

Help for Progress



**Strategic Plan
2008-2010**

Help for Progress Strategic Plan 2008 – 2010

Mission Statement

Help for Progress is an NGO that acts as an agent of change to support the development of rural communities in Belize. We work for the empowerment of people, for gender equality, and for the elimination of poverty. We carry out our work through training, microcredit services, community development and advocacy.

Introduction

This document outlines the Help for Progress Strategic Plan for the 3 year period 2008 to 2010. It is designed to guide the work of the organization as well as provide a clear framework for measuring the success of that work.

The plan is organized into 4 programme areas:

Programme 1	Community Development	Programme 3	Refugees and Displaced Persons
Programme 2	Microcredit and Housing	Programme 4	Organizational Development

Each programme plan includes 3 parts. The first part outlines the Goals, 3 year Objectives and 1 year Targets for each programme. The second part provides a detailed Strategy and Activities for the programme, including a timeline for implementation. The third part gives the Expected Results for each activity in the plan.

The Strategic Plan was developed through a participatory process involving Help for Progress staff, Board members and community contacts. A Preliminary Session looked at the organization's current work, including strengths and challenges. Then a two-day Planning Workshop considered the context of the work, and guided the organization in developing a new Mission Statement as well as Goals, Objectives and Activities for each programme area. A Follow-up Session provided the opportunity to review and amend the Draft Plan. Reports of all sessions are available at Help for Progress.

The entire process was facilitated by Debra Lewis who also developed the draft and final Strategic Plans.

A few concepts defined...

Community development is a participatory process through which communities define and act on their own issues and concerns. It is based on principles of self-reliance, equity, and respect for all members of the community. It leads to the transformation of the social and economic life of communities, so that communities can participate in, and benefit from, the national development of the country.

Basic needs include water and sanitation, electricity, basic communication and transportation services, education and health services.

Goals:

1. Rural communities in Belize are organized and able to advocate for their own needs.
2. Rural communities in Belize are economically viable and all basic needs are met.
3. Men and women are equal participants in community decision-making.

Objectives (3 years)

1. A participatory, gender-sensitive model of community development has been tested and is produced for use in rural communities across Belize.
2. In the Toledo district, 10 rural communities¹ have the organization and leadership skills to advocate in their own interests.
3. In other districts (Central, Banana Belt/Stann Creek)², 8 communities have active community development groups, community plans, and have begun the process of leadership development.
4. All 18 participating communities have 1 basic need met, based on needs assessments and community plans.
5. Beekeeping and cacao projects in Toledo are well-established and making a positive, sustainable contribution to the community.
6. Income generating projects are identified and implemented in 6 additional communities.
7. Women in all participating communities are organized and able to define their own needs.

Targets (1 year)

1. Help for Progress' community development work is analyzed and a draft model is developed that is both participatory and gender-sensitive.
2. In Toledo, 10 communities have well-established community development groups.
3. In other districts, 8 rural communities are trained in organizational development and at least 6 of these identify their first community projects.
4. The Help for Progress Gender Policy is fully integrated into community development work.

¹ These 9 communities include the 6 villages in the adjacency zone area, as well as Pueblo Viejo, Santa Teresa, Marble Ha and San Lucas.

² These communities include 2 re-activated groups – Bullet Tree and Cottontree (central); 3 groups in the Banana Belt where Help for Progress has already done some work in the area of needs assessment; and 3 new groups in the central and Stann Creek districts.

