

CITY OF HOPE COMMUNITY - LUSAKA, ZAMBIA

CITY OF HOPE

MISSION STRATEGIC PLAN 2020

1. Overview of our Mission

Introduction

City of Hope was established by the Salesian sisters in order to educate and develop the full potential of the lives of poorest young people, especially the orphans and vulnerable children, who are the most disadvantaged, by promoting their dignity and rights through education and skills training, in consideration of the gender equality, health awareness, their social integration, as a positive framework in the fight against poverty and the HIV/AIDS pandemic. But as any other story, this one has a beginning too...

1.1 The Story of City of Hope

- *When established*
- *Key milestones in its development*

City of Hope School is a Catholic Institution located 10 kilometers south of Lusaka town center.

In 1995, thirteen and a half hectares of land was allocated to the Salesian Sisters in Makeni, 10 km south of Lusaka, for a Project for Girls-at-Risk, by the Lusaka City Council. A hall, sponsored by Canada Fund and some other Organizations, was built, with two adjoining rooms at the back that served as a house for the Sisters for 5 years. Some of the Embassies and Well Wishers, contributed towards the 'Insaka' (Round Huts), built as classrooms for an Open Community School. Beite Trust financed, generously, the current Sisters' Residence and, in May, 2005, the first Community moved to the new site. They also financed the first volunteers' house.

City of Hope consists of the Pre-school, Primary and Secondary School which was built in August, 2009 and we are most grateful to Mons. Nicola Girasoli, Ambassador of the Vatican Embassy, Missean Cara, a Family who which to remain anonymous, the Rector Major of the Salesians of Don Bosco, through the Salesian Mission Office in Spain, the Irish Anglican Bishops Appeal and Symphasis Foundation through Jugend Dritte Welt and the Salesian Mission Office in Bonn. The second block for the girls at risk was donated by Spain Embassy. A two-classroom block was donated by James Nesbitt through UNICEF and was overseen by the Ministry of Education. With all the infrastructure put in place, the Ministry of Education accepted us as a Grant Aided school enabling the school to be self-sustainable.

To run such a project, more than 60 people are employed, plus the Volunteers and Sisters.

As we have no fixed income, we run on Providence and are most grateful to the donors and sponsors from Swedish Caritas, the Salesian Mission Offices in Poland and Germany, Jugend Dritte Welt and Don Bosco International, Jugend Eine Welt, the Jesuit Mission Office in Ireland, the Capuchin Mission Office in Ireland, St. Eugenia Parish in Stockholm (Sweden), Red Deporte Y Cooperación in Spain, VIDES, Ireland, Global Fund for Children, Holy Childhood, as well as friends and our Volunteers, past and present, who have been very generous in their help. Nicholas Leonard, Mary Deane & Martin Moore, walked across Ireland to raise funds

for COH and our past pupil: Angelique Mukandamage and friends in USA organized different events to raise funds.

We would like to thank all the benefactors who, through their sacrifice, offered growth. May God richly bless you all!!!

Our present project is the building of a NEW PRE - SCHOOL, to replace the temporary hut structures that we have been using as classrooms for 25 years. The project will be soon commencing.

1.2 Current Profile and Work of the Mission

MISSION STATEMENT (General)

The mission statement of the Salesian sisters Daughters of Mary Help of Christian at City of Hope is to value all young people and create a home with a strong family atmosphere believing each one deserves the opportunity to develop her talent and skills in a safe environment and to reach her potential and celebrate a life lived in a peace and defined by responsibility and dignity.

VISION (General)

We believe that each child deserves the opportunity to develop his/her talent and skills in a safe environment, reach his/her full potential and celebrate life lived in peace and defined by responsibility and dignity.

GOAL (General)

To create a Family Spirit at the heart of the ethos of City of Hope where the girls develop based on the belief that life is a gift from God.

- 1.2.1 Institution/s and projects / services offered, including number of beneficiaries of each**
Number of sisters and their vocations and / or skills
Active lay co-workers and volunteers and what they do
Partner organizations with which you cooperate, and how
Key assets (property, buildings, vehicles and equipment

Note: Due to the complexity of areas in the City of Hope Mission, with all its projects and activities, we will deal with each one of them separately, but followed by their own personnel, SWOT analysis, and goals, per block.

