

ZIMBABWE AIDS ORPHANS SOCIETY

in cooperation with the Dzikwa Trust Fund

OPERATING PLAN 2010

1. Objective, content and practical application of operations

Core purpose of operations

The Zimbabwe AIDS Orphans Society is a grassroots development cooperation organisation. In 2010 the Zimbabwe AIDS Orphans Society (hereafter the Society) will continue to give financial support to the *Dzikwa Trust Fund* (hereafter Dzikwa), which operates in Dzivarasekwa, a suburb of Harare, the capital of Zimbabwe. **The underlying purpose of the support programme is to create conditions for the long-term education and general welfare of talented but needy orphans in a developing country.**

The support provided by the Society ensures that some 400 orphans receive basic education safely in their own home environment. **Special attention is paid to the education of girls, the aim being to keep the proportion of girls at two-thirds of all children.**

The Society and Dzikwa concluded a written Memorandum of Understanding on education support activities on 5 May 2005. The Society obtains sponsors for the orphans admitted to the programme. The annual payment made by the sponsor covers all costs arising from the child's school attendance, general welfare and extra-curricular activities.

The Society also collects goods to be given to the children and their guardians, and to help equip the Activity Centre currently being built in Dzivarasekwa. In 2010, the Society will not be sending a container to Harare as it did in 2008 and 2009; instead donations will be put into storage until 2011.

Benefits covered by sponsorship payments

The support raised by the Society through its education support activities and given through Dzikwa covers the following benefits of the children admitted to the programme:

- annual fees for state, municipal and/or private schools plus individual school levies
- school uniforms, shoes and sports wear
- books and other school accessories
- extra lessons as needed
- basic health care and acute medical treatments
- one hot meal every day of the year
- choir, music, dance and drama clubs
- environmental education
- participation in joint annual sports events in Harare
- participation in at least one cultural event or nature outing in Zimbabwe

The programme aims first and foremost to ensure that children can finish their basic education, even up to matriculation (A-levels). The decision about supporting tertiary-level

education is always made together with the child's sponsor. In addition, we make sure the children have enough to eat daily, see to their basic health care needs, and involve them in sport, cultural and environmental activities. Extra lessons are arranged in English, Mathematics, Shona and, if the need arises, other subjects, too. The older children receive career guidance. In the case of withdrawn children and those not doing well at school, we investigate their home conditions and try to find out why they are falling behind with their school work. We then take instant action and give the children special support.

Operations also include the Dzikwa Shelter, which provides accommodation for 30 orphans without a decent home. Since May 2007, the Dzikwa Shelter has been in a rented house right in the middle of Dzivarasekwa, less than 100 metres from the Activity Centre site. A matron employed full time lives in the Shelter with the children. The Shelter is also used for extra lessons, festivities and meetings, and to house the library. In addition, we are renting a house that we call "Junior House", which accommodates four homeless orphans as well as one of our field officers. Junior House also serves as a storage facility and as a meeting place, particularly for the smallest children.

Dzikwa will continue the tree-planting programme begun at the end of 2008, and conclude a written cooperation agreement with the Forestry Commission. Further, Dzikwa will maintain the vegetable gardens it started in an area designated by DZ #4 Primary School and on the Activity Centre site.

Activity Centre for orphans

The Society raises funds, and collects machines, equipment and supplies for the Dzikwa Activity Centre currently being built in Dzivarasekwa. Investment in the construction of the Activity Centre is covered by a separate cooperation agreement concluded between the Society and Dzikwa in May 2008. Once the financing is secured, the intention is to construct a roughly 560 sq m main building at 3147 Rujeko Street. The site has been developed gradually within the limits permitted by fund-raising.

Trainees & volunteers

In any one operating year, Dzikwa can take on a few Zimbabwean students from Dzivarasekwa to gain practical experience in various capacities. In addition to them, students and others interested in our work from outside Zimbabwe, mainly from Finland, are taken on as volunteers. These volunteers pay their own travel and insurance expenses, live with Oili and Seppo and receive upkeep during their stay for a nominal charge of €10 per person per day.

2. New non-governmental organisation in Zimbabwe to create sustainability

To ensure the long-term sustainability of Dzikwa's activities, a local organisation, the Friends of Dzikwa Association, was established in 2009. The constitution of the Association has been approved; there are about 60 members and the first Executive Committee has been elected. The Committee is chaired by a former President of Zimbabwe's Chamber of Commerce. The other members are from the education, business and banking sectors.

