

STRATEGIC FRAMEWORK

OPERATIONAL GUIDELINES



Registered to operate as a charitable organisation in Zimbabwe in terms of the Private Voluntary Organisations Act [Chapter 17:05]. Registration Number: PVO 10/2010.

a. Introduction

i. Vision

Restore is dedicated to improving the protection of children going through the justice system and to promoting the responsible personal development of adolescents in Zimbabwe.

ii. Mission Statement

The organisation provides innovative and sustainable juvenile justice support services and imparts skills that inspire adolescents to grow up in a fun, responsible and unforgettable way.

iii. Core Values

Restore is a Christian organisation which is committed to upholding integrity, excellence and creativity in pursuit of helping children grow up safe and responsibly.

b. Background

The Zimbabwean juvenile justice system is premised on two main legal pillars, namely the Criminal Procedure and Evidence Act (Chapter 9:07) and the Children's Act (Chapter 5:06). These two laws seek to bring the country to compliance with some of the major requirements of both the United Nations Convention on the Rights of the Child (1989) and the African Charter on the Rights of the Child (1990) by defining the protection and rehabilitation scope for children in contact with the law. There are also some ongoing reforms aimed at improving the protection of children in contact with the law and, to date, these have resulted in the development of a blue-print for the inception of the Pre-Trial Diversion for Young Offenders. Juvenile justice has also been recognized as one of the seven thematic areas of the National Action Plan for Orphans and Vulnerable Children (Phase II).

i. Problem Statement

The effectiveness and efficiency of Zimbabwean juvenile justice system in offering adequate protection and rehabilitation of children in contact with the law is affected by two main factors. Whilst the existing laws go a long way towards protecting children facing criminal allegations or those recognized as having infringed penal law, there are still some retrogressive legal provisions in existence, particularly the continued legalisation of corporal punishment for boys. Zimbabwe, therefore, needs to carry out legal reforms which bring the national constitution and subsidiary laws to full compliance with the protection requirements of international conventions to which the country is a signatory state. Although some of the regulations which comply with the protection requirements of international conventions are already in place, the country's legal and welfare system has been characterised by challenges that affect the enforcement of some of the protective provisions. Such inadequacies, inevitably, act as major barriers to the protection of children in contact with the law in the country.¹ Given this background, there is a strong need for the capacity of the country's justice system to be strengthened for there to be adequate enforcement of protective provisions for children who pass through the juvenile justice processes.

¹ Restore (2011) A Study of Legal and Social Services for Children in Conflict with the Law in Zimbabwe

Apart from the legal provision and law enforcement gaps, there are also some serious deficiencies in the preventive and rehabilitative mechanisms for children in conflict with the law in Zimbabwe. The United Nations Guidelines for the Prevention of Juvenile Delinquency (Riyadh Guidelines of 1990) outlines the linkages that ought to be forged by families, communities and national structures in combating crimes by children. However, the measures to prevent and curb forms of juvenile delinquency are minimal, and at most, are a fringe part of the behavioural change model whose activities otherwise target the reduction of HIV and AIDS amongst youths. Initiatives in this regards are mostly being carried out under the Youth Friendly Corner projects, most of which are being funded by the Global Fund on HIV/AIDS, Malaria and Tuberculosis.

Restore also seeks to redress the current shortfalls of the rehabilitation interventions for children in conflict with the law as seen in the deficiencies of the rehabilitation strategies for children in institutions and prisons. It has also been noted that there are gaps in the integration of specialised aftercare support services for children leaving institutions after committal or imprisonment. In short, the continuum of care services for children in conflict with the law needs to be vitalised to ensure that children undergo rehabilitation and receive the necessary support in relation to the nature of their offences as opposed to merely experiencing the retributive side of the justice system.

