

NHF 2009-2014



PRESENTS

STRATEGIC PLAN (2009-2014)

Adopted at NHF's Convention, Harare, on the 13th of August 2008

We, the Leadership and Beneficiaries of New Hope Foundation,

NHF's Fiduciary Governance

After deliberations amongst ourselves and all other stake holders and with the full knowledge of the work done by New Hope Foundation as a social movement, agree that;

Its highest calling is to protect children and women in peculiar situations .Those who are with us must understand how diligent we are in our desire to be both good citizens and faithful stewards.

Next in priority to our accountability to our donors, we understand that we have a sacred trust with our donors and partners. We shall always have a voluntary annual audit, voluntary submission to governmental scrutiny, the watchful supervision of the world's most respected legal firms, and our deference to our Board of Directors.

We have a solid reputation of going "above and beyond" when it comes to our governance and compliance with governmental agencies. The administration and staff shall follow strict standards as set forth by our Board of Directors. We shall differ from many not-for-profit organisations or charities, insofar as we are incorporated and operated as a Faith Based Organisation— All our Departments shall acknowledge this distinction and sets forth certain guidelines that govern financial disclosure and accountability.

Mission Statement

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Facilitating the promotion and respect of individual human rights, focusing on the protection of children and women against Gender based Violence and Child Labour, through promoting education, human rights and offering humanitarian assistance and services.

Vision

Working towards creating a better world for every individual, where human dignity is observed, men, women and children are given the platform to live liberally without fear of intimidation and enjoy their rights, regardless of their sex, race, skin, nationality or Political Back ground.

Goals

- Networking with community leaders and other stakeholders in the development of a whole child who will later become a responsible and productive citizen of this World.
- To contribute to the reduction of **HIV/AIDS** prevalence and all forms of child abuse, gender based violence and poverty among members of the society.

CORE BUSINESS

The actions that best describe New Hope Foundation involve the mainstreaming of HIV and AIDS on the following activities:

- Prevention and response to Gender Based Violence, HIV/AIDS, Child Labour and other forms of child abuse issues through influencing positive behavior practices.
- Promotion of equal access to education.
- Advocating social, political, religious and legal reforms on policy matters affecting children and women.
- Facilitation of the formation and management of self sustainable development projects.
- Facilitation of access to information on HIV and AIDS, Gender and Child Labour to the most vulnerable in the communities around Zimbabwe.
- Facilitation for the provision of training on human rights, reproductive health, family planning psychosocial support and hygiene promotion.
- Undertaking research on the awareness of children and women's human rights.

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CORE VALUES

New Hope Foundation is driven by the following core values:

- Professionalism and Excellence
- Effectiveness and Efficiency
- Reliability and Integrity
- Teamwork and Passion
- Impartiality and Accountability

Our core values are strengthened by the following:

Our Compliance with Governmental Agencies

As good citizens of Zimbabwe we insist that this organization adhere to an above-and-beyond approach when it comes to the social mandate to, “render therefore unto Caesar the things which are Caesar’s” (Matthew 22:21), as the Lord instructed. Each year we submit all legal filings to the appropriate governmental authorities, ensuring that our organization complies with both the spirit and the letter of the law in relation to all.

Our Use of Independent Auditors

Going above and beyond the government guidelines, each year our organisation shall undergo a thorough audit by an independent firm that is noted for its expertise in the area of not-for-profit law. In fact, each of our offices voluntarily complies with an independent annual audit performed by the best of the best.

NHF shall take note of protection aspects or right issues- such as the prevention of Sexual Gender Based Violence and exploitation and see to it that all people affected are registered.

SWOT ANALYSIS

In order to plan effectively we found out that it is imperative to do an analysis of the organization’s strengths and weaknesses. NHF also highlighted on the opportunities and threats as tabulated below:

STRENGTHS	WEAKNESSES
o Basic knowledge of the social, cultural, political, economic and religious values of the communities.	- o Inadequate funding. - o Inadequate material resources. - o Untrained new staff.