Programme 1: Community Development

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A. Create a participatory, gender-sensitive model of CD (Objective 1)												
A1. Develop the model												
• Research models												
• Consult with communities about the process of CD												
• Analyze input												
• Analyze the experience of HfP and other NGOs												
• Analyze in influence of gender on the CD process												
• Consider the role of microcredit as part of CD												
• Produce a draft model												
A2. Use/test the model in CD work												
• Identify target communities for testing the model												
• Identify key contacts in target communities												
• Conduct training in the model for staff and key contacts												
• Use the model in HfP's CD work in these communities												
A3. Modify the model & make it available to rural communities												
• Follow-up & evaluate model, incl. identifying future challenges												
• Assess similarities and differences among communities												
• Amend model according to the evaluation												
• Produce & publish the model												
• Disseminate the model for use by HfP and others												
B. Community Development in Toledo Communities (Objectives 2, 4, 5 & 7)												
B1. Support CD groups in 10 Communities												
• Review available information about these communities												
• Establish/consolidate community development groups												
• Identify key leaders (incl. men & women, youth)												
• Training of trainers/key leaders (by HfP or others)												
• Exchange visits (other districts or cross-border)												
B2. Integrate the CD model into ongoing work in Toledo												
• Assess the possibilities for using the new model in ongoing work												
• Apply methods in Toledo												

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
B3. Develop & implement a community plan in each community												
• Develop community plans		■	■									
• Select first project based on plans			■	■								
• Identify and acquire resources for project				■	■							
• Support communities to implement projects					■	■	■	■				
• Evaluate projects through community-based evaluation process						■	■	■	■			
B4. Ensure continuation of CD in these communities												
• Conduct monthly monitoring of CD work in these communities	■	■	■	■	■	■	■	■	■	■	■	■
• Conduct annual evaluation of CD work				■				■				■
• Develop exit strategies that promote continuation after 2010					■	■	■	■				
• Implement exit strategies									■	■	■	■
B5. Educate communities on common issues												
• Develop and implement media strategy for education on issues ³					■	■	■	■				
B6. Strengthen bee-keeping and cacao projects												
• Identify an extension officer for beekeeping and cacao	■											
• Conduct training for both projects (including training of trainers)			■	■								
• Identify long-term markets for honey				■								
D. Community development in other districts (Objectives 3, 4, 6 and 7)												
C1. Establish CD groups in 5 “Group 1” communities⁴												
• Reestablish contact with existing groups and villages			■									
• Review work already done in these communities			■									
• Identify key contacts			■									
• Conduct participatory needs assessment				■	■							
• Conduct training in organizational development				■	■							
• Conduct leadership training for key people (men & women)								■	■			
• Implement exchange visits (other districts and cross-border)								■	■			

³ All education and media strategies will specifically include gender issues and the gender implications of all issues.

⁴ “Group 1” communities are those where HfP has already established contacts, where needs assessments have been done, or where existing group have faltered and have asked for support in reestablishing themselves. These include Bullet Tree and Cottontree in the Central area; and Cowpen, Buena Vista and San Pablo in the Banana Belt area of the Stann Creek District.

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
C2. Develop & implement community plan in Gp.1 communities												
• Develop a community plan in each community					■	■						
• Identify the first activity from the plan					■	■	■					
• Identify and acquire resources							■	■				
• Support communities to implement projects (incl. monitoring)							■	■	■	■		
• Evaluate projects through community-based evaluation process									■	■	■	
C3. Establish CD groups in 3 “Group 2” communities⁵												
• Identify new villages and key contacts				■								
• Review work already done in these communities				■								
• Conduct participatory needs assessment					■	■						
• Conduct training in organizational development					■	■						
• Conduct leadership training for key people (men & women)									■	■		
• Implement exchange visits (other districts and cross-border)									■	■		
C4. Develop & implement community plan in Gp.2 communities												
• Develop a community plan in each community					■	■						
• Identify the first activity from the plan					■	■	■					
• Identify and acquire resources							■	■				
• Support communities to implement projects (incl. monitoring)								■	■	■	■	
• Evaluate projects through community-based evaluation process									■	■	■	■
C5. Establish income-generating projects in 6 communities												
• Review & analyze tourism experience as input to planning					■	■	■					
• Identify viable income-generating projects in each community									■			
• Develop plan for implementing the projects										■		
D. Address gender issues and support women’s organization in participating communities (Objective 7)												
D1. Develop and apply new gender-sensitive community needs assessment tools (in conjunction with A.)												
• Research available tools	■	■										
• Adapt as necessary	■	■										
• Train staff in use of tools		■										
• Ensure both women & men are included when applying tools			■	■	■	■	■	■	■	■	■	■

⁵ “Group 2” communities are new communities to Help for Progress, and will include 2 communities in the North and 1 in the Central area.

