

Vision Children First

Vision

Strategy

Key Result Areas

Goals

Star of Hope Internationals

Development Work

The vision

Star of Hope's vision is to give faith, hope and love to the poorest and most needy children, to make them believe in themselves and see themselves as God's creation. Star of Hope desires to install a sense of value and lay a foundation for future opportunities. We believe that faith, hope and love can make a difference for children to fight the most difficult circumstances, to become the person they were created to be and to be of value for their own community, their country and their global family. The goal for the development work is assistance towards independence and a sustainable development and more equal sharing of the resources around the world.

Target group

Star of Hope's target group is to assist the most poor and needy children in developing countries and Eastern Europe. All projects should be evaluated against this requirement from time to time to see that they really fit this category. All development projects surrounding the child should be evaluated in these terms, if they really benefit the child and enhance their daily living conditions and makes a better foundation for their future. In the center of Star of Hope's development work are the children and their surroundings. We want to concentrate our efforts on the groups in society which affect the children and their environment and opportunities for development. This means that we must give the children assistance in their daily needs, however also work with the staff in the projects, the parents, community people, local government and national authorities to reach our goals and secure that the development processes will have long term effects on the children's daily living and their future opportunities. This will benefit society as a whole.

Star of Hope Project A Center for Development

The center for this development work is the project where the child is located. It could be a day care center, a primary school, an orphanage or children's home in whatever form. From this center Star of Hope is engaged in education of the child's surroundings and the children's caretakers, to strengthen and build the capacities, commence and help encourage the development processes through local groups and environments.

Star of Hope's Development Strategy

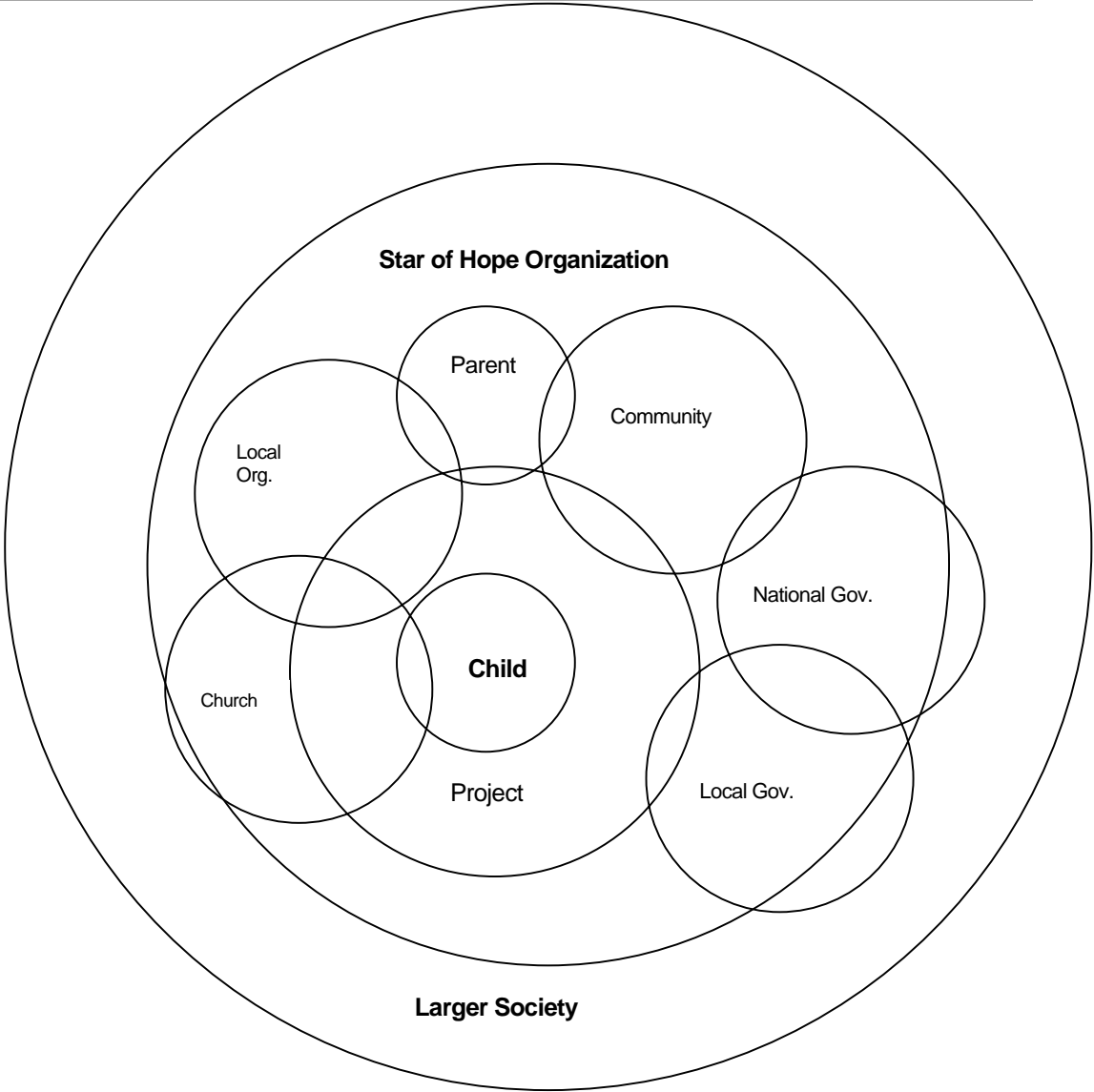
Star of Hope's development strategy should build on the Systems Perspective, which means you must work with the whole system to achieve a lasting development. We see all individuals as part of a system, or a greater whole whom they affect and interact with. In the same way all groups in society are affecting each other, interacting with each other and are really interdependent with each other. Therefore we cannot work with one part in the system without affecting the others and we cannot reach long term development processes without working with all the different parts in the system.

