Mission Statement

Umunthu Foundation is a local NGO working to improve the quality of life for people affected by HIV, and other vulnerable groups, in underserved communities of Malawi. In collaboration with our strategic partners, we provide comprehensive HIV services; promote human rights and gender equity; and support efforts aimed at alleviating poverty.
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Preface from the Executive Director

David Odali, Umunthu Foundation’s Director

The development of this Strategy came as a result of a comprehensive process that involved the development of a Theory of Change for our HIV and AIDS work in October 2017, with technical and financial support from one of our long-standing development partner, AVERT (UK).

Through the process, it became apparent that we needed to clearly articulate our vision, mission, values, results and the ways in which we deliver on our targets. In our small way, we are committed to contribute towards global efforts aimed at ending the AIDS epidemic and leaving no one behind in the response. Our three-year strategy comes at a critical moment in the history of the HIV epidemic and response. It falls within the remit of the UNAIDS 2017–2021 Strategy for HIV. Nevertheless, we have never had more opportunities to leverage our momentum to accelerate the response over the next five years: a new sustainable development agenda; fresh, innovative solutions; and the rise of regional, national and local leadership and institutions—including strong political commitment to the 90–90–90 treatment target. By seizing this moment, we can end the AIDS epidemic as a public health threat by 2030. The next few years provide a fragile window of opportunity to Fast-Track the AIDS response and empower people to lead dignified and rewarding lives.

Our Strategic Plan 2017-2020 elucidates our strategic ambitions for the period 2017 to 2020. Our vision demonstrates our commitment to the 2030 Development Agenda adopted by 193 countries of the UN General Assembly in 2015: the 2030 Agenda for Sustainable Development. For the goals to be reached, everyone needs to do their part: governments, the private sector, civil society and every other person on earth. We are part of this global commitment. Hence, our vision is “Healthy communities that have full access to equitable, holistic and quality services”. As we embark on this collective journey, we promise to support the promises made by our government, as they are also signatories to the new sustainable development agenda.

The Sustainable Development Goals are centred around 169 targets that are focused on People, Planet, Prosperity, Peace and Partnership. As Umunthu Foundation, we envisage that we will make significant contributions towards the following SDGs:

SDG 3 Good health and well-being
SDG 5 Gender equality.
SDG 10 Reduced inequalities
SDG 16 Peace, justice and strong institutions
SDG 17 Partnerships for the goals

On the next page, we present an outline of our Strategic Framework, where we give a brief outline of our Vision, Mission, Values, Strategic Goals, Aims and Enabling Actions. Thank you.

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Umunthu Foundation’s Strategic Framework

Vision: Healthy communities that have full access to equitable, holistic and quality services

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Overall Goal

To support people affected by HIV and other at risk populations to access and benefit from high quality integrated services through the engagement of local communities, civil society, government and other development partners.

Strategic Areas of Focus

1. Comprehensive HIV treatment, care and support
2. Protection of human rights and gender equity
3. Community engagement and focused advocacy
4. Organisational capacity strengthening

Strategic Goals

1. Provide and facilitate access to comprehensive HIV testing, treatment, care, support and related services for people affected by HIV.
2. Protect and promote the rights of individuals and groups that are most vulnerable to violation, particularly women and children.
3. Foster social and economic well-being of people living with, and affected by HIV, through effective community engagement and focused advocacy.
4. Enhance Umunthu’s organisational capacity as an independent and self-sustaining organisation that is increasingly visible in Malawi and beyond.

Core Values for Umunthu Foundation

The Umunthu Foundation is committed to the following core values that will not be easily changed:

1. **Transparency and accountability:** We uphold transparency and accountability in program planning, implementation and reporting.
2. **Integrity, fairness and consistency:** We believe in, and practice, loyalty to the people that we serve and to the laws of the land.
3. **Loyalty:** We believe in, and practice, loyalty to the people that we serve and to the laws of the land.
4. **Respect for all:** We respect every person, regardless of background or social status.
5. **Partnership and collaboration:** We value working in collaboration and partnership with various development actors from community to international levels.
**Umunthu’s strengths and challenges**

This strategy aims to position Umunthu in a strategic position that acknowledges both national and international efforts to end AIDS by 2030, at the same time working towards the immediate 2020 goals – best described as the 90 – 90- 90 goals. The strategy was developed in consideration of the main strengths, weaknesses, opportunities and challenges faced by Umunthu Foundation – both internal and external.

