



## Voices Of Hope Foundation Strategic Plan (November 2024 - October 2029)



*Empowering Communities for Equality, Inclusion, and Sustainable Development*

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## **Fareword by the Chairman of the Board of Directors**

As the Chairman of the Board of Directors of the Voices Of Hope Foundation (VOHF), it is with great pride that I present our Strategic Plan for the period of November 2024 to October 2029. This document represents a roadmap for achieving our shared vision of an inclusive society that upholds dignity, equality, and opportunity for all.

Over the past years, VOHF has made remarkable strides in addressing critical issues, including Sexual and Reproductive Health and Rights (SRHR), Gender-Based Violence (GBV), Violence Against Children (VAC), and advocating for the rights of Persons with Disabilities (PWDs). However, the challenges faced by the vulnerable communities we serve require a renewed and focused approach.

This Strategic Plan reflects our commitment to sustainable development, inclusivity, and collaboration with government entities, non-governmental organizations, and community stakeholders. It is a result of extensive consultations, critical reflections, and a deep understanding of the unique needs of Zanzibar's communities.

I extend my heartfelt gratitude to all our partners, members, and stakeholders who have contributed to the development of this strategy. Together, we will build on our past successes, address emerging challenges, and transform lives through empowerment and advocacy.

Let us remain steadfast in our mission, confident in the knowledge that the work we do will leave a lasting impact on the lives of the people we serve.

Sincerely,

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Chairman, Board of Directors

## Message from the Executive Director

It is with great enthusiasm that I introduce the Voices Of Hope Foundation's Strategic Plan for November 2024 to October 2029. This plan encapsulates our organization's vision, mission, and objectives while providing a clear framework for the activities we will undertake in the next five years.

The Strategic Plan is divided into key sections designed to address the challenges and opportunities that lie ahead:

1. **Introduction and Situational Analysis:** A detailed assessment of the context in which we operate, focusing on the socio-economic and cultural factors that influence our work.
2. **Vision, Mission, and Objectives:** A reaffirmation of our core purpose, alongside strategic objectives that will guide our interventions.
3. **Strategic Focus Areas:** Five pillars of focus—advocacy and awareness, community empowerment, accessibility, capacity building, and partnerships—that form the backbone of our initiatives.
4. **Governance and Accountability:** An outline of our governance structure, roles, and responsibilities, ensuring transparency and effective leadership.
5. **Financial Sustainability:** Strategies for resource mobilization to support our programs while maintaining fiscal responsibility.

6. **Monitoring and Evaluation:** Mechanisms to measure progress, evaluate impact, and refine our efforts over time.

This strategy is the result of collaboration among our Board of Directors, Trustees, staff, and stakeholders. It reflects our collective vision and our unwavering commitment to driving meaningful change in the lives of women, children, and PWDs in Zanzibar.

I extend my deepest thanks to everyone who has contributed to this process. As we embark on this new chapter, I am confident that the Voices Of Hope Foundation will continue to be a beacon of empowerment and advocacy. Together, we will turn this plan into a reality and create a lasting legacy of hope and inclusion.

Warm regards,  
**Stanley Kato Kachecheba**  
Executive Director

## 2. Executive Summary

The Voices Of Hope Foundation (VOHF) Strategic Plan for 2024-2029 charts a transformative pathway toward addressing critical social issues in Zanzibar, including Sexual and Reproductive Health and Rights (SRHR), Gender-Based Violence (GBV), Violence Against Children (VAC), Gender Equality, and inclusion of Persons with Disabilities (PWDs).

This plan is rooted in global best practices, national priorities, and evidence-based interventions. It identifies five strategic pillars and articulates a clear framework for governance, partnership and delivering for common goal, risk management, financial sustainability, and Monitoring and Evaluation (M&E). The proposed interventions are supported by data, ensuring alignment with pressing needs and resource optimization.

The plan also aligns with the Sustainable Development Goals (SDGs), focusing on Goals 3 (Good Health and Well-being), 5 (Gender Equality), 10 (Reduced Inequalities), and 16 (Peace, Justice, and Strong Institutions).