The main tool to reach our goals and fulfill our vision is to work through the education process at various levels in the system. We believe that in education we have the key to the other processes we seek to participate in.

In all development work Star of Hope should work to support women, who in poor countries often are sole caretakers of the children. We should seek to enhance democracy, peace and prevent conflicts through the development programs implemented. To fight poverty and preserve a good and healthy environment for the future generation to grow up in should also be important in our work.

Star of Hope also believes that hand in hand with this goes the humanitarian assistance for people struck by sudden disasters either caused by natural forces or manmade. As far as it is in our power to assist we should try to save people's lives and assist with the rehabilitation process after such catastrophes.

Model of target groups



Key Result Area:

Key result areas of Star of Hope International's Development work

- **Key result area 1:**
To Plan and Administrate Development Programs
- **Key result area 2:**
To Create Structures for Development Processes
- **Key result area 3:**
Organizational Development and Capacity Building
- **Key result area 4:**
Community Development
- **Key result area 5:**
Evaluation of the Development Work
- **Key result area 6:**
To Plan and Administrate Humanitarian Assistance
- **Key result area 7:**
Create an Awareness of Problems of the Developing Countries and create a Positive Public Opinion for Development Work and Humanitarian assistance.
- **Key result area 8:**
Sponsorship Program
- **Key Result Area 9:**
Star of Hope Staff Professional Development

Key result area 1:
To Plan and Administrate Development Programs

Long Term

The work is satisfactory carried out when:

- ❑ When the business plan is at work at all levels in the program countries

Medium Term

The work is satisfactory carried out when:

- ❑ When there is a short term and long term plan for all development projects in all program countries which are in line with the Star of Hope vision.
- ❑ When each project is mapped with a Systems Perspective plan for development and this plan is implemented and needed resources are acquired.

Short Term

The work is satisfactory carried out when:

- ❑ When there is a short term and long term plan for all development projects in all program countries which are in line with the Star of Hope vision.
- ❑ When there are policies, agreements and job descriptions developed and implemented at all levels securing the work to achieve its goals to be as effective as it can be.
- ❑ When work has been delegated to manageable levels to ensure the success of the processes throughout the whole system.
- ❑ When information about each project and program country is properly provided to be shared with the information and fundraising department and other groups of interests in the donor countries.