City of Hope consists of:

- A. A Home for Girls-at-Risk (GART)**
- B. An Open Community School - Pre-school, Primary and Secondary School**
- C. Oratory**
- D. A Skills Training Centre**

A. Home for Girls

City of Hope is a home for girls referred to us through Social Welfare, the police, or from other institutions and organizations. Many have been orphaned and have no place else to go. The first girl was brought by Red Cross International, and while the numbers have grown over the years, reaching as high as 86 girls at one point, we currently have 25 living here, ranging in age between 7-24 years.

There are two Sisters working there as Assistants, Sr Elizabeth Mulenga and Sr Caroline Lungu. Sister Prisca Mwila is the coordinator. There is also a Social Worker Ms Ethel Nyirenda who works three times a week in counselling the girls, and two Mothers who are always present even if the sisters are away. There is a cook who works from Monday to Friday, preparing meals for the girls. The two mothers give turns to each other to work in the kitchen as well as the girls.

Before turning to long-term care with us, we first try to place the girls with family members. We also make similar attempts for older children who have dropped out of other schools and are brought into the Open Community School or Skills Training Centre.

Our policy is not to be an institution or an orphanage, but rather a home where the girls feel secure and loved, and where they can grow in self-esteem to successfully move on to be productive and honest individuals. We do not have an age limit, as the City of Hope is their home. Once they are ready to 'make it on their own,' they move from here.

At the present day, over 250 girls who passed through City of Hope have already made lives for themselves outside the City of Hope.

City of Hope GART:

City of hope a home for Girls At Risk Trust (GART) run by the Salesian sisters of St John Bosco situated in Makeni Bonaventure, is a child care facility working with the government to support and implement the efforts of the government through the ministry of community development mother and child department of social welfare, below are the challenges, success and future plans.

Challenges:

- 1) We rarely receive the government grant as we have been promised in as much as we are aware that we are helping the government efforts to support OVCS.
- 2) We don't receive all the documents required when admitting the child from social welfare especially the committal orders which is highly talked about by the government.
- 3) Donors are slowly pulling out. Feeding them, school, medical are a big challenge.
- 4) Due to lack of resources, we are unable to empower and prepare children with some survival skills as we reinsert them back into family hence, they still come back seeking help from the Centre.
- 5) Academic possibilities are a big challenge and no great passion for education hence majority fail exams. After the grade 12 sponsors are found but no good results to go for college. Their personal background is very complicated and limits them very much.

Successes:

- 1) We have managed to trace most of the families and we are working together in preparation for reintegration.
- 2) We are able to link many of our past children to the sponsors and are able to help them in colleges.
- 3) Formation and spiritual part are not a struggle for us, as even when we are not at there, they animate themselves and enjoy it so much.

Goals: (2020 - 2026)

- 1) To start fostering an adoption process
- 2) To start facilitating the fostering and adoption process for the 3 girls that we have really failed to trace their families
- 3) Working toward looking for possible funds for them, after grade 12, to give them a better future
- 4) To renovate some rooms especially green valley dormitory.
- 5) To build a play-ground for them
- 6) To revise our GART constitution

B. OPEN COMMUNITY SCHOOL

Pre-School, Primary and Secondary School

BACKGROUND

- This strategic plan of City of Hope school, is the second in the series of the strategic plans and covers a period of five (5) years (2017-2021)
- The strategic plan has drawn lessons from the 1st strategic plan of 2013-2015, on one hand, to build and consolidate on best practice and successes scored, and on the other hand, to identify what was not achieved so as to optimize efforts and resources

HISTORY OF THE SCHOOL

From the very beginning (1995) City of Hope Centre started as an Oratory and remedial Centre for poor girls who could not find places in regular schools due to high cost of school fees as their parents or guardians could not afford to support them. Despite the intellectual capability, they ended up on the street. Over the years the demand for educational possibilities, from the community, have tripled due to increased number of Orphaned children mostly resulting from HIV and AIDS and from many other parents who are in informal employment and cannot literally afford to pay for school fees in regular schools.

Our Open Community School in City of Hope is one of the schools in Chilanga District offering quality education. We have Primary which has both girls and boys and Secondary only for girls. The school is running as a day school under the management of the Daughters of Mary Help of Christians commonly known as Salesian Sisters of St. John Bosco. As at now the school has a population of 900 pupils.

There are three Sisters working there, being Sister Prisca Mwila the coordinator, Sr Sherley Mary Cacko the accountant and Sr Christine Mukonde a computer teacher. There are 57 lay people, being 46 the number of teachers and 11 auxiliary workers.

The Pre-School has 40 children and 3 teachers and 2 auxiliary staff, being Sr. Elisabeth Mulenga in charge.