**Strengths, weaknesses, opportunities and threats**

<table>
<thead>
<tr>
<th>Key findings from contextual analysis – SWOT Analysis</th>
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<tbody>
<tr>
<td><strong>Strengths</strong></td>
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<tr>
<td>• Umunthu is community based and community oriented – with a lot of credibility and integrity.</td>
</tr>
<tr>
<td>• Committed staff and management teams who actively engage with community groups and individuals.</td>
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<tr>
<td>• Umunthu Foundation has got a piece of land and office from where operations are conducted.</td>
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<tr>
<td>• Umunthu Foundation promotes partnership work and collaboration with various agencies working in the area of HIV and human rights.</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
</tr>
<tr>
<td>• There is political will and commitment to support the HIV response in Malawi.</td>
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<tr>
<td>• Malawi is a signatory to many international agreements that support the mandate of Umunthu.</td>
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<tr>
<td>• Umunthu operates their activities within a well-established legal framework.</td>
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<tr>
<td>• The offices of Umunthu are strategically positioned in communities where need is greatest.</td>
</tr>
<tr>
<td>• Staff, management and board access training and capacity building opportunities through support received from funders, such as AVERT.</td>
</tr>
<tr>
<td>• Umunthu Foundation is a member of other local and national bodies, such as network of NGOs.</td>
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</table>
Strategy development process

This strategy was developed through the full involvement of Umunthu staff, board and their partners through dialogues, workshops and other consultations that took into consideration the evolving political, socio-economic, technological, legal environment in which Umunthu Foundation is operating. The development of this strategy was supported by AVERT (UK) through their invaluable technical and support. Through their support, the strategy was developed by Lifetime Consulting & Partners Ltd, who facilitated the development process of this document, in close consultation with Umunthu Foundation’s core members of the board, management team, staff, partners and other stakeholders. Following a thorough review of relevant literature, two workshops were conducted in October and in December 2016. The first workshop, which was attended by 43 participants, i.e. staff, board members, volunteers, beneficiaries, stakeholders and other development partners provided the opportunity to conduct a thorough situational analysis of the environment in which Umunthu is operating and ultimately the development of a Theory of Change that informs our HIV programmes and work. In December 2016, Umunthu also conducted a focused strategy development process that resulted in the production of this brief strategy.

Based on discussions from the strategy development process, including the development of the Theory of Change, it was determined that Umunthu would need to:

a. Ensure more transparency and accountability in their use of resources.
b. Diversify funding streams and particularly become more of a social enterprise that will give more attention to local resource mobilisation.
c. Focus on capacity development for their staff and volunteers.
d. Take advantage of improved technology and social media to share their work with the world, including website and Facebook.
e. Be clear on what makes them unique as an organisation, i.e. identify what makes them different from other organizations working on HIV issues.
f. Ensure that work is well-publicised through the use of various media.
g. Plan and implement programmes that are focused on community development and have their strong basis in the community.
h. Engage more partners and stakeholders in their work.

Key stakeholders and partners

Umunthu Foundation recognises that they cannot deliver on their commitments alone. Therefore, a number of key institutions/sectors have been identified as pivotal partners in the successful delivery of this strategy. A specific focus is placed on the delivery of Umunthu’s priorities through strong partnerships with the following stakeholders:

a. Health care providers
b. Civil society and private sector agencies
c. Local authorities
d. Community based organizations
e. Prison and police services
f. Community and religious leaders
g. Funding partners, local and abroad
**Strategic Framework, 2017 – 2020**

**Vision**
Healthy communities with full access to equitable, holistic and quality services.

**Mission Statement**
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**Umunthu’s Core Values**
Umunthu Foundation is bound by a set of five core values that guide the operations of their work, i.e. Transparency and accountability; Integrity, fairness and consistency; Loyalty; Respect for all; and Partnerships and collaboration.