Key result area 2:
To Create Structures for Development Processes

Long Term

The work is satisfactory carried out when

- ❑ When each program country where Star of Hope will continue to work long term has a local Star of Hope Organization sharing Star of Hope's vision and values and who have staff with professional qualifications in major areas:
 - ❑ Administration
 - ❑ Health Care and Handicap Care
 - ❑ Children's Rights
 - ❑ Community Development
 - ❑ Environmental Care
 - ❑ Humanitarian Aid
 - ❑ Income generating activities
 - ❑ Donor Relations
 - ❑ Fundraising

- ❑ When these local Star of Hope staff members function as a catalyst for development between Star of Hope International and the local groups Star of Hope is supporting in the various program countries.

Medium term

The work is satisfactory carried out when:

- ❑ When these local organizations have employed staff for these areas of competency with written job descriptions to cover the above mentioned areas.

Short Term

The work is satisfactory carried out when:

- ❑ When each program country where Star of Hope is going to continue to work long term has a local Star of Hope Organization sharing Star of Hope's vision and values with staff to carry out the daily work needed to fulfill the short term plan.

Key result area 3:
Organizational Development and Capacity Building

Long Term

The work is satisfactory carried out when:

- ❑ When there is a Resource Center in connection with the Star of Hope Offices and schools in each specific country to create a place for the local organizations for further development in their own work.
- ❑ When there is a continuous plan for training and follow up with seminars in a local country at the Star of Hope Resource Center.
- ❑ When financing of the Programs have been secured through Proposal Writing to local organizations, local governments, SIDA/SMR, FINIDA, NORAD AND LOCAL ORGANIZATIONS IN EACH COUNTRY and other possible trusts and foundations.
- ❑ When information materials about the Training Programs are provided about the Resource Centers to the Star of Hope Information Department in order to inform the Donors of Star of Hope International about these activities and to create a financial base for the continuation of the programs.
- ❑ When the various groups as the Board of Directors, administration, teachers and other staff have undergone training and capacity building in their work for their fellow countrymen and their children in all the schools and projects Star of Hope support today,
- ❑ When this can be seen in more active community development through quality training of the existing staff working with Star of Hope projects by those who have received training, with positive effects which can be seen for the school children, the children's families and the rest of the community.
- ❑ When the training program has helped these projects strive for excellence and greater development. Thus providing a better stewardship of the resources and funding previously given to these projects and also of the resources they have themselves and the other resources that will come from outside.
- ❑ When each group is given special professional training in their various fields of operation within the organization.
- ❑ When the following courses have been taught to all involved in Star of Hope's Development work around the world: Organizational Development,

Key result area 3:
Organizational Development and Capacity Building

(continued from previous page)

Long Term (continued from previous page)

- ❑ The work is satisfactory carried out when:
 - ❑ Accounting,
 - ❑ Economic accountability
 - ❑ Income generation/fundraising,
 - ❑ Leadership,
 - ❑ Personal management,
 - ❑ Pedagogy,
 - ❑ Community Development,
 - ❑ Environmental Care
 - ❑ Healthcare (physical and mental) & Handicap Care,
 - ❑ UN Children's Rights document
 - ❑ Dependency in Mission organizations

- ❑ When we see the teachers creativity bloom and the parents become more involved in volunteer work for the school and engaging in activities to develop their communities, not depending on the pastors or leadership who are in charge of the schools.
- ❑ When results over an extended period of time become evident.

Medium term

The work is satisfactory carried out when:

- ❑ When the Training Program is implemented in each specific country together with the local Star of Hope Staff.
- ❑ When financing of the Programs have been secured through Proposal Writing to local organizations, governments or to SIDA/SMR, FINIDA, NORAD AND LOCAL ORGANIZATIONS IN EACH COUNTRY and possible trusts and foundations.
- ❑ When information materials about the Training Programs are provided about the Resource Centers to the Star of Hope Information Department in order to inform the Donors of Star of Hope International about these activities and to create a financial base for the continuation of the programs.
- ❑ When all groups understand the Systems Perspective and how different groups in the organization and in the society depend and interact with each other and need to understand how to work together.
- ❑ When the Boards and Pastors understand what is going on in the schools and teachers understand how to plan and interact with the community.

