



# 5-Years Strategic Plan



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# Foreword from the Founders of the HFHF

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Dear Friends and Supporters,

We're happy to present the strategic plan for [2025-2029] of the Home for Hope Foundation. This document is a testament to our unwavering commitment to improving the lives of orphaned, vulnerable children and their families in Rwanda.

Our strategic plan outlines a clear roadmap for achieving our mission and represents our dedication to creating a brighter future for the children we serve. It ensures they have access to quality education, healthcare, and a supportive environment. Developing this strategic plan has been a collaborative effort involving our board members, staff, volunteers and key stakeholders. We have worked together to ensure that our plan addresses the needs of our community effectively.

At the heart of this plan is our vision to empower children holistically towards their sustainability. Our goals include expanding our educational programs in quality & quantity and to the university level, enhancing healthcare services, and supporting families toward self-sustainability. These objectives align with our core values of compassion, integrity, and excellence. We believe in the power of collective effort and are dedicated to mobilizing the resources and support necessary to achieve our goals.

We invite you to join us on this exciting journey. Visit our newly upgraded website at [homeforhoperw.org](https://homeforhoperw.org) to learn more about our initiatives, read the full strategic plan, and discover how you can get involved. Together, we can make a lasting difference in the lives of the children and their families we serve.

Thank you for your continued support. We extend our deepest gratitude to our supporters, sponsors, and volunteers who make our work possible.

With heartfelt gratitude,

Noel Odenwald & Maureen Odenwald  
Founders, Home for Hope Foundation



Home for Hope Foundation<sup>99</sup>  
is creating  
hope for hopeless children  
by providing each child, both girls  
and boys, with education and care!  
<sup>66</sup>



# Home for Hope Foundation Executive Summary

For 8 years [2016-2024], Home for Hope Foundation (HFHF) has transformed the lives of orphaned and vulnerable children and their families in Rwanda through holistic support in education, healthcare, and food-nutrition programs.

We have impacted 47 children through our education programs in secondary schools, primary schools, and nurseries and supported 389 under-five children in 22 Home-based education programs, ensuring they receive quality education towards self-sustainability. Our scholarship programs have enabled children from the most impoverished backgrounds especially orphans, to continue their education without the burden of financial constraints.

In healthcare, HFHF has provided essential services to over 810,000 children giving them Vitamin A and Albendazole 400mg in partnership with the Ministry of Health and Vitamin Angels, aiming to eliminate malnutrition. We have also provided health insurance to more than 200 children and their families. In late 2023, we established the Odenwald Clinic ([odenwald.rw](http://odenwald.rw)), currently serving 500+ patients monthly, with numbers expected to grow.

Our holistic support approach to a child includes the food-nutrition program, distributing pigs, forming agriculture groups, and establishing saving groups to enhance food security and economic stability for 160+ families.

Our 5-year strategy focuses on Partnership, Thought Leadership, Team Strengthening, and Resource Mobilization to expand services and impact. Join us in creating a future where our children blossom into adults who give back to the community.



# Our Holistic Approach



**Education**



**Health**



**Food-Nutrition**



**Events**

# Moving Forward

## Our Vision



See our children blossom into adults who can pass on the life skills live healthy, happy lives and give back to the community.

## Our Mission



Bring children from oppression to a life filled with hope and change for an emotionally and physically healthy, successful, and self-sustaining future that can be passed on for generations to come.

## Our core Values

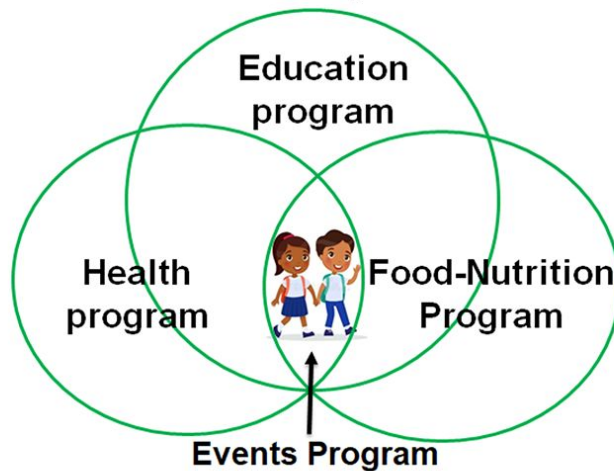


- ▶ **Integrity & Responsibility:** (Know and do what is right. Embrace opportunities to contribute).
- ▶ **Accountability & Accuracy:** (condition of being accountable. being correct or precise).
- ▶ **Innovation & Hardworking:** (coming up with something really new. being diligent to complete tasks).