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- o Theoretical and practical experience in child and women protection issues. - o Basic equipment like (1car) computers and furniture. - o Trained manpower.	- o Inadequate vehicles. - o No permanent offices.
OPPORTUNITIES - o Dollarization- no longer affected with the exchange rate. - o Starvation – some people are using children as beggars. - o Inclusive government. - o Nation building and National Healing Process.	THREATS o Entry of other competitors in the field.

CLIENTS

Internal: vulnerable groups.

External: NGOs, Relevant Government Ministries, INGO.

New Hope Foundation recognizes that the success outcome of this Strategic Plan depends, to a larger extent, on some of the Key Success Factors namely;

- Commitment and Support from key policy makers.
- Availability of financial and material resources.
- Training /Capacitating of staff to equip them with requisite skills and relevant exposure to carry out their duties effectively,

IMPLEMENTATION REQUIREMENTS

To attain objectives of its strategic work plan {Annexure A refers} the Organization needs a number of implementation requirements to be in place, among others;

- Staffing
- Adequate funding
- Materials and equipment

1. Staffing

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To carry out the activities outlined in the strategic plan, a review of the current staffing position is necessary.

Post and Grade level	Unit	Current posts	Proposed additional posts required	Total
National Coordinator		1		1
Finance Coordinator	Finance, Administration and Personnel	1	1	2
Provincial Coordinators		6	4	10
Programming Department	Basic Education and Training	1	3	4
	Community Development and Empowerment	1	3	4
	Protection Unit	1	3	4
Personal Assistants		1	1	2
Office Assistants/Driver		2	2	4
Grounds and Security		1	1	2
Total		15	18	33

2. Financial and Material Requirements

The matrix below lists some of the resources required by New Hope Foundation to achieve its mandate:

Equipment/Material and Training requirements	Current Quantity	Quantity required	Estimated cost
Training of new			20-000-00

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staff			
Stationery			5-000-00
Workshops/ Seminars	3 per year	13 per year	250-000-00
Lap tops	1	4	4-000-00
Digital camera	0	3	600-00
Computers	2	7	3-000-00
Consultancy services			50-000-00
Vehicles	1	5	150-000-00
Offices	7	4	100-000-00
Videos Cameras	0	2	3-000-00

Competencies and Responsibilities

New Hope Foundation will always see to it that its staff members have relevant technical qualifications and knowledge of all cultures and customs in its operational areas.

- All its staff members have knowledge in human rights and humanitarian principles.
- All staff members and volunteers are trained to be able to recognize abusive, discriminatory or illegal activities, and refrain from such activities.
- All staff members and volunteers are made aware of the extent to which crimes of violence, including rape and other forms of brutality against women, girls and boys, can increase during times of crisis. Fear of harassment and rape forces women to form alliances with men in position of authority or power.
- All staff members and volunteers are trained how to refer women, men and children seeking redress for human rights violations, and survivors of rape and sexual violence for counseling and medical care.
- All staff members and volunteers are trained to desist from sexual activities with beneficiaries; they cannot be part to forms of such exchange of humanitarian assistance.
- Activities such as forced labour and illicit drug use and trading will result in one losing their employment.

RECOMMENDATIONS

In view of the above, New Hope Foundation recommends that:

- ❖ Adequate resources are provided to enable the organization to effectively execute its mission.

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- ❖ Enough support is required so that its staff be adequately trained in key requisites of their particular jobs, public relations, clients care through workshops and seminars.
- ❖ Community members be adequately trained to be more responsible and self – sufficient.
- ❖ Consultancy service be engaged in areas of expertise.
- ❖ Increase staff establishment to cover the whole country.

PREPARED AND COMPILED BY

NEW HOPE FOUNDATION BOARD MEMBERS AND STAFF

Signed by



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ANNEXURE A

STRATEGIC WORK PLAN (2009-2013)

- **Core Business 1:** Prevention and response to Gender Based Violence, HIV/AIDS, Child Labour and other forms of child abuse issues through influencing positive behavior practices.