As a school, we believe in our young people and we are doing everything possible to promote and assure them of a brighter future. We realize that they come from different back grounds but the most important thing is that they are of equal value to God and to us. We are for them according to the Spirit of St. John Bosco our founder and St. Maria Domenica Mazzarello. For them as for us, "Education as a matter of the Heart".

In school, we create a family atmosphere which is of joy and loving-care, where everyone feels welcome and at home, where the dignity and worth of each person is recognized, developed and safe guarded. Our staff members are always present with the pupils in all their undertakings (both in and outside the classroom) so as to respond easily to their needs and to guide them. Above all, we do encourage an educational sense of discipline, cleanness, safety and security.

Our main aim is to continue offering quality education, to help the child develop as a whole: physically, spiritually, intellectually, socially and morally, preparing him/her to have a positive influence in the places they stay and where they will be or work; to help them to be good Christians and Honest Citizens.

VISION

Educating the whole person

VISION STATEMENT

An educating community committed to the education of the whole person in the spirit and style of Don Bosco and Mother Mazzarello to accompany the young in their journey of formation towards becoming mature apostles among their peers, builders of Christian community as young women and men, of Christian conscience, commitment, competency and social responsibility.

MISSION STATEMENT

As a Salesian Educating Community dedicated to the integral formation of the young, with preference for those affected by different forms of poverty, we commit ourselves as:

An academic school: to offer the young quality academic and cultural formation.

A Zambian school: to educate the young in the appreciation, preservation and enrichment of our country's culture and heritage in the spirit of stewardship thus contributing to the building of a just and humane society.

A Christian school: to guide the young to discover for themselves the deep joy of friendship with Christ and the motherly guidance of Mary, making them persons capable of right judgement, free choice and service to others.

A Salesian School: to live the preventive system with its essential elements of reason, religion and loving kindness as an experience of communion and celebration of life shared among educators and with the young, journeying towards holiness.

VALUE STATEMENT

“Putting the heart and mind to give the best, achieve excellence, instill a sense of responsibility to learners and contribute favorably to the society that defines our existence.”

ACHIEVEMENTS

- Infrastructure development
- Internet connection for the school
- Pavement/ drainage works around the school
- Support from cooperating partners
- Professional development

CHALLENGES

- Long distance to school both learners and educators
- Lack of accommodation for teachers
- Teacher absenteeism
- Imbalances of staffing
- Few science and mathematics teachers
- Inadequate school places
- Internet connection not reaching all places as desired.

ENVIRONMENT ANALYSIS

In developing the strategic plan, City of Hope School brought into perspective internal and external environment situations which affect the day to day operations.

To effectively analyze these Internal and External environments factors, a SWOT analysis was conducted.

Internal Environment

In analyzing the Internal Environment for City of Hope School, inter-related factors came to the fore.

Strengths

Some favorable factors in the internal environment were:

- Development of the strategic plan for City of Hope School had a plan which ran from 2013-2015. This plan guided the management in the implementation of its mandate to coordinate, supervise and monitor the provision of quality education.
The school has developed this subsequent strategic plan (2017-2021) to continue from where the other one ended.
- Availability of land for future expansion and development of classrooms and laboratory
- Good will from management- The management at City of Hope School is committed to restate the strategic plan as well as execution of its mandate.
- Team work- City of Hope school seeks to work as a team together with PTA through holding of regular and formative meetings and seeing to it that projects are being carried on to develop the infrastructure of the school.

- Communication facilities- City of Hope school has installed internet facilities to efficiently share information among the staff and learn from other sources.
- Infrastructure development- The works of paving the school grounds is under way and will be completed soon that we create clean environment for learners.
- Availability of school bus and utility vehicle- City of Hope school has procured a school bus and utility vehicle to manage ran the programmes of the school well.
- Examination center for Grade 12- Our pupils will be having exams at our school as we got the examination Centre number.
- Uniform Pattern- We now have same colour of the uniform from Grade 1 to 12.
- Safety measures- We have engaged a security company to guard in and out movements of people and pupils who come to our school and to help those pupils crossing the road.