Key result area 3:
Organizational Development and Capacity Building

(continued from previous page)

- ❑ When the training program have created unity with Star of Hope Internationals goals and objectives and among the whole organization with its staff.
- ❑ When we can see a development of the capacity of the local organizations that receive the training.
- ❑ When mental awareness in these field have been created.

Short Term

The work is satisfactory carried out when:

- ❑ When each program country where Star of Hope is going to continue to work long term has a local Star of Hope Organization sharing Star of Hope's vision and values with staff to carry out the daily work needed to fulfill the short term plan.

Key result area 4:
Community Development

Long Term

The work is satisfactory carried out when:

- ❑ When each project is a center for community development in the program country.
- ❑ When each community where Star of Hope is engaged has real engagement in their own development and are working toward independence.
- ❑ When each community takes active action towards their development in regards to the authorities and the larger society.
- ❑ When each community has become independent.

Medium Term

The work is satisfactory carried out when:

- ❑ When each project in each program country is linked to a community development plan and this plan has been implemented.
- ❑ When the plan at minimum includes projects regarding food security, water, health, education and daily income.
- ❑ When the work is also fighting poverty, supporting women, and educating about democracy and peace and can be seen as preventing conflicts and securing a safe and sound environment for the growing generation.

Short Term

The work is satisfactory carried out when:

- ❑ When a plan for development is being created for each project and community in a program country.

Key result area 5:
Evaluation of the Development Work

Long Term

The work is satisfactory carried out when:

- When results can be measured long term to see if Star of Hope reaches its intended goals.

Medium Term

The work is satisfactory carried out when:

- When there is a tool for measurement of the Development Work and this tool has been implemented.

Short Term

The work is satisfactory carried out when:

- When factors that Star of Hope wants to measure has been decided upon for each project, program and as a whole.

Key result area 6:

To Plan and Administrate Humanitarian Assistance

Long Term

The work is satisfactory carried out when:

- ❑ When there is a surplus of funds for Humanitarian aid to give freedom to act
- ❑ When Star of Hope International is able to prevent humanitarian disasters

Medium Term

The work is satisfactory carried out when:

- ❑ When Star of Hope in all program countries is able to respond to save lives in a catastrophic situation from its own financial resources and from financial support acquired from other sources such as SMR/SIDA or other funding agencies.

Short Term

The work is satisfactory carried out when:

- ❑ When there is staff who is ready to work to carry out Humanitarian programs effectively and efficiently at once as the needs arise and know how to find and channel needed resources in cash or kind to the needy.

Key result area 7:

Create an Awareness of Problems of the Developing Countries and create a Positive Public Opinion for Development Work and Humanitarian assistance.

Children in the World

Long Term

The work is satisfactory carried out when:

- ❑ When we have Starkids all over the world living by the principles of Starki.
- ❑ When we have Starkids Magazines and Starkids Clubs in all our program countries. When we can see children and young people with an understanding of the global family and what responsibilities this implies.

Principles of Starki

- ❑ All Children should have friends and fellowship
- ❑ We support each other and others
- ❑ We will make a sacrifice for someone else
- ❑ We will help others get into our fellowship
- ❑ Than we all can be happy

Medium Term

The work is satisfactory carried out when:

- ❑ When children all around the world learn and mature in the sense that we all are equal, we are all sisters and brothers and have the same rights to the resources of the world.

Short Term

The work is satisfactory carried out when:

- ❑ When information to children about the life in developing countries is being developed and distributed to the schools to establish a future generation where equality, human rights and sharing of resources around the world is the natural and greed and inequality is unnatural.
- ❑ When children all around the world learn and mature in the sense that we all are equal, we are all sisters and brothers and have the same rights to the resources of the world.
- ❑ When we have *Starkids* all over the world which we are teaching and reaching the principles of *Starki*

Key result area 7:

Create an Awareness of Problems of the Developing Countries and create a Positive Public Opinion for Development Work and Humanitarian assistance. (continued from previous page.)