# Moving Forward

The Home for Hope Foundation was created out of the founder's passion for giving back to the community, particularly in ways that restore hope to underprivileged children. By providing holistic support, we are dedicated to fulfilling our mission of transforming the lives of these children.



## **Commitment to Quality and Long-Term Impact:**

Within our education program, we prioritize quality over quantity. We focus on mentorship and sharing experiences to uplift the hope of our children, encouraging them to give back to the community once they are self-sustained.

## **Belief in the Power of People:**

Uphold the potential and strength of every contributor and the families served. Foster respectful partnerships that embrace the possibility of positive change through collaboration.

## **Open and Honest Communication:**

We maintain clear and honest communication with our partners, stakeholders, and within our team. We effectively utilize IT opportunities, including our website, social medias, and mailing lists for updates.

## **Humility and Empathy:**

Cultivate empathy within the team and with the families served. Foster an environment that supports each other through challenges. Remain open to learning from the communities served, valuing their perspectives, and remaining adaptable.



# Moving Forward

For about 8 years, the Home for Hope Foundation has played an important role in transforming lives from hopeless to hopeful. We achieve this through education, mentorship, facilitating access to healthcare, and increasing income generation for the families we serve.

We work closely with governmental institutions, non-governmental Organization and individuals partners to extend our expertise and support to a wide range of communities. This includes partnerships with ministries, institutions, district, schools, and other entities where our services can make a significant impact. These collaborations allow us to get resources and knowledge, ensuring that we provide comprehensive and effective support to those in need.

## Governmental institutions

- ✔ Ministry of Health
- ✔ Ministry of Education
- ✔ Rwanda Biomedical Center (RBC)
- ✔ Rwanda Social Security Board (RSSB),
- ✔ Kigali-City
- ✔ Gasabo District

## Non-Governmental Organizations

- ✔ Vitamin Angles (VA)
- ✔ Sustainable Medical Mission (SMM)
- ✔ Pater Eusebius Kemp stichting (PEKS)

## Individuals

- ✔ Different person

Home for Hope Foundation (HFHF) program consists of 4 core interventions:



Quality Education



Health-care



Food and Nutrition



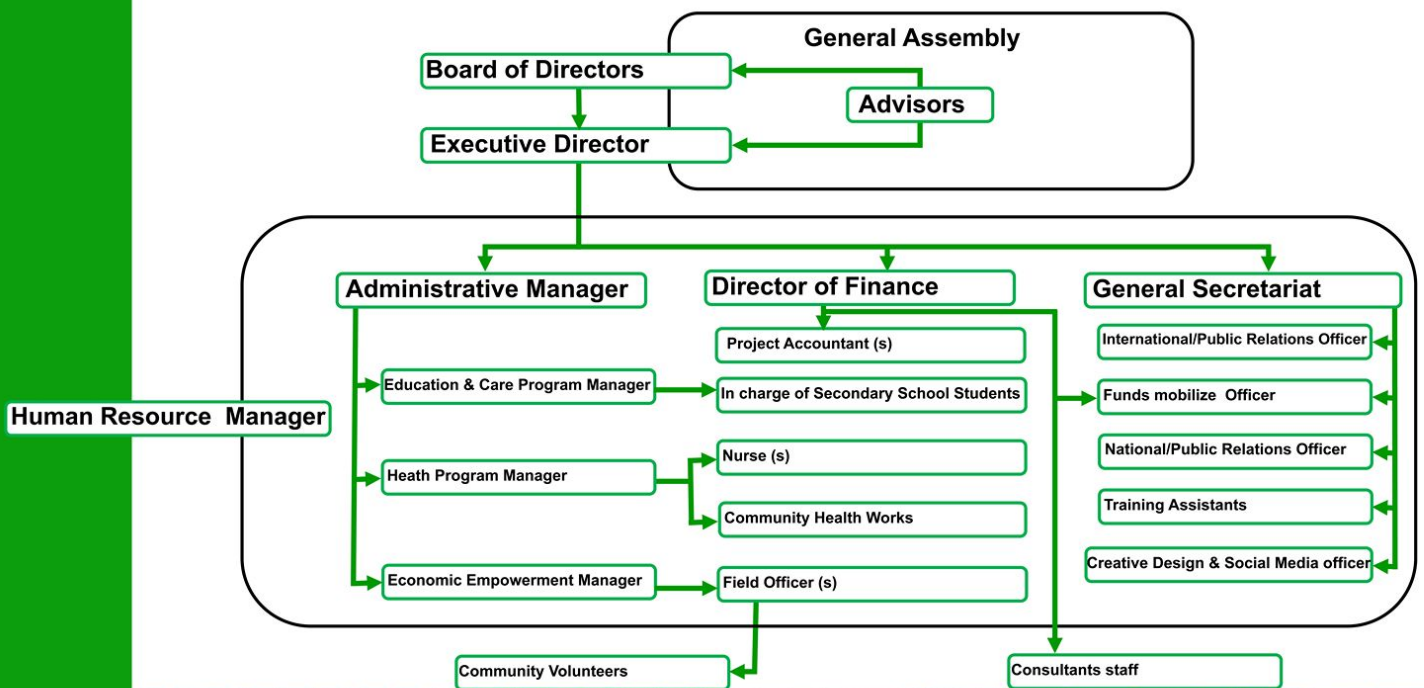
Event/Mentorship

8

# Organizational Structure of the HFHF

The Home for Hope Foundation (HFHF) is dedicated to transforming lives through education, healthcare, and community support. Our organizational structure is designed to ensure efficient operation and effective service delivery. The Board of Directors are the providers of strategic oversight and governance. The Executive Director oversees daily operations, supported by a team of managers responsible for various departments, including Education, Healthcare, Community Outreach, and Finance.

This structure enables HFHF to maintain high standards of service and achieve sustainable growth.



Jean Claude S.  
Health

Immaculee M.  
Education

Odette M.  
Finance

Noel Odenwald  
ED

Tony Maurice  
Vice-ED

Pascal  
IT

Faustin H.  
Empowerment  
(Food-Nutrition)

# Organizational Structure of the HFHF

**This Structure has three main parts:**

## **I. Top Management (General Assembly):**

The General Assembly of the Home for Hope Foundation consists of three entities: **The Board of Directors**, **The Board of Advisors**, and **The Executive Director**.

**The main and brief job description for top management:**

Responsible for planning, organizing, and directing the organization's operations and programs. Develops and implements consistent inventory and cost accounting policies, procedures, and operational reporting. Oversees reports of the organization's results to the administrative managers.

## **II. Staff Members**

Administrative manager and program managers may have several staff members assisting him/her to perform well the task and duties, the finance office is working independent to the staffs but it works closely with Executive Director and the board members.

**The main and brief Job description for Staff Members:**

Fundraising planning, Securing financial support, Implementation of the projects, Running other projects to ensure the organization meets its annual goals, making clear the image of NGO, ensure the very good communication, Creating events for donors.....,