Major Activities	Responsibility	Period	Performance Indicator	Expected Outcome/ Impact
Carry out surveys on protection issues in specified communities	Protection Unit Community Development and Empowerment Basic Education and Training	Ongoing	Data collection tools Field notes	Level of appreciation identified Recommendations laid out
Workshops, seminars	Basic Education and Training	Ongoing	Reports on workshops held	Well capacitated staff and community members Reduced cases of child labour
Networking with other organisations	Board , Basic Education and Training	Ongoing		Positive cultural practices in place

Core Business 2: Promotion of equal access to education

Major Activities	Responsibility	Period	Performance Indicator	Expected Outcome/ Impact
Surveys in children's school attendance	Basic Education and Training	Ongoing	Reports, compiled lists of children	High attendance in schools
Awareness campaigns	All units and other partners	Ongoing	Campaigns done	Reduced number of cases on child labour
Workshops with parents/guardians	All units	Ongoing	More reported cases on child labour	Positive behavioural and attitudinal

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				change in education and child labour
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- **Core Business 3:** Advocating social, political, religious and legal reforms on policy matters affecting children and women.

Major Activities	Responsibility	Period	Performance Indicator	Expected Outcome/ Impact
Meetings with local and national leaders and government line ministries	New Hope Foundation Board and staff	Ongoing	Minutes on meetings held	Favourable policies for children and women

- **Core Business 4:** Facilitation of the formation and management of self sustainable development projects.

Major Activities	Responsibility	Period	Performance Indicator	Expected Outcome/ Impact
Community assessment	All units	Ongoing	Data collection tools, field notes	Needs inventory
Training workshops	Basic Education and Training, Protection Unit	Ongoing	Workshops held	Self sustained communities
Monitoring and Evaluation of Income Generating Projects	Community Development and Empowerment Unit	Ongoing	Reports	Reduced unemployment rate

- **Core Business 5:** Facilitation of access to information on HIV and AIDS, Gender and Child Labour to the most vulnerable in the communities around Zimbabwe.

Major Activities	Responsibility	Period	Performance Indicator	Expected Outcome/ Impact
Community assessment	All units	Ongoing	Data collection tools,	Needs inventory

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			field notes	
Research, resource mobilization and distribution	Board, NHF Staff and other partners	Ongoing	Meetings with donors Reports on subsistence distributed	Positive behavior change in communities
Raising awareness on HIV and AIDS, Sexual Gender Based Violence, Child Rights and Hygiene	All Units	Ongoing	Awareness material in place Reports on awareness campaigns done	Reduced unemployment rates Reduced number of reported cases on these issues Good hygiene practices in place

- **Core Business 6:** Facilitation for the provision of training on human rights, reproductive health, family planning psychosocial support and hygiene promotion.

Major Activities	Responsibility	Period	Performance Indicator	Expected Outcome
Training workshops	Basic Education and Training, Experts in various fields (consultants)	Ongoing	Workshops held	Well capacitated organisation and community
Networking with organisations that provide psychosocial support and hygiene promotion	Board, Marketing Department	Ongoing	Meetings held with other partners	Positive behavioural change Positive coping strategies
Referrals	All units	Ongoing	List of referrals Reported cases	Self sustained communities

Core Business 7: Undertaking research on the awareness of children and women's human rights.

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Major Activities	Responsibility	Period	Performance Indicator	Expected Outcome
Utilizing the internet as a research tool	Basic Education and Training	Ongoing	Reports	Well capacitated organisation
Develop linkages with organisations involved in similar functions	Board, Marketing Department	Ongoing	Meetings held with other partners	Enhanced networking
Undertake study visits	Basic Education and Training	Ongoing	Field notes Publications	Improved knowledge and job performance Behavior change