The Exhibition "Children of the same earth"

Long Term

The job is satisfactory done when:

- ❑ When The Exhibition "Children of the same earth" has become a center where visitors and especially children have learned about the life conditions of children in the world and have been inspired and engaged themselves.
- ❑ When The Exhibition "Children of the same earth" is an established center for children, parents and teachers with a reputation of giving professional and living information and experiences about the life conditions of the children of the world.
- ❑ When it is a center for not only Swedish, but even other nationalities in the Nordic countries to come and visit.
- ❑ When we can see results in the grown youth as they become leaders in society how they care about fellow human beings and they make testimonies that it started because of their meeting with the experiences given through Star of Hope and The Exhibition "Children of the same earth".

Medium term

The job is satisfactory done when:

- ❑ When children in Sweden have a more open mind towards different nationalities
- ❑ When children in Sweden engage themselves practically in helping others

Short Term

The job is satisfactory done when:

- ❑ When The Exhibition "Children of the same earth" is equipped and opened for schoolchildren as an information center.
- ❑ When visitors come to The Exhibition "Children of the same earth" and receive insight into good things about other cultures, however also about problems around the world which people in developing countries face in their daily life.
- ❑ When visitors learn about the sharing of resources.
- ❑ When visitors gain an awareness of human and children's rights.
- ❑ When visitors are inspired to engage themselves against the mismanagement of the common world resources.

Key result area 7:

Create an Awareness of Problems of the Developing Countries and create a Positive Public Opinion for Development Work and Humanitarian assistance. (Continued from previous page)

Short Term

The job is satisfactory done when:

- ❑ When visitors feel they want to participate in changing the unrighteousness of the world and engage in activities to change the situation.
- ❑ Worked out plans, schedules and exhibitions that will give visitors an experience with all their senses and in this way learn and remember about other cultures, their positive sides and their problems.
- ❑ Concrete suggestions have been worked out for the children to engage themselves in the Development Assistance.
- ❑ When The Exhibition "Children of the same earth" has become a center where visitors and especially children have learned about the life conditions of children in the world and have been inspired and engage themselves.
- ❑ When visitors come all year through and previous visitors come back for new experiences.

Key result area 7:

Create an Awareness of Problems of the Developing Countries and create a Positive Public Opinion for Development Work and Humanitarian assistance. (Continued from previous page)

General information

Long Term

The job is satisfactory done when:

- ❑ When the public and the governments in the donor countries knows and respects Star of Hope's development work, and the name Star of Hope is a symbol of good and reliable development work, and fast and lifesaving Humanitarian assistance.

Medium Term

The job is satisfactory done when:

- ❑ When people choose Star of Hope as their natural alternative when they want to support people in need.

Short Term

The job is satisfactory done when:

- ❑ When information about Star of Hope's development work is being made to portray the vision and the activities and also the results of the work.
- ❑ When the public and the governments in the donor countries know and respect Star of Hope's development work, and the name Star of Hope is a symbol of good and reliable development work, and fast lifesaving Humanitarian assistance.
- ❑ When the Mass media locally are interested in Star of Hope activities and development.
- ❑ When the Mass media is interested and writes about and shows about Star of Hope's long term development work.

Key result area 8:
Sponsorship program

Long Term

The job is satisfactory done when:

- ❑ We have sponsors who wants to assist the needy because of their sense of responsibility for a global family.
- ❑ We have sponsors who sponsor regarding personal or collective sponsorship
- ❑ The sponsorship contacts between children and sponsors have created a better understanding among people from various countries and cultures to make the world a better place for everyone.
- ❑ There is created a sense of belonging of unity and common responsibility for each other across country borders.
- ❑ There is a sense of belonging to a global family and having mutual responsibility for the conditions of children and all humans around the world.
- ❑ When friendship and care instead of selfishness and isolation has become an evident result.

Medium Term

The job is satisfactory done when:

- ❑ Children in all our projects are being sponsored either through personal or collective sponsorship
- ❑ We are able to assist the whole community through the sponsorship program
- ❑ We have successfully communicated our development strategy to the sponsors so they understand they assist the whole community through their sponsorship and we succeed keeping their interest and engagement regardless of this.