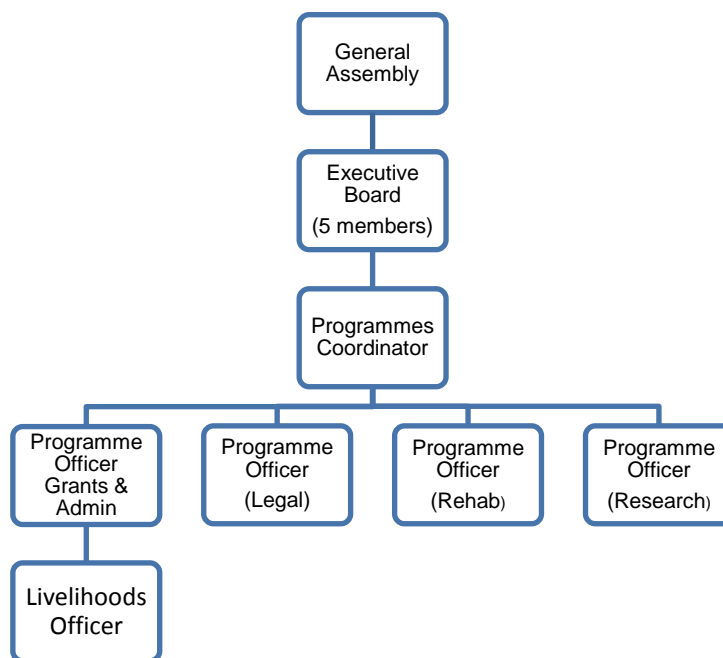
ii. Objectives

1. The provision of rehabilitation and other support services for the curbing of repeat offences by children with known contacts with the law.
2. To provide *pro deo* legal services for children in conflict with the law.
3. To provide counselling and other pro-social services in residential areas for the prevention of delinquency amongst adolescents at risk;
4. To raise awareness on juvenile justice processes.
5. To offer support services and care for children living outside of the family environment.

iii. Activity Areas

- Research, documentation and information dissemination on the trends and impact of the juvenile justice system and services for young offenders.
- Advocacy and lobbying on the enforcement of rights based juvenile justice reforms and the provision of appropriate social services for children in conflict with the law.
- Community reintegration and psychosocial assistance to young offenders and their families.
- Volunteer training, management and support services for preventive community youth work and rehabilitation of young offenders.
- In school and out of school peer group training and support for the prevention of crimes by children.
- Provision of legal counsel and representation of children facing prosecution.

iv. Organisational Structure



v. SWOT Analysis

Strengths

- Registered and recognised legal entity (PVO 10/2010);
- Track record of working with authorities and communities;
- Lean administrative structure, responsive and flexible;
- Expertise in legal support and social services;
- Networked

Weaknesses

- Small financial and administrative resource base;
- Limited outreach.

Opportunities

- Juvenile justice system undergoing reform;
- Youth Friendly Corner and behavioural change initiatives;
- Community based volunteer pool;
- Government and donor recognition of juvenile justice as a specialised area.
- Economic and political stability.

Threats

- Rising operational and administrative costs.

vi. Strategies

1. Networking

- Work with organisations and networks in the child protection and justice sector to influence juvenile justice laws, policies and strategies.
- Participate in the activities of area, district and provincial Child Protection Committees.
- Work with government departments, schools and local authorities.
- Partner with international and local NGOs, CBOs and churches.
- Partner with banks and corporate bodies that provide services to children.

2. Volunteer Management

- Engage and train community based volunteers for case management.
- Maintain community volunteer register.
- Incentivise volunteers with trainings and resources.

3. Resource Mobilisation & Management

- Resources are managed and targeted at leveraging points where maximum results can be attained.
- Projects proceed on the basis of proper analysis of leveraging effectiveness and sustainability.
- 20% of the organisational funds shall be from projects, member contributions and investments and this will grow in 3 years until we attain full self-support.
- The organisation shall strive to use funds from projects to support administration costs.
- Work towards owning land and offices to stabilize recurrent expenditure on rentals.