## 3. Organizational backgrounds

VOHF (Voices Of Hope Foundation), established in November 2024, is a Zanzibar-based organization dedicated to championing equity, dignity, and opportunity for all, particularly

marginalized groups such as women, children, and Persons with Disabilities (PWDs). Founded on principles of inclusivity and sustainability, VOHF recognizes critical gaps in education, healthcare, and economic empowerment for vulnerable populations. While progress has been made by various stakeholders, many challenges persist, such as inadequate access to inclusive education, limited healthcare services for PWDs, systemic barriers to economic opportunities, and insufficient support mechanisms for survivors of Gender-Based Violence (GBV) and Violence Against Children (VAC). VOHF seeks to bridge these gaps with comprehensive and community-driven solutions that address structural and cultural barriers.

Through targeted initiatives, VOHF will enhance access to inclusive education, improve healthcare services, and empower communities economically, especially families of children with disabilities and other underserved groups. The organization will establish safe spaces for GBV survivors, expand advocacy efforts to challenge harmful social norms, and promote vocational training and social enterprises to uplift women and PWDs. These interventions aim to build an equitable and resilient society where every individual has the opportunity to thrive, creating a lasting impact on Zanzibar's social and economic landscape.

### 3. Situational Analysis and Rationale

The situational analysis provides a comprehensive understanding of the global, regional, Tanzanian, and Zanzibar-specific challenges that frame the strategic priorities of VOHF. This multi-level assessment ensures the proposed interventions align with both local and international development priorities, offering clear justification for targeted, evidence-based approaches.

#### 3.1. International Context

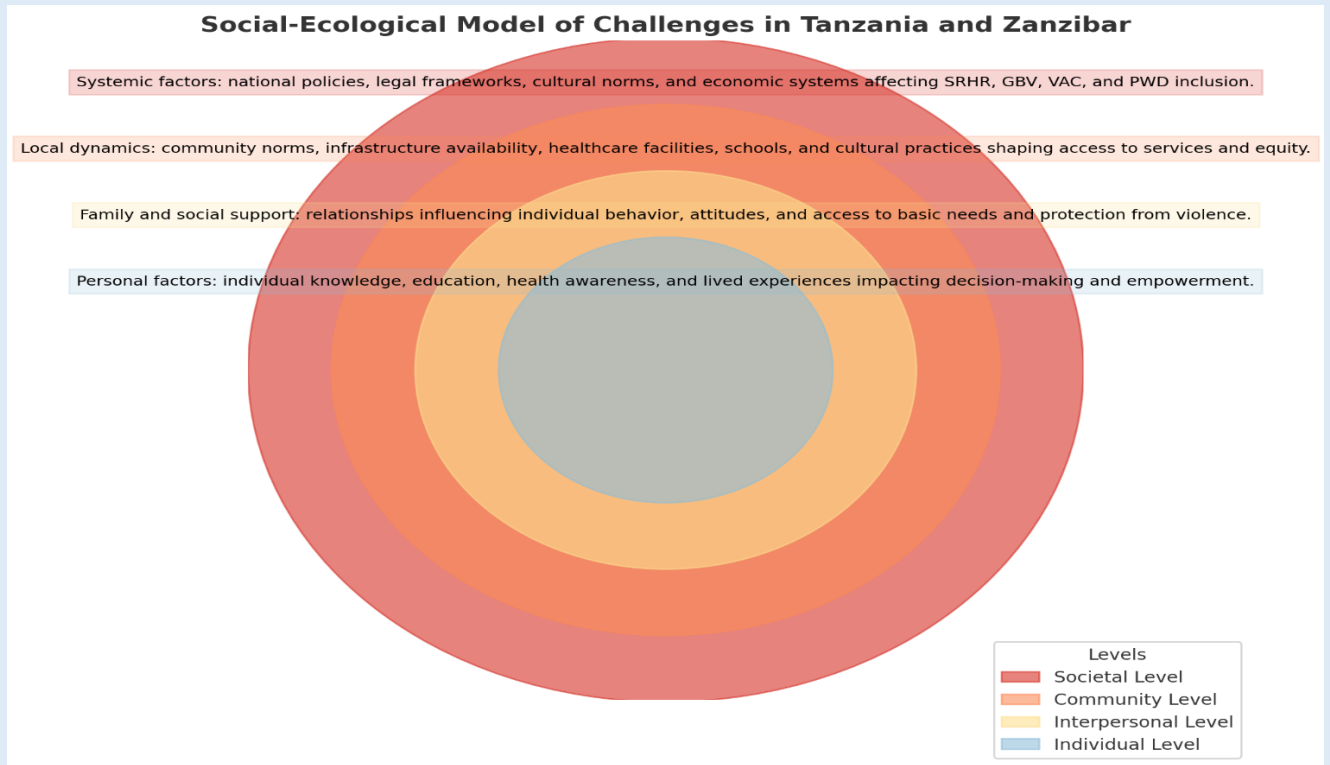
Globally, persistent inequalities and systemic barriers continue to hinder progress toward inclusivity and equity:

- **Gender-Based Violence (GBV):** One in three women worldwide experiences physical or sexual violence, often within intimate relationships (UN Women, 2023). This pervasive issue is exacerbated by patriarchal systems, limited legal frameworks, and cultural stigmatization, creating significant barriers to women's health, safety, and empowerment.
- **Persons with Disabilities (PWDs):** Approximately 15% of the world's population lives with disabilities (WHO, 2022). PWDs frequently encounter systemic barriers in education, healthcare, and employment, resulting in social exclusion and economic marginalization. Inclusive policies and adaptive infrastructure remain limited in many parts of the world, deepening disparities.
- **Violence Against Children (VAC):** Over 1 billion children globally experience physical, emotional, or sexual violence annually, with long-term consequences for their mental health, education, and social integration (UNICEF, 2022). Addressing VAC requires coordinated efforts in child protection, policy enforcement, and community education.

These global trends underscore the need for a holistic, inclusive development approach that integrates policy reform, service delivery, and capacity building to address systemic inequities.

### 3.2. Regional Context (Sub-Saharan Africa)

These can be explained briefly using the social-ecological model below,



The Sub-Saharan Africa region faces heightened vulnerabilities due to socioeconomic disparities, weak governance, and cultural factors:

- **GBV:** The African Union reports that GBV affects over 40% of women in the region, perpetuated by harmful practices such as child marriage and female genital mutilation (FGM). Efforts to combat GBV are hindered by limited resources for survivor support and weak enforcement of legal protections.
- **PWDs:** The African Disability Forum estimates that unemployment among PWDs exceeds 70%, and access to education remains scarce, with fewer than 10% of children with disabilities enrolled in school in some countries. Structural and attitudinal barriers perpetuate exclusion, limiting the realization of human rights.
- **VAC:** VAC remains a significant challenge, with millions of children experiencing abuse, neglect, or exploitation. Inadequate child protection systems and limited access to justice exacerbate the vulnerability of children in the region (African Child Policy Forum, 2021).

These challenges align with the African Union’s Agenda 2063 and highlight the urgency of regional collaboration to tackle systemic barriers, promote social inclusion, and advance the rights of marginalized groups.

### 3.3. National Context (Tanzania)

In Tanzania, significant progress has been made in policy formulation and advocacy for vulnerable populations. However, implementation gaps and sociocultural factors continue to hinder transformative change:

- **Sexual and Reproductive Health and Rights (SRHR):** Despite government efforts, reproductive health services remain inaccessible to many women, particularly in rural areas. Adolescents face heightened risks, with teenage pregnancies contributing to school dropouts and intergenerational poverty.
- **GBV:** National data reveals that nearly 40% of Tanzanian women have experienced GBV. Societal norms and stigma discourage survivors from reporting, while limited resources constrain legal and psychosocial support systems.
- **VAC:** Violence against children, including corporal punishment and child labor, remains widespread. Policies like the National Plan of Action to End Violence Against Women and Children (2017-2022) require renewed momentum for effective implementation.
- **PWDs:** Tanzania's disability-inclusive policies have made strides, but barriers persist in health, education and employment. Many children and youth with disabilities remain out of school, while PWDs face discrimination in accessing services and opportunities.