Like the Finnish Society, the Friends of Dzikwa Association operates as a local grass-roots non-governmental organisation, seeking to involve volunteers within Zimbabwe in support activities

benefiting orphans in Dzivarasekwa. The purpose of the Association is to help the Dzikwa Trust Fund implement its support activities and the construction investment in the Activity Centre by raising donations of money and goods and other support within Zimbabwe. A written cooperation agreement will be concluded between Dzikwa and the new Association in 2010.

3. Children's selection: criteria and numbers

The support programme comprises two groups of children: orphans with a sponsor who receive full support and who must satisfy the programme's five key criteria (the Alpha list), and a smaller number of children without sponsors who receive only limited support (Omega list).

The children on the Alpha list must satisfy the following five key criteria:

1. they must have lost at least one parent;
2. they must live in Dzivarasekwa and have started, or be about to start, school in Dzivarasekwa;
3. their guardians must be unable to pay the compulsory school fees, buy the school uniform and pay other school expenses ;
4. they must be doing reasonably well at school and must be keen to learn; and
5. they must be well behaved and demonstrate their commitment to Dzikwa's core values.

Dzikwa selects some of the children from those recommended by school principals or teachers in Dzivarasekwa and some on the basis of direct application. The children attend eight state primary schools, two secondary schools, and two schools for the handicapped in Dzivarasekwa. In addition, they attend two local private secondary schools: Pinewood High School and Zieco College. Places have been reserved for the best 30 secondary school pupils at Dewure High School, a boarding school near the town of Gutu, 250 km south of Harare.

With Dzikwa support, the children mainly attend public state or municipal schools. Acceptance for private secondary school or boarding school depends on a child's school achievement, diligence and attitude to learning, commitment to Dzikwa, and wretchedness of home conditions. In addition, the sponsor must agree to pay a higher sponsorship fee.

The average grade on the reports of new children and those already at school must be 60% of the maximum number of points. The minimum demand for private day school and boarding school is two thirds of the maximum number of points.

Number of children:

In 2010, the total number of children receiving support is roughly 410. In order to increase basic revenue, or sponsorship payments, the focus has been shifted, and there are now 330 children on Dzikwa's Alpha list: 190 at primary school and 130 at secondary school. There are 10 students at college. Those in a position of responsibility in Dzikwa must have a good sense of each child's school adjustment and living conditions and be aware of any changes that may occur.

Another 80 children are on the Omega list. These children do not necessarily fulfil all the criteria of the programme and do not enjoy all the programme's benefits. They are nevertheless in need of

financial support in order to attend school. Fifty of the Omega list children are at primary school, and 30 at secondary school. The support covers only the school fees, meals and basic health care of these children.

4. Economic operating environment in Zimbabwe

Zimbabwe's economy received a massive shake-up at the beginning of 2009, when the country abandoned its own currency, which had been left valueless by years of recession and run-away inflation. Zimbabwe now has a multi-currency economy, practically all prices and payments being set in the US dollar and South African rand. The country's own production of foodstuffs and industrial goods is still a mere fraction of what it was 10 years ago and, in recent years, Zimbabwe has been a major recipient of international food aid. The crippled national economy has left schools and public health care in dire straits for want of money and other resources.

The situation in Zimbabwe's schools reached rock bottom in 2008. It normalised slightly in 2009, when school fees and teachers' salaries could be set in dollars, and most teachers returned to work. Dollarization was accompanied by a hefty real increase in school fees and levies. For example, the school fees paid by Dzikwa in 2009 were five times as high as in 2008, and the cost of uniforms was twice as high.

As a result of the overall rise in costs on top of an already difficult economic situation, in 2009 only 16,000 pupils were still at school in Dzivarasekwa compared with 25,000 one year earlier.

In 2010, schools will continue to work under enormous pressure. Zimbabwe's national budget for 2010 has no provision for an increase in teachers' salaries, and there is no guarantee that salaries can always be paid. Schools have substantially increased the size of their levies, a certain amount of which will go to teachers. Teachers are also widely requesting unofficial incentive payments from children's guardians. The pressure to increase payments will continue to mount in 2010 as efforts are made to cover a greater proportion of teacher salaries through school fees.

5. The Society's financial status

Support for actual operations:

The Society accepts subscriptions, sponsorship payments, cash donations, government grants and donations in kind to cover the cost of the children's schooling, food, health and recreation expenses, and also the furnishing and maintenance of the Dzikwa Shelter and Junior House. Gifts of used clothing and other items donated by supporters are sent out to the children as far as possible.