## **III. Field officers, Volunteers & Consultants**

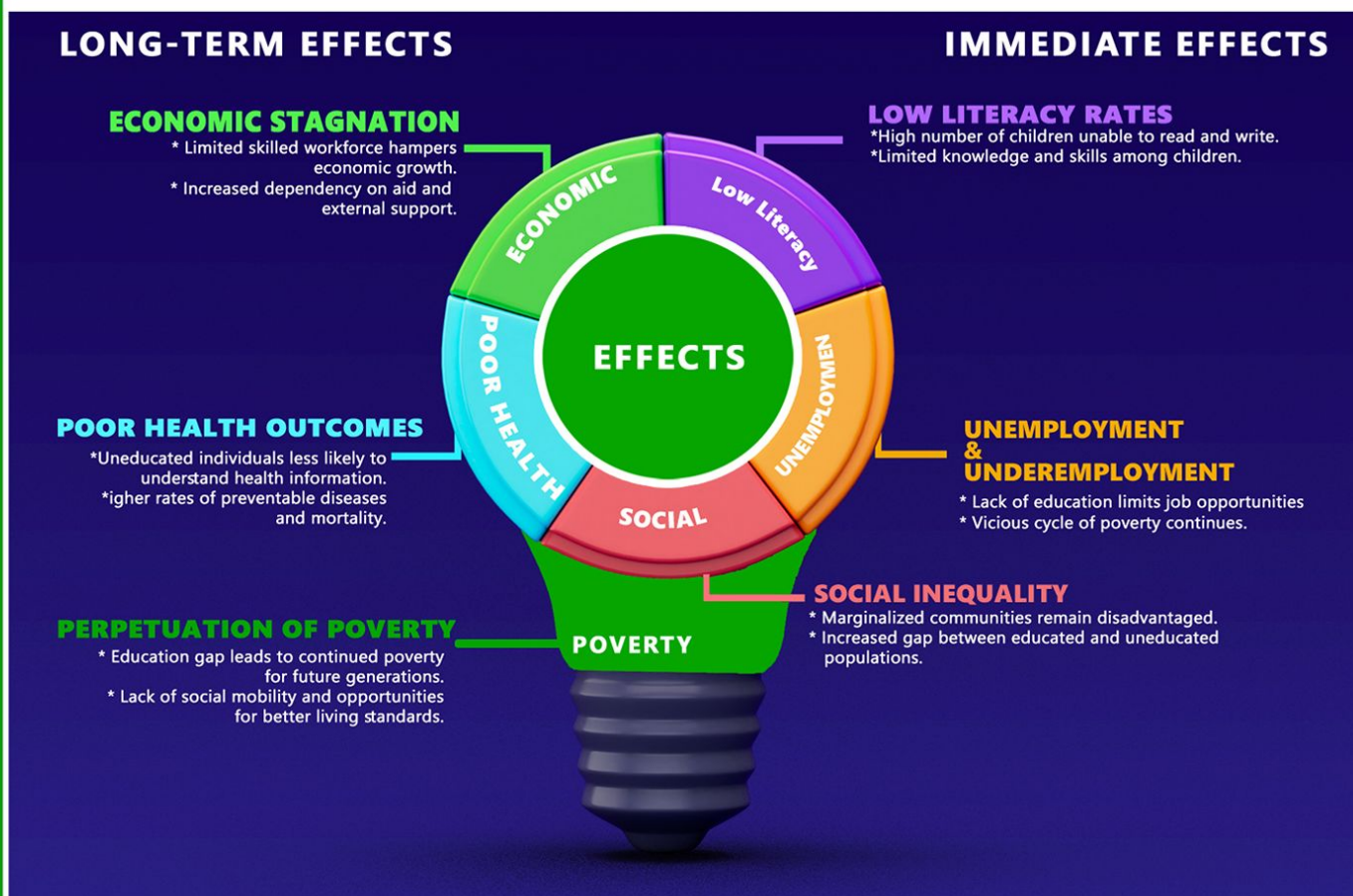
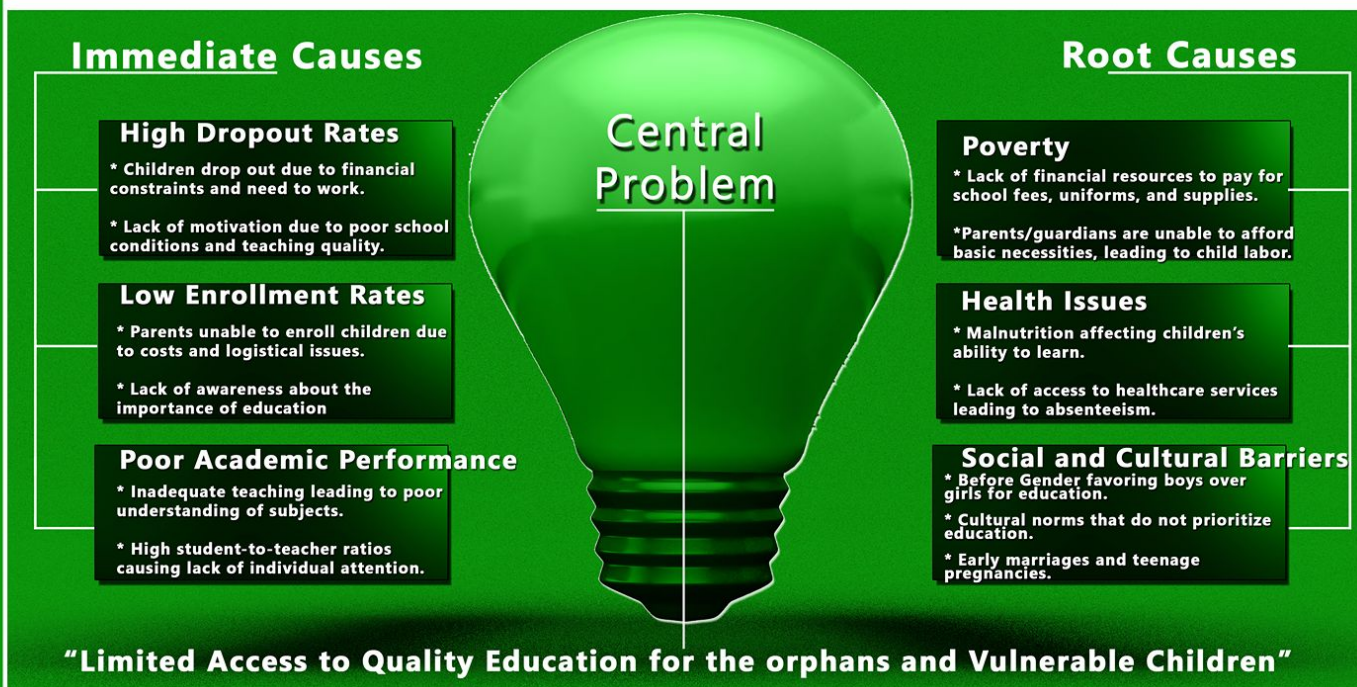
This is the main part of the Home for Hope Foundation to perform well and on time the different tasks and duties of a given Project.