Short Term

The job is satisfactory done when:

- ❑ When we have an exact track of all the children in the sponsorship program, updated once a month.
- ❑ When all sponsors who wish have personal contact with their sponsor children at least a few times a year.

Key Result Area 9:
Star of Hope Staff Professional Development

Long Term

The job is satisfactory done when:

- ❑ When each Star of Hope staff member has received competence development in the major areas needed to fulfill the goals of Star of Hope's development work.
- ❑ When each Star of Hope staff member is respected within Star of Hope to be a person who is competent and can be trusted at all levels of their work.
- ❑ When staff with confidence can participate in public debates regarding development issues and Humanitarian assistance and be respected to be a knowledgeable person.
- ❑ When the staff is confident to deal with government authorities and able to convey the right picture of Star of Hope International to these authorities.

Medium Term

The job is satisfactory done when:

- ❑ When the staff have time to engage in seminars and courses in their fields of profession on a regular basis to constantly enhance their skills and competence.
- ❑ When staff with confidence deal with problems, conflicts and lead towards needed goals at all levels in the Star of Hope Organization.

Short Term

The job is satisfactory done when:

- ❑ When the work is delegated at all levels so each person can concentrate and develop their area of responsibility.

Structure for carrying out of plan

(plan of action, projects, methods etc.)

Long term:

Strong Star of Hope team in every country which works as a catalyst for development processes, which organizes, coordinates, trains, controls and inspires.

Medium term:

Quality securing the work with more Star of Hope staff in the local Star of Hope Organizations. Star of Hope Organizations founded in each program country. Implemented agreements, policies and development plans.

Short term:

Existing organizations and co-workers with various degrees and areas of competence in each country and each organization do the best they can to distribute assistance while we are working to develop, inform about and plan for the implementation of a larger overall plan with job descriptions accordingly.

Time plan

Dates and "dead-lines".

- ❑ 29th May 1999 First Presentation of the Plan to the Star of Hope Board of Directors
- ❑ June 1999 Send out Plan to Star of Hope Staff around the World to get feedback and thoughts
- ❑ August 1999 New edition of Business plan according to feedback from the field-offices
- ❑ September 1999 New Business plan sends out to field-offices
- ❑ October 1999 Work starts with adaptation of the business plan to each countries specialties.
- ❑ November 1999 International Star of Hope Staff Conference in Sweden, Finalization of business plans for each country, policies and agreements for Star of Hope Worldwide.
- ❑ December 1999 Work with development of Project plans starts
- ❑ March 2000 First drafts of project plans for each country should be submitted
- ❑ April-May 2000 Feedback on project plans
- ❑ June-July 2000 Editing of project plans
- ❑ August 2000 Implementation of the project plans and the business plan at all levels starts

The work with the development has continued even the years after 2000 until now.

Action plan

a miniplan in the overall plan consisting of the following points:

Who needs to know?

- The Board of Directors in all countries
- Star of Hope Leadership in all countries
- Star of Hope staff in all countries
- Department heads in all countries

Who will give the information?

The Executive Director of Operations and Field Programs will inform about the plan and get the feedback to adjust the plan, before it is started to be implemented. The optimal would be to have a International Star of Hope Staff Conference to go through the plan and agree on the specific next steps and plans for each country.

In what way will the plan be communicated?

The plan will be communicated written together with general job descriptions for the delegated areas and job descriptions for the functions that needs to be filled. These will be filled with people in each country and if needed adapted to the special needs of that country. Hopefully there can be a staff conference ahead of this.

When does the plan start?

The first draft of the plan will be presented in may 1999 to the Board of Directors of Sweden, Norway and Finland and worked on continuously after this.