Restore's resource management strategy is underlined by the long-term vision of sustaining operations using own resources.

We intend to become the Kellogg Foundation of Juvenile Justice in Zimbabwe by 2013.

4. Human Resource Management Strategy

- Apply fair labour practices and fair compensation.
- Clear contracts and tax payments.
- Provide entrepreneurial skills to employees for their empowerment.
- Provide limited internship in proportion to the number of full-time staff.



5. Innovation and Child Centred Approach

- Innovative media approach to convey advocacy messages.
- Technologically savvy and apply methods relevant and appropriate to target groups.

6. Governance

- Affairs run in terms of constitution and bye-laws.
- Clear separation of responsibilities.
- Board meets at least once in 3 months and annual general meetings conducted.

7. Monitoring and Evaluation

- All projects shall be carried out using results based Monitoring and Evaluation.

OVERALL OBJECTIVE: “To improve the delivery of juvenile justice and reduce the incidences of crimes amongst adolescents in Zimbabwe by 2015.”

Specific Objective	Activities	Inputs	Outcomes	Time
Objective 1:- <i>Promote rehabilitation and other support services for children in conflict with the law.</i>	a) Educational Support <ul style="list-style-type: none"> - Bridging school in prison; - School fees support for children who are drop-outs and are in conflict with the law. b) Psychosocial Support <ul style="list-style-type: none"> - In and out of prison support visits to incarcerated children and their families; - Collaborate with officials to develop a curriculum for counselling and support services for children in conflict with the law. 	<ul style="list-style-type: none"> - Reading books - Writing books - Pens - Fees - Vehicle - Fuel and Transport - Staff salaries and allowances - Training conference packages 	The Zimbabwean juvenile justice system provides services that enable affected children to become properly reintegrated and functional in society with minimal incidences of recidivism.	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter
Objective 2:- <i>Provide and support legal services for children in conflict with the law</i>	<ul style="list-style-type: none"> - Legal counsel and representation; - Training of officials, volunteers, paralegals and Child Protection Committees; 	<ul style="list-style-type: none"> - Staff salaries and allowances - Training conference packages - Web-development and hosting fees 	Children undergoing prosecution and other judicial processes are duly protected and justice outcomes are attained	2 nd Quarter 3 rd Quarter 4 th Quarter

	<ul style="list-style-type: none"> - Advocate for a Protocol on Juvenile Justice with an M&E framework; - Develop online journal for professionals involved in juvenile justice. 			
Objective 3:- <i>Prevent delinquency amongst adolescents at risk;</i>	<ul style="list-style-type: none"> - Community study clubs; - Support Youth Friendly Corners with IEC material and trainings on juvenile delinquency prevention. - Resource and technical support to community based livelihoods projects. - Initiate feasibility study on I.T as a way of preventing delinquency and fundraising. 	<ul style="list-style-type: none"> - Library books and magazines - IEC publications - Training conference packages - Sports and recreational kits. - I.T equipment 	Reduced incidences of new crimes, drug, alcohol and other substance abuse intake amongst adolescents.	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter

Objective 4:- <i>Advocate for better protection of children in conflict with the law.</i>	<ul style="list-style-type: none"> - Media campaigns targeting TV, radio, newspaper. - Network with CPCs and clusters to disseminate information amongst special interest groups. - Develop online journal for professionals involved in juvenile justice. (Provide for child participation on the website) 	<ul style="list-style-type: none"> - Brochures and other IEC material - Fuel - Web hosting fees - Graphic and creative design fees 	Strengthened national protective strategies and measures for children in conflict with the law.	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter
Objective 5:- <i>Provide support services and care for children living outside of the family environment.</i>	<ul style="list-style-type: none"> - Clothes distribution to children living in the streets. - Livelihoods support for children living in the streets. 	<ul style="list-style-type: none"> - Clothes - Farming inputs 	Functional aftercare and other support services for children in conflict	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter

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