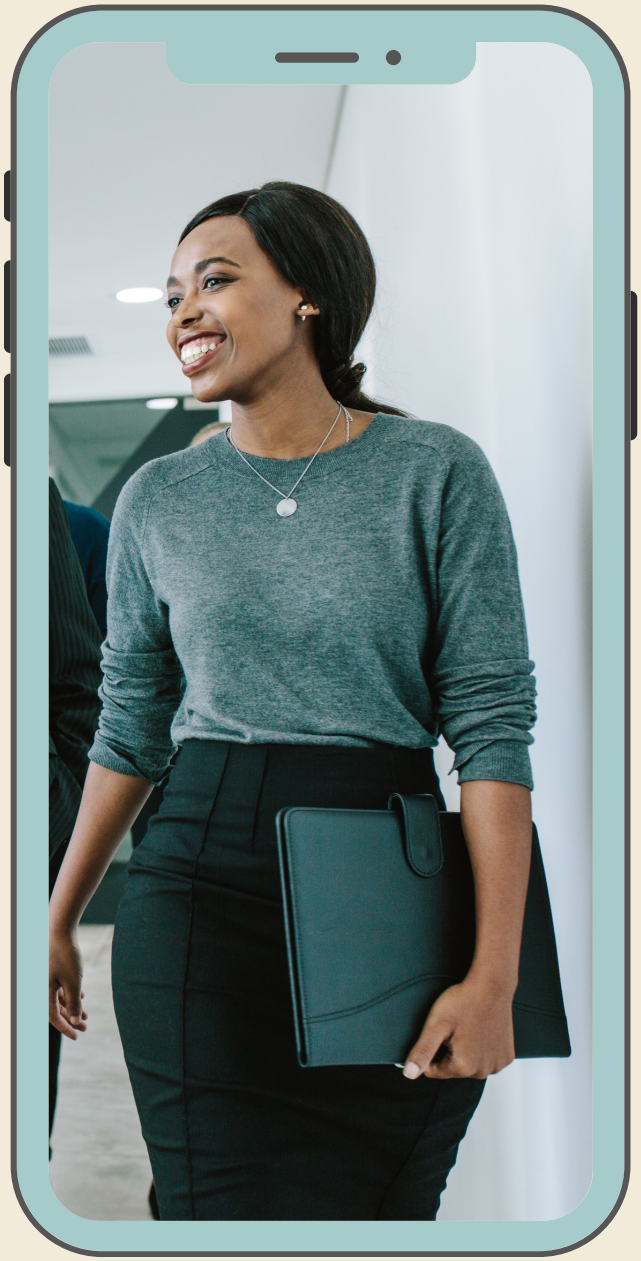
Sustainability
Progess-to-date

Ifarada continues to excel in developing sustainable programs and services to meet the communities' needs. Since 2021, Ifarada has achieved the following goals:

- Retrofit a new 5-room office space located in the Pickering area for exclusive use for the team, community members, and professionals.
- Achieved funding in three major programs for 3 or more years leading to a staffing increase of 13 team members.
- Ifarada has worked in collaboration with Kujenga Family Wellness Project and Wonderfully Made Girl to support their initiatives within the community.
- Ifarada achieved charitable status in December 2022 and hence securing opportunities for long-term funding options.
- Ifarada has expanded service delivery to include users of the criminal justice system, the child welfare system, youth and more with multiple programs occurring daily throughout the year. Ifarada has also hosted and co-hosted special events in the community.



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Strategic Focus

April 2023-March 2025



Where are we headed?

There are numerous factors which influenced Ifarada's growth over the past three years. The pandemic and the exposure of racial trauma, alerted funders to the inequities experienced by Black community members. Ifarada has been honored to host graduate students team members, and contractors who have contributed their time to supporting Ifarada's initiatives from its structure to programs and services. Finally, the community has embraced Ifarada and have contributed to its inherent success.



Key Priorities

#1: **Sustainable funding** -focusing on the accreditation journey, policy development, and strengthening the governance structure.
#2: Maintaining **community partnerships** and relationships, and
#3 Undergoing a **strategic plan** with key stakeholders in 2024-2025 that center on the community's experiences.
#4: **Documenting successes** through evaluation and research, building curriculum for programs, and delivering consistent programs and services.

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Guided healing from the roots:

Promoting Healthy Families, Embracing Equity and Celebrating Diversity, Cultivating Resilience.

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