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
D2. Monitor gender impact of CD work in all communities												
• Develop checklist for quarterly monitoring												
• Quarterly problem solving session (at staff meeting)												
• Annual evaluation of gender impact of CD work												
D3. Support women's groups in all participating communities												
• Identify key contacts among women in each community												
• Establish women's groups												
• Support women to meaningfully participate in community planning												
• Support independent women's projects in CD work												
E. Administer bi-national project in the adjacency zone (AZ) area (Special project, also supports Objectives 2, 4 &5)												
E1. Support Network of Friends of the Adjacency Zone (REDAZCO)												
• Facilitate development of Network												
• Develop 3 year plan (including exit strategies)												
• Develop advocacy plan												
• Implement advocacy plan												
• Evaluate Network impact & develop plan for ongoing cooperation												
E2. Support cultural retrieval												
• Assist communities to access resources for cultural events												
• Assist with logistics for cultural exchange												
E3. Strengthen honey and cacao production (in conjunction with B5)												
• Conduct training in beekeeping and cacao production												
E4. Promote women's empowerment & gender mainstreaming												
• Implement bi-national exchange visits												
• Establish a women's assembly of REDAZCO												
• Develop a women's plan of action for REDAZCO												
• Implement activities based on plan												
• Evaluate impact on empowerment & gender mainstreaming												
E5. Communicate AZ issues to the broader Belizean public												
• Develop a communications strategy in this area												
• Implement activities based on this strategy												

Expected Results

Programme 1: Community Development

<i>Strategy/Activities</i>	<i>Expected Results</i>
A. Create a participatory, gender-sensitive model of CD (Obj. 1)	
A1. Develop the model	Help for Progress has an improved model for community development in rural communities that is gender-sensitive and culturally adaptable.
A2. Use/test the model in CD work	The model supports community development in rural communities. This experience provides an assessment of the strengths and weaknesses of the model as a guide for future work.
A3. Modify the model and make it available to rural communities	Communities across Belize have access to the model as an example of “best practices” for community development work in rural areas.
B. Community development in Toledo communities (Objs. 2, 4, 5 & 7)	
B1. Support CD groups in 9 communities	Active community development groups exist in 9 communities.
B2. Integrate the CD model into ongoing work in Toledo	Community development work in Toledo becomes more participatory and inclusive of women and women’s concerns.
B3. Develop and implement a community plan in each community	Community groups understand the usefulness of a community plan in working together to address common needs. At least one basic need is addressed in each community.
B4. Ensure continuation of CD in these communities	Community groups have the consciousness and skills to continue an organized process of community development after HfP’s presence in the area ends.
B5. Educate communities on common interests	Community members have a greater understanding of the common issues facing communities in rural Toledo and apply this knowledge in their daily lives.
B6. Strengthen bee-keeping and cacao projects	Bee-keeping and cacao projects are making a positive economic contribution to families and communities in rural Toledo.
C. Community development in other Districts (objs. 3, 4, 6 & 7)	
C1. Establish CD groups in 6 “Group 1” communities	Active community development groups exist in 6 communities.
C2. Develop and implement community plan in Group 1 communities	Community groups understand the usefulness of a community plan in working together to address common needs. At least one basic need is addressed in each community.
C3. Establish CD groups in 3 “Group 2” communities	Active community development groups exist in 3 communities.
C4. Develop and implement community plan in Group 2 communities	Community groups understand the usefulness of a community plan in working together to address common needs. At least one basic need is addressed in each community.
C5. Establish income-generating projects in 6 communities	Income generating projects are identified and have been successfully begun in these communities. Plans demonstrate how these projects can make a significant economic impact.