**Duties of Field officers and Volunteers:** completing tasks assigned by the supervisor, upholding the organization's values, and maintaining a high degree of professionalism with all stakeholders.

**Duties of consultant:** is mainly there to assist with creating solutions for any issues the nonprofit might be facing, Aid with fundraising, help the organization to grow, create a plan for expansion for special products,.....

# Problem Tree analysis

The Home for Hope Foundation is dedicated to improving the lives of vulnerable children through access to quality education. To better understand the challenges faced by these children and to develop effective strategies to address them, we have conducted a comprehensive Problem Tree analysis. We examine its root causes, immediate causes, and resulting effects. By breaking down the problem into these components, we can pinpoint specific areas that require intervention and develop targeted solutions to create meaningful change.



# Problem Tree analysis

## Solutions Addressing Root Causes

### Improving Educational Program

- ✔ Scholarships and financial aid for tuition fees to support students.
- ✔ Providing necessary educational materials and resources.
- ✔ Offering training and mentorship to young children.
- ✔ Building and renovating schools.

### Poverty Alleviation Program (Food-Nutrition Program)

- ✔ Initiating microfinance programs for parents (saving groups).
- ✔ Promoting agricultural initiatives and job creation through community grouping.
- ✔ Supporting farming, including livestock.

### Health Interventions

- ✔ Constructing and operating a clinic (odenwald.rw) for regular health check-ups and healthcare.
- ✔ access for the community include the Home for Hope Foundation children in our education care.
- ✔ Implementing an under-five feeding program to tackle malnutrition.