These factors emphasize the need for robust, localized interventions that prioritize community engagement, resource allocation, and policy enforcement to protect and empower vulnerable groups.

### 3.4. Zanzibar Context

Zanzibar faces unique challenges due to its distinct cultural, geographic, and socioeconomic landscape:

- **SRHR:** Access to reproductive health services in Zanzibar is constrained by infrastructural limitations and cultural norms. Rural areas face acute shortages of healthcare facilities and trained personnel, leaving many women and adolescents underserved.
- **GBV:** A 38% prevalence rate highlights the widespread nature of GBV, with rural areas disproportionately affected due to entrenched patriarchal norms. Survivors face stigma, limited reporting mechanisms, and inadequate legal protections, hindering justice and recovery.
- **VAC:** Almost half of Zanzibar's children experience physical violence, often normalized within households and schools. This perpetuates cycles of trauma, poor educational outcomes, and social disempowerment.
- **PWDs:** With 13% of Zanzibar's population living with disabilities, systemic exclusion remains a critical concern. Many children with disabilities are denied access to education, and employment opportunities for PWDs are scarce, contributing to economic dependency and marginalization.

These challenges demand targeted strategies tailored to Zanzibar's context, leveraging community participation, innovative service delivery models, and multisectoral partnerships to promote inclusivity, equity, and sustainability.

## 4. Vision, Mission, and Core Values

## **Vision**

An inclusive Community where dignity, equity, and opportunity empower all.

## **Mission**

To uplift marginalized groups through transformative advocacy, service delivery, and community-driven solutions in education, healthcare, and economic empowerment.

## **Core Values**

- **Inclusivity:** Promoting participation of all, especially the marginalized.
- **Equity:** Ensuring fair access to opportunities and resources.
- **Transparency:** Upholding accountability in all operations.
- **Sustainability:** Building long-term, community-driven solutions.

## **5. Strategic Focus Areas and Objectives**

### **5.1. Advocacy and Policy Influence**

**Objective:** Build awareness and influence policies to advance SRHR, GBV, VAC, and PWD inclusion.

**Key Interventions:**

- Conduct 50 annual community dialogues on GBV, VAC, and PWD rights.
- Launch mass media campaigns reaching 50,000 people annually.
- Advocate for inclusive policies with government and stakeholders.

**Outcomes:**

- 70% of targeted community members demonstrate improved awareness of SRHR and GBV by 2027.
- At least two policy reforms enacted to protect vulnerable groups by 2029.

### **5.2. Access to Quality Education**

**Objective:** Improve access to inclusive education for marginalized children and youth.

**Key Interventions:**

- Train 50 teachers annually in adaptive teaching methods.
- Partner with schools to establish disability-friendly infrastructure.
- Provide assistive devices and learning materials for children with disabilities.

**Outcomes:**

- 40% increase in school enrollment for children with disabilities by 2027 (baseline: 15%).
- 80% of trained teachers report using inclusive techniques by 2029.

### **5.3. Healthcare Accessibility and SRHR Services**



**Objective:** Enhance access to quality healthcare and SRHR services.  
**Key Interventions:**

- Collaborate with health facilities to create 10 disability-friendly clinics.
- Deploy community health workers and volunteers using outreach approach to reach out to underserved areas.
- Train 100 healthcare workers annually in disability-sensitive care.

**Outcomes:**

- 70% of PWDs in target areas access disability-friendly health services by 2029.
- A 20% reduction in maternal mortality among disabled women in underserved areas by 2029.

#### 5.4. Economic Empowerment and Social Enterprises

**Objective:** Reduce economic vulnerabilities of marginalized populations.  
**Key Interventions:**

- Train 190 men, women and PWDs annually on entrepreneurship, financial management and marketing
- Provide startup grants for 20 small businesses annually led by PWDs and women.
- Establish networking for families of children with disabilities to foster social development.

**Outcomes:**

- 60% increase in household incomes among participants by 2029.
- Improved network and increased communication amongst families with children and youth with disabilities.