Strategy/Activities	Expected Results
D. Address gender issues and promote women's organization in participating communities (Obj. 7)	
D1. Develop and apply new gender-sensitive community needs assessment tools (in conjunction w/ A.)	Community needs assessments take gender differences into account and incorporate an understanding of the role of the household and the unpaid domestic economy in development.
D2. Monitor gender impact of CD work in all communities	Gender continues to be a priority focus for HfP's Community Development work. Regular monitoring and problem solving leads to more effective approaches to gender issues.
D3. Support women's groups in all participating communities	Women are empowered to define their own needs and concerns and to have a greater voice in decision making in their households and communities.
E. Administer bi-national project in the adjacency zone area (Special project, also supports Objectives 2, 4 &5)	
E1. Support Network of Friends of the Adjacency Zone REDAZCO	Good relations exist among communities on both sides of the Adjacency Zone.
E2. Support cultural retrieval	
E3. Strengthen honey and cacao production (in conjunction with B.5)	Bee-keeping and cacao projects are making a positive economic contribution to families and communities in the Adjacency Zone.
E4. Promote women's empowerment & gender mainstreaming	Women in these communities have a greater role in community planning and decision making. Women are empowered to define and act on their own needs and concerns.
E5. Communicate AZ issues to the broader Belizean public	Belizeans are more aware of issues in the AZ and of HfP's work in support of these communities.

Programme 2: Microcredit

- Goals**
1. Any Belizean who needs it has access to credit.⁶
 2. Belizeans use credit responsibly (including timely repayment).
 3. Microcredit institutions know how to responsibly administer funds.
- Objectives (3 years)**
1. A viable microcredit programme for women is in place. This programme makes a significant contribution to the empowerment of women in their households and communities.
 2. Help for Progress microcredit programmes are better integrated into HfP's overall work⁷. The microcredit programmes are sustainable and have a high rate of repayment. Interest from these programmes contributes 100% of programme operating costs⁸.
 3. HfP microcredit clients see real improvements in their standard of living as a result of their participation.
 4. HfP microcredit clients have the information, skills and perspective to use credit responsibly.
 5. Other government and non-government credit institutions adopt responsible lending practices.
- Targets (1 year)**
1. At least 25 women from very rural areas have accessed the Women's Fund.
 2. HfP's general microcredit fund has been reactivated and is targeted for use in very rural areas.
 3. HfP's microcredit programme is well-known and accessible in villages across the Toledo and Stann Creek districts.

⁶ This includes adequate funds being available through various credit institutions.

⁷ In particular, this includes connecting the microcredit programme more effectively to HfP's community development work.

⁸ Achieving this objective may include seeking additional capital to increase the total funds available for borrowers.

Programme 2: Microcredit

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A. Implement Women's Loan Fund (Objectives 1, 2, 3 & 4)												
A1. Conduct a publicity campaign (rural Toledo & Stann Creek)												
• Develop the outline for the campaign												
• Establish contact with relevant media												
• Carry out publicity activities												
A2. Develop and implement borrower training programme												
• Develop outline of training needs												
• Determine most effective way of training												
• Provide training to all borrowers												
A3. Administer loans												
• Assist borrowers with application process												
• Complete all Borrower Information Forms (including monitoring)												
• Approve and disburse loans												
• Follow-up delinquent payments												
A4. Monitor and evaluate fund												
• Ensure that all Borrower Information Forms are completed												
• Evaluate loan repayment and impact ⁹												
• Make adjustments to fund based on evaluation												
B. Consolidate and reactivate General Loan Fund (Objectives 2, 3 & 4)												
B1. Evaluate current status of fund												
• Do report on funds currently available and ongoing defaults												
• Establish consolidated fund with funds available												
B2. Develop guidelines for new General Loan Fund												
• Assess how loan fund can compliment CD work												
• Decide on priorities for the fund												
• Write guidelines												

⁹ Information needed for this evaluation is recorded in the Borrower Information Forms, Part 4: Monitoring and Impact Assessment. This information is intended to provide feedback on loan repayment rates as well as the impact of the women's loan programme on women's empowerment.