## Home for Hope Foundation Theory of Change

The Home for Hope Foundation (HFHF) is dedicated to transforming the lives of orphans and vulnerable children by providing access to quality education and holistic support. By focusing on comprehensive educational & health support, community engagement, holistic services, and capacity building, we aim to create lasting positive change. Our Theory of Change outlines a clear roadmap for achieving our mission, detailing key activities, outputs, outcomes and the ultimate impact on the communities we serve.

# Home for Hope Foundation

## Theory of Change

### Goal

All children, regardless of their background (ethnicity) fitting our criterias, have access to quality education and the support to their family to reach their full potential.

### Long-term Goals

- ✔ Ensure all children in our care receive quality education.
- ✔ Empower communities to support their children's educational and developmental needs.
- ✔ Provide comprehensive healthcare services to improve the well-being of children and their families.
- ✔ Create sustainable and scalable programs that can be replicated in other regions.

### Key Activities

#### Educational Support

- ✔ Providing scholarships and financial aid to cover school fees, uniforms and supplies.
- ✔ Establishing mentorship programs for children to instill and reinforce hope.

#### Community Engagement

- ✔ Conducting awareness campaigns to emphasize the importance of education.
- ✔ Training parents and community leaders on supporting children's education.

#### Holistic Support Services & Capacity Building

- ✔ Offering health and nutrition programs to improve children's well-being.
- ✔ Implementing savings groups and microfinance initiatives to empower parents financially.
- ✔ Promoting agricultural practices and farming projects to create sustainable food sources and job opportunities.
- ✔ Providing psychological and social support through counseling and mentorship.

#### Healthcare Initiatives

- ✔ Setting up clinics and health facilities to ensure regular health check-ups and access to medical care.
- ✔ Implementing under-five feeding programs to combat malnutrition.

# Home for Hope Foundation

## Theory of Change

### Short-term & Medium-term Outcomes

**Improved School Performance:** Increased school attendance and academic performance, leading to higher graduation rates and transitions to higher education or vocational training.

**Strengthened Community Support:** Enhanced community capacity to sustain educational initiatives, leading to better support networks for children.

**Better Health and Well-being:** Reduced health-related absences from school, resulting in improved overall health and well-being of children.

### Outputs

- ✔ Increased number of children enrolled and regularly attending school.
- ✔ Enhanced community awareness and involvement in children's education.
- ✔ Increased access to health and nutrition services.

### Long-term Impact

- ✔ Breaking the cycle of poverty by equipping children with the skills and knowledge to pursue better economic opportunities.
- ✔ Creating a culture of education and lifelong learning within communities.
- ✔ Establishing a sustainable model for educational development that can be scaled and replicated.

### Indicators of Success

- ✔ Number of children enrolled and retained in school.
- ✔ Academic performance and graduation rates.
- ✔ Levels of community involvement and support.
- ✔ Improvements in children's health and well-being.



# 5-Year Goals and Priorities



**The Home for Hope Foundation's** 5-Year Goals focus on sustainable growth, community empowerment, and resource provision for children's development, aiming to create lasting positive change for orphans and vulnerable children. These priorities will help build a stronger foundation and achieve our mission of providing hope and opportunities for every child.

### **Priority 1: Partnership**

Enhance and expand our programs in Rwanda through strategic partnerships and training. HFHF will refine and scale our service model, focusing on quality. We will revise and upgrade the program to address evolving challenges in education, health, and sustainable development.

**Objective 1.1: Expand Program Reach:** Establish strategic partnerships with local and international organizations which will Increase the number of stakeholders served in areas with high poverty and vulnerability.

**Objective 1.2: Enhance Resource Mobilization:** Strengthen fundraising efforts and partnerships and Seek diverse funding sources for sustainability.

**Objective 1.3: Improve Quality of Services:** Refine service models for high-quality interventions and Implement regular training for staff and partners. Engage community leaders in program planning and Promote community ownership and sustainability.

**Objective 1.4: Adapt to Changing Needs:** Review and update program models regularly by Incorporate feedback from beneficiaries and partners.