#### 5.5. Strengthening Social Protection Systems

**Objective:** Enhance support systems for GBV survivors, children, and PWDs.  
**Key Interventions:**

- Provide training to health care service providers to provide specialized HealthCare services for children and youth with disabilities at their facilities.
- Create mentorship programs for youth with disabilities.
- Provide referrals survivors of violence and abuse for legal, psychosocial, and medical support.

**Outcomes:**

- 50% increase in GBV cases reported and addressed by 2027.
- 60% satisfaction rate among PWDs and GBV survivors accessing support services.

#### 6. Cross-Cutting Themes

- **Gender Equality:** Integrate gender-sensitive approaches in all interventions.
- **Climate Resilience:** Promote eco-friendly practices in community programs.
- **Digital Innovation:** Leverage technology for training, data collection, and service delivery.

## **7. Governance and Operational Structure**

### **STRUCTURE OF THE FOUNDATION**

#### **(1).Structure of the Foundation**

In its operation, the Foundation shall have the following bodies:

- a) Annual General Meeting/ Forum
- b) Board of Trustees
- c) Executive Committee.
- d) Secretariat/Staff.

#### **(2).Annual General Meeting**

1. There shall be a General Meeting of the Foundation (hereinafter referred to as the Forum).
  - a) Members of the Forum shall be the appointed by the Foundations which are identified as such stakeholders by the Foundation working in Zanzibar.
  - b) The Stakeholders Forum shall consist of not more than twenty-five members appointed by the Executive and approved by the Board of the Foundation on an annual basis from civil society Foundations and governmental departments that co-operate or work closely with the Foundation or have programmes with the Foundation.
  - c) The General Assembly will be summoned by a notice of at least twenty-one (21) days prior to the session and the notice shall identify the date, place and time of the session.

#### **2. The objectives of the Forum shall be:**

- a) to deliberate and advise or recommend to the Board of the Foundation plans, programmes and any other matter concerning the Foundation brought before it by the Board of the Foundation;
- b) to initiate discussions on any matter relevant to the Mission, Vision and Objectives of the Foundation with a view to improving the Foundation's work;
- c) to help in forging and cementing relationships between the Foundation and the State, civil society and the general public; and
- d) to recommend to the Board of Trustees of the Foundation and the Executive of the Foundation on good professional practices, strengthening of democratic norms within the Foundation and maintenance of high ethical standards.
- e) The Stakeholders Forum shall elect its own chairperson from amongst its members.
- f) Members of the Board of the Foundation shall attend meetings of the Forum in an *ex-officio* capacity.
- g) The Executive Director of the Foundation shall facilitate the meetings of the Forum.
- h) The Minutes, recommendations and advice of the Forum shall be submitted in writing to the Board of the Foundation by the Executive Director.

- i) The Forum shall meet once a year in its ordinary meeting, provided that Stakeholders can convene an extra-ordinary meeting requested by at least one-third of the members in consultation with the Executive Director.

**(3).(a). Registered Trustees of the Foundation**

1. There shall be Trustees of the Foundation whose number at any particular time shall not be more than seven and not less than three. The Trustees of the Foundation shall constitute the Board of Trustees (hereinafter referred to as the Board).
2. The Board of Trustees shall be the policy-making organ of the Foundation.
3. The Board shall be vested with the authority of ensuring the efficient and effective use of the assets and other resources of the Foundation
4. The Board shall meet at least once every six months. Upon the request of the Chairperson, the Executive Director or any other two Trustees, an extra-ordinary meeting of the Board can be called.
5. The Board may transact business in a duly constituted meeting if at least three members are present.
6. The Executive Committee shall propose names of persons to be appointed as Trustees of the Foundation to the General Assembly which shall have power to appoint the Trustees. In the event of vacancy, it shall be filled in the same manner as the appointment. The General Assembly shall also have the power to revoke or dismiss the appointment of a Trustee and that the Executive Committee may suspend a Trustee pending action by the General Assembly.
7. The term of the members of the Board of Trustees shall be three years, which is renewable once for a further term of three years.
8. In the composition of the Board of Trustees, the Foundation shall take into account the issue of gender balance.
9. The Trustees shall elect one of them as their Chairperson; provided that such a person must be conversant with matters relevant to the Foundation.
10. The Chairperson shall also not exceed the term of the six years in the Board.
11. Chair of the Board shall be nominated by the Executive Committee and approved by the Annual Stakeholders General at a maximum of half (1/2) delegates of all delegates attending the General Assembly