In the light of the prevailing cost level, the sponsorship payments introduced in 2008, which fall in the range €180-360, depending on the school and age of the child, turned out to be too low in 2009. Several sponsors paid the extra €50 requested last year. In addition, the majority of sponsors with a child in one of the considerably more expensive private schools paid double the sponsorship fee in 2009.

Despite the extra payments by sponsors, the finances of both Dzikwa and the Society were stretched to the limit in 2009. The gap between real annual costs and the sponsorship payment widened,

notably in the case of private schools. It has therefore been decided to reduce the number of pupils at private school by adhering even more strictly to the average grades on reports and by ensuring in advance that sponsors are able to pay the higher fees.

As a result of the increase in school fees and other outlays, it is proposed to increase sponsorship payments in 2010. The aim is to achieve better cost effectiveness with regard to private schools, public funds being insufficient to offset all cost pressures in 2010. Should the cost level in Zimbabwe remain as high as at present over an extended period, every effort will be made to reduce the number of children attending the more expensive schools.

Sponsorship payments per child for 2010 are as follows:

- **primary school** (Grades 1-7) **€240**
- **secondary school (state)** (Forms 1-6) **€320**
- **secondary school Zieco College** (Forms 1-6) **€400**
- **secondary school Pinewood High School** (Forms 1-6) **€480**
- **secondary school Dewure boarding school** (Forms 1-6) **€480**
- **tertiary level** **€600**

Education at tertiary level is not an automatic entitlement, and is subject to special arrangements with the sponsor.

Sponsors can make their sponsorship payment either one-off, preferably at the beginning of each calendar year, or in instalments (e.g. monthly) decided by themselves.

Bank account and reference number

The account is: Zimbabwen Aids-orvot ry, Nordea, 174530-61640, IBAN FI7617453000061640. The reference number for sponsorship payments from Finland is 1012.

The Society's total budget for 2010 is €258,000, of which €240,000 will be transferred to Dzikwa direct for education support. Some €150,000 will be raised through sponsorship payments and earmarked and other donations, amounting to 63% of the year's operating budget. The NGO grant awarded by the Finnish Ministry for Foreign Affairs amounts to €90,000, representing 37% of Dzikwa's expenditure on support activities. Other expenditure, €18,000, will be covered by membership fees and fundraising.

As before, the Society will transfer sponsorship payments and the grant from the Finnish Ministry for Foreign Affairs in their entirety to the Dzikwa Trust Fund's euro account with Stanbic Bank Zimbabwe Ltd in Zimbabwe.

The Board will draw up a separate budget for investment in the construction of Dzikwa Activity Centre in 2010 and its financing, and will present the calculations at the AGM in April.

6. Dzikwa Trust Fund organisation

In Zimbabwe, Dzikwa employs six permanent staff (an accountant, an administrative officer, two field officers, a matron and a procurement officer). One new person is therefore being employed in an administrative capacity and as an assistant to the accountant. The salary of one employee costs Dzikwa about €1500 a year, which is more than the annual salary of a Dzivarasekwa school teacher. Dzikwa has also around 20 part-time workers on its payroll.

Friends of Dzikwa identifies voluntary resources for Dzikwa's various operations. In 2010 the new association will be able to take over the running of some events, e.g. Sports Day and the Ball Games, thus easing the burden on Dzikwa.

The practical steering of the programme and coordination between the Society and Dzikwa will continue to be in the hands of Oili and Seppo, who will spend about half of the year in field work in Harare. They will have the help of several volunteers, mainly from Finland, in the course of the year.

7. Dzikwa Activity Centre

In 2010, the Society will continue to raise funds for the Activity Centre being built for the orphans on a 0.4554 hectare site purchased by Dzikwa back in 2006. The Society has the official fundraising permit of the State Provincial Office of Southern Finland for this purpose. The permit, no. OKH137A, was renewed in 2009 and is valid from 20 February to 31 December 2010 in all Finland except the province of Åland.

Building project account and reference no.

Funds for the building project are channelled to a dedicated fundraising account opened at Nordea bank: “**Center for Zimbabwe Orphans**”, account no: 174530-61657, IBAN: FI3317453000061657, SWIFT: NDEAFIHH. The reference number for building project payments is 1041.

In May 2009, the Society applied to Finland's Ministry for Foreign Affairs for a grant of €320,000 towards construction of the Activity Centre. On Friday 11 December 2009, the Society heard that the Ministry had awarded the project €80,000 for 2010. The official documents had not been received by 13 December and the Board does not yet know what conditions have been imposed.