### **Priority 2: Leadership (Teamwork)**

Within this 5-Years the HFHF will focusing on leadership and teamwork with the aim to create a strong, cohesive, and innovative team that is capable of driving impactful change in the communities we serve.

**Objective 2.1: Strengthen Organizational Leadership:** Provide continuous leadership for HFHF board-members; volunteers and promote a collaborative work environment and finally Foster a culture of inclusivity.

**Objective 2.2: Encourage Innovation and Creativity:** Empower team members to bring innovative ideas.

**Objective 2.3: Develop a Supportive Work Environment:** Implement policies supporting physical and mental well-being, recognize and reward team members' efforts.

**Objective 2.4: Strengthen Community Leadership:** Collaborate with local community leaders to enhance their ability to lead and sustain local projects.



### **Priority 3: Education Program Enhancement**

The Home for Hope Foundation aims to significantly enhance the educational outcomes for children in our Education program, We're expecting to see more of our students enroll in universities within this 5-Years.

**Objective 3.1: Improve Educational Quality:** Provide scholarships and financial support for school fees and supplies; Implement mentorship programs for academic and personal growth and engage parents and the community in supporting education.

**Objective 3.2: Support Higher Education:** Assist with university preparation, including academic counseling and test preparation; Provide scholarships for higher education and Offer career guidance and internships.



#### **Priority 4: Health Program Enhancement**

We are focused on expanding our clinic ([odenwald.rw](http://odenwald.rw)) and renewing our MoU with the Ministry of Health in Rwanda. Our goal is to continue and strengthen our robust program, servicing a large number of under-5 children, and to increase our reach beyond the current 81,000 children.

**Objective 4.1: Expand Clinic Services:** Increase clinic capacity to serve more children and families; Upgrade medical equipment and facilities, Expand the land for the future constructions.

**Objective 4.2: Renew MoU with Ministry of Health:** Strengthen collaboration with the Ministry of Health. Secure long-term commitments and resources.

**Objective 4.3: Enhance Under-5 Program:** Increase the number of under-five served beyond 810,000; Implement new health initiatives focused on preventive care and early intervention in partnership with Vitamin Angels.

**Objective 4.4: Community Health Outreach:** Conduct health education campaigns on child health and nutrition. Train community health workers to improve local healthcare practices.





### **Priority 5: Empowerment of Families**

Empowerment of the Community starting to the families of the children the HFHF is helping in education program is essential for achieving long-term positive outcomes and ensuring the sustainability of our initiatives. creating a supportive and sustainable environment that enhances the overall well-being and development of the entire community.

**Objective 5.1: Economic Empowerment:** Microfinance Initiatives provide microloans and financial literacy training to families to support income-generating activities, Job Creation Programs develop and implement opportunities for family members, and Parental Involvement encourages and facilitates active parental participation in their children’s education through workshops and support groups.

**Objective 5.2: Health and Well-being:** Ensure families have access to essential healthcare services, including preventive care and health education, and Nutrition Programs expand feeding programs to support the nutritional needs of the entire family.

**Objective 5.3: Farming and Agriculture:** Train families in sustainable farming techniques to improve crop yields and ensure food security, provide seeds, tools, and other necessary resources to support family farming activities, assist families in accessing markets to sell their agricultural products, thereby increasing their income and economic stability, and offer resources, training, and support for sustainable farming and livestock rearing.





## Revenue Generation & Diversification for Home for Hope Foundation

To sustain and grow our programs, Home for Hope Foundation will seek new funding relationships to significantly increase our grant revenue. Investments in our projects. We will not only provide essential inputs for our initiatives and serve as a community resource hub but also create new revenue streams and innovative ways to engage with our community.





### Prepared By:

✔ Noel S. Odenwald

✔ Tony Mourice N.

✔ Immaculee M.

✔ Faustin H.

### Approved By:

✔ The General Assembly





[contact@homeforhoperw.org](mailto:contact@homeforhoperw.org)

Our social media:



[@homeforhoperw](https://www.instagram.com/homeforhoperw)



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