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
B3. Publicize programme												
• Develop publicity strategy based on fund priorities												
• Conduct publicity activities												
B4. Administer loans												
• Assist borrowers with application process												
• Complete all paperwork												
• Approve and disburse loans												
• Follow-up on delinquent payments												
B5. Monitoring												
• Evaluate loan programme, based on repayment and impact												
B6. Increase capital available for loans												
• Identify and pursue additional sources of capitalization												
C. Advocate for responsible credit practices (Objective 5)												
C1. Develop a common position on credit practices												
• Liaise with other NGOs in microcredit												
• Agree on a common position												
C2. Carry out a public education and advocacy strategy												
• Develop the strategy												
• Implement the strategy with allied NGOs												
• Evaluate the strategy and plan for future action												
C3. Conduct training for magistrates on responsible practices												
• Liaise with Chief Magistrate on the need for training												
• Develop training session												
• Conduct training sessions												
D. Implement BGA/EU Housing Programme												
D1. Administer housing loans												
• Liaise with BGA (Banana Growers Association)												
• Make recommendations for loan approvals												
• Monitor repayment and follow-up where needed												
• Analyze # of female borrowers with appropriate follow-up ¹⁰												

¹⁰ The ratio of female to male borrowers should reflect the make-up of the BGA labour force.

Expected Results

Programme 2: Microcredit

<i>Strategy/Activities</i>	<i>Expected Results</i>
A. Implement Women's Loan Fund (Objectives 1, 2, 3 & 4)	
A1. Conduct a publicity campaign (rural Toledo & Stann Creek)	Women in the most rural and marginalized areas are aware of the availability of microcredit loans.
A2. Develop and implement borrower training programme	Borrowers understand the role of credit, borrower responsibilities, and basic business practices needed for a successful micro business.
A3. Administer loans	Successful loans and businesses generate income for women. As a result, women gain self-esteem, self-confidence and a greater role in their households and communities.
A4. Monitor and evaluate fund	The Women's Loan Fund is sustainable. Help for Progress understands how to make the fund truly contribute to women's empowerment.
B. Consolidate and reactivate General Loan Fund (Objectives 2, 3 & 4)	
B1. Evaluate current status of fund	Funds currently available are consolidated to form the new General Loan Fund.
B2. Develop guidelines for new General Loan Fund	HfP ensures that loan funds are made available to those most in need.
B3. Publicize programme	People in rural areas are aware of the availability of microcredit loans.
B4. Administer loans	Successful loans and businesses generate income for borrowers.
B5. Monitoring	HfP ensures that the General Loan Fund is sustainable and meets the needs of rural borrowers.
B6. Increase capital available for loans	More rural Belizeans have access to credit. A larger loan pool means the programme is sustainable.
C. Advocate for responsible credit practices (Objective 5)	
C1. Develop a common position on credit practices	NGOs offering microcredit agree on guidelines for responsible credit practices.
C2. Carry out a public education and advocacy strategy	Institutions offering microcredit services (including government) adopt guidelines for responsible credit practices. Repayment rates increase.
C3. Conduct training for magistrates on responsible practices	Magistrates understand the need for responsible repayment of microcredit loans and are more willing to enforce loan agreements.
D. Implement BGA¹¹/EU Housing Programme	
D1. Administer housing loans	Adequate housing is available for residents in Banana Belt communities.

¹¹ Banana Growers Association

Programme 3: Refugees and Displaced Persons

Goals

1. All refugees and displaced persons seeking asylum in Belize have access to protection and support through national policy and practice that is consistent with UN standards.
2. Belizeans develop a positive view of rights in general and the rights of refugees and displaced persons in particular.

Objectives (3 years)

1. A mechanism for refugee status determination (RSD) is effectively implemented.
2. Due process is available to all those who present themselves for refugee status/asylum (as per the 1991 *Refugee Act*).
3. Victims of human trafficking (especially minors and women), gang violence and domestic violence receive the same protection as refugees.
4. Individuals who present themselves for asylum are reported to Help for Progress for support and assistance (before deportation or other actions).