In the planning of operations, the Board therefore requests the authority to decide on use of the support received and on the overall planning of construction in 2010 together with Dzikwa, adhering to the Cooperation Agreement currently in force. The Board will report on the planning separately at the Society's AGM in April 2010.

The Society handles the financing of the building project outside the budget for normal operations, that is, education support. Fundraising and use of funds for the building project are monitored as a separate entity. The Society will not take a loan to implement the Activity Centre building project.

Once ready, Dzikwa Activity Centre will become the property of the Dzikwa Trust Fund.

A comprehensive brochure on the Dzikwa Activity Centre was published in Finnish, Swedish, German and English in 2007 and an updated, shorter brochure in Finnish only in 2009.

8. Support granted to NGOs by the Finnish Ministry for Foreign Affairs

Government grant for education support activities

Finland's Ministry for Foreign Affairs has awarded a grant of €280,000 for our programme in 2009-2011 as follows:

2009	2010	2011
€100,000	€90,000	€90,000

The grant must be used for normal operations (education and general welfare) and to reinforce the infrastructure of the support programme.

The Society will use the €90,000 awarded by the Ministry for 2010 to subsidise the increase in school fees, to keep around 80 children on the Omega list, to improve and broaden the range of health care, meals and other support given to the children, and to provide a well functioning Shelter for homeless orphans. The grant will also be used to provide customised training (accounting, project management, cooperation and communication skills) of the Dzikwa staff and to improve the efficiency of administration such that the practical management of the project can in the long term be left in the hands of the Zimbabweans themselves.

9. Special events in 2010

In Finland

- A band of volunteers will meet up at the beginning of August to sort and pack donations of goods
- The fourth sponsor get-together and Christmas lunch will be held from 1 to 4 pm on Sunday 12 December
- The Society's autumn meeting will be held at the sponsor get-together. This second regular meeting will decide on sponsorship payments and membership fees for 2011.
- Sales of handicrafts: We shall take part as far as possible in the Siuntio Fair, the Bank of Finland Christmas bazaar and other suitable events, sales of work, bazaars etc.

In Zimbabwe:

- On the last Friday in April we shall hold the first Dzikwa Ball Games (soccer and basketball)
- The annual Harare sports day will be held on the last Friday in August
- At the beginning of May, the children will be taken to events at HIFA, Harare International Festival of Arts
- Dzikwa's Marimba Players and possibly some other groups, too, will perform at the HIFA Youth Zone Forum
- The next major tree-planting session in our forestry project will be held with the children in November-December 2010

- The children will be taken on visits to Chipangali Wildlife Orphanage, Antelope Park, Imire Safari Ranch and the Bulawayo Natural History Museum, and also to the theatre and cinema in Harare
- One or more public performances will be arranged for Dzikwa children's choirs, and marimba, dance and drama groups.

10. Information to and contact with supporters and NGO forums

The Society will continue to maintain regular contact with sponsors and other supporters, and will keep them informed about matters relevant to the children's school achievement, home conditions, and health. Record sheets and photos of the children will be sent to sponsors at least once a year. Oili and Seppo will continue the practice of sending out e-mail newsletters about activities and events along with photographs from Harare at roughly 3-week intervals. The newsletters are published in Finnish and English in the Ajankohtaista/News column on our website. We would like visiting sponsors and field work volunteers to contribute as well, for instance, by writing a short account of their stay illustrated with photographs.

The new Dzikwa Activity Centre brochure will be published in English at the beginning of 2010.

The Society's website at www.zim-oryot.org will be kept as attractive and up to date as possible. Visitors to the old website will be redirected to the new one. The content will be revised and updated, for instance, by publishing the ethical principles followed in our programme. Timo Mäkinen will provide technical and practical assistance with website maintenance, and Board member Terhi Tikkainen will coordinate maintenance tasks.

A representative of the Society will take part in NGO seminars organised by the Ministry for Foreign Affairs. The Society is a member of the Service Centre for Development Cooperation (KEPA) and seeks to make the most of the training and other courses offered by the organisation.

9. Data management

Our database management capacity is improving thanks to the design and maintenance input of new volunteers. We now expect to get the long-planned more flexible data base management system up and running in the course of 2010.

10. Society membership

The Society will seek to increase the number of paid members to 300 in 2010. The subscription will be €25 per person. The Society uses subscriptions to cover its own costs in Finland. Operations in Finland are run entirely by volunteers, and Board members do not claim meeting reimbursement.

Adopted on 13.12.2009 in Helsinki,

By the Zimbabwe Aids Orphans Society's Extraordinary General Meeting