Weaknesses

The unfavorable factors in the internal environment were identified as follows:

- Poor work culture – It's one of the factors that impacts negatively in the running of the school. Symptoms of this vice include late coming, negative attitude towards school programs, bullying each other, competition etc.
- Utilizing the skills to perform - Some teachers want to be pushed to perform well in duties

EXTERNAL ENVIRONMENT (OPPORTUNITIES AND THREATS)

In addition to examining the internal environment, the development of the strategic plan also took into account external factors that have a bearing on the operations of City of Hope school. The external environment was analyzed by looking at the following:

Opportunities

- High number of Teachers: The school has a total number of 60 teachers; despite this number, some departments are under-staffed because teachers are not evenly distributed.
- Enlighted Population: Makeni-Bonaventure area is increasing and due to increased access to education, information and communication, the population has generally become more enlightened. We aim at improving the quality of education that is offered.
- Availability of cooperating partners: The school is working well with its partners that is PTA (Parents and Teachers Association) and other stakeholders who tirelessly contribute with ideas and financial support with the aim of improving the offer of quality education.
- Shopping malls within the area: The area is growing in population and the development of shopping places near the school is helping lessen long distances in search of commodities.

Threats

- High population growth: The increase in population far supersedes the availability of infrastructure, a situation that has resulted in the increase of potential learners failing to access places at our school.
- Inadequate funding: There is inadequate flow of funds which is a constraint to smooth implementation of programs. In this regard, the set target may not be achieved within stipulated timeframes.

- High poverty levels: Caused by unemployment, food shortages and in some instances sicknesses and death of parents and guardians.

GOALS: (2020-2026)

The implementation of the Province strategic plan will be on the basis of the set goals which are listed below:

- That the teaching and learning materials are procured and used to sustain the teaching and learning process.
- That teachers and other educators are well prepared through school insert activities and refresher courses to enhance their preparedness.
- That there is enough infrastructure, Laboratories (for both sciences, Home economics, Computer science and a multi-purpose hall): purchase enough chemicals to enhance the teaching of practical subjects which will help the learners to develop their skills.
- Since most of our learners come from distant places, we deem it necessary to offer boarding facilities to them.
- To improve the feeding program so as to help our learners to have a meal as most of them come from vulnerable families that can't afford to offer them a meal.
- To provide teachers accommodation in order to motivate them and have them serve longer in our school since they easily go away due to lack of accommodation at the school and most of them come from far distant places and transport is but a challenge.
- To provide sporting facilities for our learners to exercise and develop their physical well-being especially during free time and extra co-curricular activities.
- The overall performance level at grade Pre School to Grade12 to be 100%

C. The ORATORY

The Salesian oratory is known for its unique Preventive System and the Salesians are known to be always with the young, training them and guiding their choices of life. The Salesian oratory at City of Hope, Makeni Lusaka Zambia started with City of Hope, right from the first day. It has welcomed innumerable youth of various areas along the years, and they can certainly attest to the fact that the oratory shaped their lives to a great extent and rendered them 'good' and 'honest citizens'.

As a continuation of our educational project for the young people, the oratory with the purpose of "education," is place offering a suitable educative environment and, as Don Bosco desired his oratory to be, a second home to every child. The oratory is a place of 'prayer', 'home to the destitute' and a 'joyful atmosphere' nurtures the young people. This is based on the experience of the Home, School, Church and Playground, Don Bosco's dream of the preventive system and a reality alive even in our time.

The oratory functions in various sectors and with groups of both boys and girls: it contains moments of games,

prayer, Retreats facilitated by the Salesian Brothers and/or our Sisters themselves. The activities run every Saturday in the afternoons. It is to be noted that that the oratory caters for all religions without distinctions.

The oratory activities:

- Challenge weekends are offered to our students and other children, whatever grade, on various topics: Education, spiritual formation, character formation, political, psychological, cultural formation, etc.
- It involves various spiritual animations during the year for Retreat, recollection, visiting other youth in various churches.
- Education on social media and communication.
- Education on cultural and moral behavior.
- Visits to the old-aged homes with members of the oratory.
- Prayer groups for faith formation.
- At the end of the academic year a month long vocational camp is conducted.
- Counselling sessions for the young people in need.
- Different Religious celebrations like feasts of Don Bosco, Mary Help of Christians, Christmas etc.
- Games like volleyball, football and netball.

Successes

- The presence of the Salesian sisters with the Salesian charism who are animating and passing on the Spirit of Don Bosco and Mother Mazzarello.
- The presence of many young people in Zambia is a gift as the land has still a young generation to form.

Challenges

- Not enough balls for sports and attires for different games.
- Lack of material and learning aids for the young people.
- Some children attending the Oratory find it hard to continue with their education due to the financial constraints. Some do come to ask for assistance but others shun school or end up in drugs and alcohol.