Targets (1 year)

1. A system is in place at entry points to identify and process claimants.
2. Workers and residents at all points of entry are sensitized to the needs and rights of refugees and displaced persons.
3. A group of lawyers are willing to represent claimants for free or minimal cost.
4. At least two community groups are part of ARM (Association for the Rights of the Migrant).

Programme 3: Refugees and Displaced Persons

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A. Advocate for a clear mechanism for those seeking asylum and ensure due process for asylum-seekers (Objectives 1, 2, 3 & 4)												
A1. Lobby government to establish a mechanism												
• Produce a document incl. the current situation and proposals ¹²												
• Get other organizations to endorse the proposals												
• Meet with government officials to lobby for the proposals.												
A2. Ensure the mechanism is implemented at all points of entry												
• Conduct training for immigration and police officers												
• Monitor border crossings and other areas of entry												
A3. Publicize HfP support for asylum seekers												
• Produce leaflets & posters incl. HfP contact information												
• Distribute leaflets at all ports of entry and other appropriate places												
• Produce special material on sexual abuse of displaced persons ¹³												
• Distribute material on sexual abuse												
B. Increase public awareness of human rights and the rights of refugees and displaced persons (Objective 3)												
B1. Develop and implement a public awareness campaign												
• Liaise with organizations addressing needs of displaced persons												
• Liaise with Human Rights Centre at UB												
• Collect available info and research on displaced persons in Bze. ¹⁴												
• Identify methods of filling the gaps in information												
• Identify the specific needs of female and male displaced persons												
• Decide on the focus for the campaign												
• Develop a campaign strategy												
• Implement the strategy												
• Evaluate the strategy and propose changes through 2010												

¹² This document – and all work in this area – should reinforce the inclusion of categories such as victims of human trafficking, gang violence, commercial sexual exploitation and domestic violence as displaced persons eligible for asylum and support.

¹³ Including support available for victims of sexual abuse and exploitation through Help for Progress.

¹⁴ Including “long stay” refugees.

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
B2. Establish the Association for the Rights of Migrants (ARM)												
• Identify core group of members												
• Develop goals of the Association												
• Develop a plan of action for the Association												
• Support the implementation of the plan												
C. Ensure basic support is available to asylum seekers (Objective 4)												
C1. Provide food, shelter and transportation												
• Operate shelter in Belmopan												
• Provide basic food and transportation as needed												
• Negotiate best deals for food and health services												
C2. Provide legal assistance to asylum seekers												
• Establish a group of lawyers willing to work for free												
• Conduct training for lawyers on immigration issues												
• Refer asylum seekers to lawyers as needed and follow-up												
D. Conduct other activities as part of the UNHCR network (Objectives 1, 2, 3 & 4)												
D1. Carry out responsibilities as UNHCR representative												
• Liaise with UNHCR on programme plans												
• Integrate specific responsibilities into annual plans												
D2. Cooperate with other CA countries on specific cases												
• Provide support for individuals as identified												

Expected Results

Programme 3: Refugees and Displaced Persons

<i>Strategy/Activities</i>	<i>Expected Results</i>
A. Advocate for a clear mechanism for those seeking asylum and ensure due process for asylum-seekers (Objectives 1, 2, 3 & 4)	
A1. Lobby government to establish a mechanism	A clear and enforced mechanism for getting asylum is in place. This mechanism includes refugees as well as victims of human trafficking, gang violence and domestic violence.
A2. Ensure the mechanism is implemented at all ports of entry	Those seeking asylum in Belize are guaranteed due process.
A3. Publicize HfP support for asylum seekers	Help for Progress support ensures that the basic rights of asylum seekers are protected. HfP involvement in asylum cases ensures that due process is maintained.
B. Increase public awareness of human rights and the rights of refugees and displaced persons (Objective 3)	
B1. Develop and implement a public awareness campaign	The public develops a more positive view of human rights in general and is better equipped to respond to the needs of refugees and displaced persons.
B2. Establish the Association for the Rights of Migrants	Refugees and displaced persons develop their own voice on issues of concern to them. As a group, they have more impact on public attitudes and public policy.
C. Ensure basic support is available to asylum seekers (Objective 4)	
C1. Provide food, shelter and transportation	Asylum seekers have basic food, shelter and transportation needs met.
C2. Provide legal assistance to asylum seekers	Asylum seekers have access to legal representation.
D. Conduct other activities as part of the UNHCR network (Objectives 1, 2, 3 & 4)	
D1. Carry out responsibilities as UNHCR representative	UNHCR continues to have a presence in Belize and supports rights of refugees and displaced persons.
D2. Cooperate with other CA countries on specific cases	Concrete support is available to displaced persons in Belize.