12. The Board may from time to time and where necessary form committees to handle specific issues for and on behalf of the Board and report to the Board.
13. The procedures of the Board and any committee formed by the Board shall be as may be prescribed by the Executive.
14. (1). The board of Trustees shall perform the following functions;
  - (a). To oversee the progress and welfare of the Foundation;
  - (b). To act as sole custodians of the assets and other interests of the Foundation;
  - (c). To approve Regulations for the smooth and better functioning of the Foundation; and
  - (d). To handle all affairs of the Foundation relating to its dissolution in accordance with the relevant provisions of this Constitution.
- (2). The Registered Trustees shall perform their responsibilities on a voluntary basis provided that expenses and incidentals incurred on account of or for the benefit of the Foundation shall be refunded.
- (3). The Executive Director of the Foundation shall be an *ex-officio* member of the Board of Trustees and its Secretary.

## **8. Financial Sustainability**

### **Resource Mobilization:**

- Diversify funding sources through grants and Corporate Social Responsibility (CSR) partnerships.
- Develop income-generating projects to reduce reliance on external funding.
- Organize annual fundraising campaigns targeting local and global donors.
- Raise funds through proposal writer-ups

## **9. Monitoring, Evaluation, and Learning (MEL)**

- Implement a Results-Based Monitoring framework.
- Conduct quarterly Program Performance, Review and Reflection Replanning
- Use digital tools for real-time data collection and analysis.
- Publish annual impact reports for transparency and stakeholder engagement.

## **10. Risk Management**

- **Sociocultural resistance:** Engage community leaders and adapt messaging.
- **Funding dependency:** Establish diverse, sustainable funding streams.
- **Political instability:** Align programs with national development priorities.

## **11. Conclusion**

VOHF’s strategic plan leverages global best practices tailored to Zanzibar’s unique context. Through inclusive, sustainable interventions, the organization will empower marginalized groups and foster a society where equity and dignity are a reality for all. This plan sets a solid foundation for measurable progress in advancing Zanzibar’s social, economic, and human development goals.

**Proposed budget to implement the five-year strategic plan:**

<b>Strategic Focus Area</b>	<b>Year 1 (USD)</b>	<b>Year 2 (USD)</b>	<b>Year 3 (USD)</b>	<b>Year 4 (USD)</b>	<b>Year 5 (USD)</b>	<b>Cumulative Total (USD)</b>
Advocacy and Policy Influence	103,750	109,062.50	114,515.50	120,241.50	126,253.50	573,823
Access to Quality Education	18,750	19,687.50	20,672	21,696	22,780.50	103,586
Healthcare Accessibility	22,500	23,625	24,806.50	26,046.50	27,349	124,327
Economic Empowerment	27,500	28,875	30,319	31,834.50	33,426	151,954.50
Social Protection Systems	36,250	38,062.50	39,965.50	41,964	44,062.50	200,304.50
Cross-Cutting Themes	69,071	72,024.50	75,625.50	79,407	83,377.50	379,505.50
<b>Administration and Support Costs</b>	55,732.10	61,305.30	67,435.80	74,179.30	81,597.30	340,249.80
<b>Total</b>	<b>333,553.10</b>	<b>352,642.80</b>	<b>373,339.80</b>	<b>395,368.80</b>	<b>418,846.30</b>	<b>1,873,750.80</b>

**Key Updates:**

1. **Administration and Support Costs:**
  - Calculated as 20% of the subtotal for all focus areas in **Year 1**.
  - Increased by **10% annually- to cater for inflation** over the next four years.
2. **Cumulative Total:**
  - Includes the subtotals of all strategic focus areas and the administration/support costs.