GOALS: (2020-2026)

- To have a facility for youth activities (Youth Centre).
- To train Salesian sisters and animators in youth ministry.
- To procure more sporting materials and equipment.

D. Auxilium Skills Training Center

The Auxilium Skills Training Centre provides technical, Vocational and Entrepreneurship Training to young women and men in Lusaka, as well as Basic Education and Women Development Interventions.

The Skills Centre is rated Grade Two by Technical Vocational and Entrepreneurship Training Authority (TEVETA). Being one of the leading providers of TEVETA for these vulnerable youth and women, Auxilium Skills Training Centre collaborates with government agencies, community-based organizations, development agencies, and the local community to address the common problems of poverty, lack of adequate education, and unemployment.

Sr. Stella Chilupula is responsible for the Skills Centre, with 5 teachers and 3 in the production unit. production unit.

Philosophy: A commitment to apply innovative concepts to help our students meet their needs and lessen their poverty in an accountable and efficient manner.

Vision: A journey with youth and adults towards self-empowerment, responsibility, and honesty in order to become agents of change in their community.

Mission Statement: To meet the academic, economic, social, spiritual, and psychological needs of youths and adults while achieving sustainable development.

The average enrolment is 100 per year with a 15:85 male to female ratio. Approximately 12 students attend 100% on charity assistance, 17 students attend 80% on charity, and 20 at 10% charity.

Courses:

Hotel and Catering Services – This course has become most popular since Zambia has announced hospitality services as its leading income-generator. Students are prepared to work in the tourism sector and hospitality industries using modern catering equipment and computers.

Information Technology – Students are trained to effectively and efficiently work with new technologies in order to function in a modern-day work environment driven by computers.

Agriculture – Students are taught to self-sustainable activities and entrepreneurship.

Food Production and Housekeeping – These courses vary from one week to three months, and have been made available primarily to single mothers, widows, or at-risk women to provide skills and jobs for those who cannot afford long-term training.

Additionally, the Centre initiated the **Changamuka** Project, *Changamuka* meaning “Wake Up!” The main purpose of this group is to self-fund business ideas through a small membership fee, with the goal to generate more capital to continue starting new local business. The group currently has fifteen members.

A one-year Skills Training Course, offered for young women, between the ages of 17-25, consisted of **Tailoring, Home Management and Agriculture**.

The hall was used for the Skills Training. Currently, the number students has gone up making the infrastructure small, especially for catering practical. To meet the need, we divided classes of 40 or 50 into four or five smaller groups and this became a big challenge for each group to complete the preparation of a meal.

As the world has really advanced in technology, Auxilium Skills Training Centre is raring behind in giving quality preparation in ICT for students of different sectors. There are not enough nor upgraded computers to meet the requirements.

Successes

- Our students are very eager to learn and they do reach the standard expected.

- Our neighboring and far Hotels, Motels, Lodges etc. come to ask for students from our Centre to be on attachment with them. This has brought a lot of competition among the students to do their best and most of them get employed after this experience.
- The attachment period exposes the students into the real world of work with its beauty and challenge.
- At the end of the attachment when successfully completed, the students are awarded with a certificate which helps them be regarded as experienced General Hospitality Workers.

Challenges

Since the demand for skilled workers is growing, the number of students requesting to study General Hospitality, Agriculture and Information Technology has increased a great deal, therefore, the school is unable to accommodate such high numbers in our small and insufficient spaces.

Our structure has limited space and does not meet the standard requirements for the General Hospitality course. The kitchen is not properly equipped apart from being too small. During examinations, big groups of 40 or more students have to be divided in small groups of 5 to 8 students against. This is a real challenge.

The Centre has no facility for Housekeeping, Laundry, Bar, Restaurant and no Conference Room.

There are not enough computers for the course of Front Office.

For program exchange, we would like to have also volunteers or students doing General Hospitality in other countries to share knowledge and wide exposure in the industry.

GOALS: (2020-2026)

As the demand for the Skills Centre is growing more and more, the Facility itself has become very small to accommodate such a big number of young people, the cry for such a Training Centre is the expansion of the Centre. The kitchen and Rooms for House Keeping are too small and during final exams, it takes us three to four weeks to finish the exam as the students are put into smaller groups for easy monitoring during their practical exams. Thus, in the year 2021 to 2026, we would like to see a real college, well stocked for General Hospitality Course, Agriculture and Information Communication Technology as well as the equipment for these courses.

Our strategic planning process

The process of coming up with a strategic plan involved the educating community, the young people and our stakeholders through a series of meetings, presentations and questioners.