Programme 4: Organizational Development

Goals

1. Help for Progress is a self-sustainable organization.
2. Help for Progress is a well-functioning organization with committed participation at all levels.
3. Help for Progress is a well-known and well-respected organization in Belize.
4. Women and men receive equal benefits from development in all rural communities where Help for Progress works.

Objectives (3 years)

1. Help for Progress has established a clear sense of accountability to people in rural communities in Belize who are involved in decision making and setting direction for the organization.
2. A plan for long-term sustainability is in place.
3. Help for Progress and participating communities have the skills to develop and implement effective advocacy work.
4. An ongoing system to assess training needs and implement training for all Help for Progress personnel is in place.¹⁵
5. Help for Progress has a high public profile in Belize.

Targets (1 year)

1. A new model for participation and structure for Help for Progress is established and implemented.
2. A medium-term sustainability strategy is developed and implemented.
3. Existing staff training needs are identified and met (including in the areas of gender and advocacy).
4. A publicity strategy is implemented.

¹⁵ By “personnel”, we mean all classifications of people involved in the organization – staff, board members, key community contacts, etc.

Programme 4: Organizational Development

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A. Develop and implement a new organizational model for HfP (Objective 1)												
A1. Consult with Help for Progress community												
• Hold 25 year “reunion” – document history and input for future												
• Document feedback from membership pilot project (S.B. Poite)												
A2. Decide on new model												
• Develop draft of alternatives for participation and structure ¹⁶												
• Generate feedback from communities												
• Select new model												
A3. Implement new model & structure												
• Review and amend Articles of Association as necessary												
• Carry out activities necessary to implement structure												
• Have Annual General Meeting, including election of Board												
A4. Establish well-functioning Board of Directors												
• Regular meetings (as established by new model)												
• Board of Directors training												
B. Promote the medium and long term sustainability of HfP (Objective 2)												
B1. Develop and implement 3 year proposal based on plan												
• Write and finalize proposal (2007)												
• Identify sources of support (begun in 2007)												
• Negotiate with funders												
• Submit timely reports to funding agencies												
B2. Develop long term sustainability plan												
• Develop plan												
• Implement activities based on plan												

¹⁶ Including the issue of how to promote gender balance in the organization.

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
C. Develop and implement advocacy campaign (Objective 3)												
C1. Conduct advocacy training for HfP personnel												
• Do advocacy training sessions			■									
C2. Develop and implement advocacy campaign												
• Decide primary focus for HfP advocacy work			■									
• Analyze the gender dimension of the campaign focus			■									
• Develop campaign plan			■									
• Implement campaign plan				■	■	■	■	■				
• Evaluate campaign and decide on future activities									■	■	■	■
D. Conduct staff/personnel development activities (Objective 4)												
D1. Develop a training plan for each staff member												
• Assess training needs	■				■				■			
• Identify training possibilities (both in-house and outside)	■				■				■			
• Conduct in-house training sessions (as needed)	■				■				■			
• Access outside training opportunities (as per plans)	■				■				■			
D2. Conduct training on gender analysis and issues												
• Develop training			■									
• Implement training for staff and other HfP personnel				■								
E. Network with other organizations (Objectives 2 & 5)												
E1. Prioritize networking opportunities												
• Assess current and potential networking opportunities	■				■				■			
• Decide on networking obligations given demands on staff	■				■				■			
E2. Carry-out networking activities												
• Attend meetings as needed	■				■				■			
• Report back to staff and Board	■				■				■			