Existence-system/follow-up-plan

- a miniplan in the overall plan, which describes what kind of information, which is needed to carry out follow - ups.
- What kind of information is needed for the follow - up? Star of Hope Conference
- By whom? Executive Director of Operations and Field Programs
- How often? Remind of deadlines and work assignments
- In what way? By e-mail, letters, phone

Support Groups

Support-group which is important in the carrying out of this plan

- Board of Directors
- Star of Hope Organizations
SMR/SIDA/NORAD/FINIDA
- Local Fundraising in Program Countries
- Information and Fundraising Department
- Service Department
- Local Community groups
- Partner organizations
- Authorities
- Income?
- Sponsor funds from donor countries
- SIDA/SMR, FINIDA, NORAD AND LOCAL ORGANIZATIONS IN EACH COUNTRY
- Fundraising in local countries
- Income generating projects in Program Countries

Needed staff –

What kind of competence is needed to fulfill the plans:

- Staff with competence in
- Administration and Management
- Healthcare and Handicapped care
- Education
- Children's Rights
- Community Development
- Environmental Care
- Sponsorship care
- Information
- Fundraising

Time –

How much time will be needed from each and everyone:

Varies from country to country how many staff will share these functions.
Needs to be specified for each country according to size and number of projects.

Star of Hope Award

To reach the goals of the key result areas in Star of Hope Internationals International work Star of Hope has decided to create Awards for each key result area, to be given out every year.

Projects supported by Star of Hope International

Argentina

El Buen Pastor

Including following projects

Students support

Estrela da Esperanca

Primary School Nam Qom

Families Saenz Pena

School Barrio Nala

School Nueva Pobla

Children's assistance Resistencia

Children's assistance Formosa

Children's assistance Chaco

Vocational Training

Family support

Brazil

Estrela da Esperanca

Lar Betel

Betesda

Student support

Nova Vida

Creche Evangelical

Nucleo Infantil

Grande Rei

Bem Estar

Slumwork Montes Claros

Buccauiva

Bom Samaritano

Mirabela

Day Care Infants

Canaa Porterinha

Acese

Nova Jerusalem

Betel

Furadinho

Contagem

Creche

Mucurici

Jeame

Nease

Casa de Menor

Colombia

Light and Life School
Genesis House
La Boquilla
Cirec
Jucum
Pan de Vida
Girl's home in Bogota
Evangelization

Philippines

Pasig Day Care Center
Pasig Elementary School
Crame Day Care Center
Family support
Public High School
Public Elementary School

Ghana

Abuakwa
Moree
Osae Krodua
Accra
Bonsuoku
Dominasi
Pechi
Students
Akobima
Kobeng
Day Care Teachers Bolgatanga
Tahariya
Yorogo
Bolga Nyariga
Sumbrungu
Sherigu
Dachio
Daapore
Yagzore
Pwalugu
Soe Kugah
Baare
Zorbisi
Nutritional Center Bolgatanga

Haiti

Dano
Les Palmes
Serviabilite
Marigot
Hesse
Rigaud
Carrefour
La Valle
Jeanton
Bois Negresse
Paillant
Liancourt
Boyer
Mother Therasas Hospice

Kenya

Zimlat
Mikindani
Alternate Mothers Orphanage
Rakwaro
Street children Mikindani

China

Surgery of Children
Orphanage support
Student support
CBR
Streetchildren
Community Development

Latvia

Baldone
Ruja
Day Care Center Riga
Valmiera
Liepaja
Kalkune
Tukums
"Ledstjärnan"
Day Center Riga
Högbrännacamp
Family support

Poland

Högbrännacamp

Romania

Hirlau

Ionaseni

Ungureni

Iasi

Negresti

Miclauseni

Tirgu Bujor

Cerna Voda

Techirghiol

Birlad

Botosani

Husi

Falciu

Giurcani

Bivolar

Annex in Botosani

Day Care Center in Husi

St Andrei

Russia

Streetchildrens home Grace

Blagovest

Rwanda

Hope and Care

Trinidad

Maloney Day Care Center

St Joseph Day Care Center

Ukraine

Chernobyl children camp

Belo Russia

Open Doors

Serditcha

Frusenski

Information to Children in the Nordic Countries

The Exhibition "Children of the same earth"

Street children

"Barn av Samma Jord" (Children of the Same Earth - Musical)

Tjernobyls Barn (Chernobyl Children)

Starkids Magazine I

Starkids Magazine II

Mitt Hemland (My Homeland)

Vi tar varandras händer (Taking Each Other by the hand)

Starkids Magazine III

Children of Asia I

Children of Asia II

My Home Country Argentina

Red and Yellow and White and Black

Worldtent I

Worldtent II