Strategy and Activities (including relevant objectives)	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
F. Develop a publicity campaign to increase HfP's profile (Objective 5)												
F1. Plan and implement publicity campaign												
• Plan campaign (perhaps together with new organization model)				■								
• Produce materials (brochures, posters, stickers etc.)				■								
• Do media work (concentrating on rural areas)				■	■	■			■	■		
G. Planning, Monitoring and Evaluation (Objective 2)												
G1. Implement Strategic Plan												
• Develop staff workplans	■				■				■			
• Monthly staff meetings for monitoring and problem-solving	■	■	■	■	■	■	■	■	■	■	■	■
G2. Conduct annual evaluation and planning process												
• Conduct annual staff evaluations			■				■				■	
• Conduct annual evaluation based on strategic plan ¹⁷				■				■				
• Amend strategic plan and develop specific plans for coming year				■				■				
• Develop 2011-2013 Strategic Plan									■	■		
H. Administration (All objectives)												
H1. Budget and financial administration												
• Prepare annual budget (starts Q4, 2007)				■				■				■
• Produce quarterly financial reports	■	■	■	■	■	■	■	■	■	■	■	■
H2. Office administration												
• Deal with public inquiries and correspondence	■	■	■	■	■	■	■	■	■	■	■	■
• Respond to administrative needs as they arise	■	■	■	■	■	■	■	■	■	■	■	■

¹⁷ Including input from gender monitoring and assessment

Expected Results

Programme 4: Organizational Development

<i>Strategy/Activities</i>	<i>Expected Results</i>
A. Develop and implement a new organizational model for HfP (Objective 1)	
A1. Consult with Help for Progress community	The process of consultation provides valuable input into the process of defining the organization.
A2. Decide on new model	Help for Progress has a new model for participation that recognizes the need for involvement by the people it serves.
A3. Implement new model & structure	Help for Progress has more involvement from people in rural communities.
A4. Establish well-functioning Board of Directors	The Board of Directors has a high level of commitment and participation.
B. Promote the medium and long term sustainability of HfP (Objective 2)	
B1. Develop and implement 3 year proposal based on plan	Help for Progress has sufficient resources to fulfill it's current 3 year plan.
B2. Develop long term sustainability plan	Help for Progress has a plan to for moving toward it's goal of self-sustainability.
C. Develop and implement advocacy Campaign (Objective 3)	
C1. Conduct advocacy training for HfP personnel	Help for Progress personnel have the skills and perspectives needed to carry out effective advocacy work.
C2. Develop and implement advocacy campaign	Policy and attitude changes occur as a result of the advocacy campaign.
D. Conduct staff/personnel development activities (Objective 4)	
D1. Develop a training plan for each staff member	Each staff member develops the skills necessary to effectively carry out HfP's work.
D2. Conduct training on gender analysis and issues	Help for Progress personnel have a greater understanding of gender analysis and how to apply it.

E. Network with other organizations (Objectives 2 & 5)	
E1. Prioritize networking opportunities	Networking is a manageable part of HfP's work and does not overwhelm other responsibilities.
E2. Carry-out networking activities	HfP has effective working relationships with other organizations.
F. Develop a publicity campaign to increase HfP's profile (Objective 5)	
F1. Plan and implement publicity campaign	HfP is well-known in Belize, especially in the rural communities it serves.
G. Planning, Monitoring and Evaluation (Objective 2)	
G1. Implement Strategic Plan	All activities are effectively implemented.
G2. Conduct annual evaluation and planning process	Each year's plan is amended according to the experience of the previous year. HfP's work is more successful due to effective planning and evaluation.
H. Administration (All objectives)	
H1. Budget and financial administration	Help for Progress has effective and transparent financial planning and management.
H2. Office administration	The organization runs smoothly and has a good reputation with the public.