Each of these core values are expressed in the following statements:

1. **Transparency and accountability**: We uphold transparency and accountability in program planning, implementation and reporting.
2. **Integrity, fairness and consistency**: We believe in, and practice, loyalty to the people that we serve and to the laws of the land.
3. **Loyalty**: We believe in, and practice, loyalty to the people that we serve and to the laws of the land.
4. **Respect for all**: We respect every person, regardless of background or social status.
5. **Partnership and collaboration**: We value working in collaboration and partnership with various development actors from community to international levels.

**Strategic Areas of Focus**

**Overall Goal**
To support people affected by HIV and other key populations to access and benefit from high quality integrated services through the engagement of local communities, civil society, government and other development partners.

The overall goal will be built upon four strategic pillars that are aligned to the vision, mission, values and aspirations of the organisation.

1. Comprehensive HIV treatment, care and support
2. Protection of human rights and gender equity
3. Community engagement and focused advocacy
4. Organisational capacity.
Each of the pillars will have its strategic goals, as shown in the Table below:

<table>
<thead>
<tr>
<th>Strategic pillar</th>
<th>Strategic goals</th>
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</thead>
<tbody>
<tr>
<td>Comprehensive HIV testing, treatment, care and support</td>
<td>Facilitate greater access to a comprehensive package of HIV prevention, testing, treatment, care, support and related services that are evidence based, accessible and acceptable to specific communities in Umunthu's catchment areas.</td>
</tr>
<tr>
<td>Human rights and gender equality</td>
<td>Support the protection and promotion of the rights of individuals and groups that are vulnerable to abuse and violation, particularly women, children and people living with HIV.</td>
</tr>
<tr>
<td>Community engagement and focused advocacy</td>
<td>Foster social and economic well-being of people affected by HIV through effective community engagement, participation and focused advocacy.</td>
</tr>
<tr>
<td>Organisational capacity</td>
<td>Strengthen the organisational capacity of Umunthu as an independent and self-sustaining organisation that is increasingly visible in Malawi and beyond.</td>
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**Strategic goals and programmatic areas**

Below, we provide the specific programme areas that the project will focus on for each of the specific pillars and strategic goals for Umunthu.

**Pillar One: Comprehensive HIV testing, treatment, care and support**

<table>
<thead>
<tr>
<th>Strategic Goal 1</th>
<th>Programmatic areas or focus</th>
</tr>
</thead>
</table>
| Facilitate greater access to a comprehensive package of HIV prevention, testing, treatment, care, support and related services that are evidence based, accessible and acceptable to specific communities in Umunthu's catchment areas. | ⇒ HIV prevention and engagement of key populations (young people, prisoners, MSM, sex workers).  
⇒ HIV testing services (counselling, treatment, care and support services)  
⇒ PMTCT, especially through promoting Option B+  
⇒ HIV associated conditions and services, e.g. STIs, TB, family planning, etc.  
⇒ Psychosocial support and stigma reduction |
Pillar Two: Human rights and gender equality

<table>
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<tr>
<th>Strategic Goal 2</th>
<th>Programmatic areas or focus</th>
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</table>
| Support the protection and promotion of the rights of individuals and groups that are vulnerable to abuse and violation, particularly women, children and people living with HIV. | ⇒ Promotion of human rights knowledge and awareness  
⇒ Gender equality and women empowerment  
⇒ Reduction of violence and child abuse  
⇒ Provision of legal and other referral support services to protect HIV-related human rights |

Pillar Three: Community engagement and focused advocacy

<table>
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<tr>
<th>Strategic Goal 3</th>
<th>Programmatic areas or focus</th>
</tr>
</thead>
</table>
| Foster social and economic well-being of people affected by HIV through effective community engagement, participation and focused advocacy. | ⇒ Promotion of human rights knowledge and awareness  
⇒ Economic strengthening  
⇒ Linkages and referrals with other service providers.  
⇒ Support for policy implementation and influence |

Pillar Four: Organisational capacity

<table>
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<tr>
<th>Strategic Goal 4</th>
<th>Programmatic areas or focus</th>
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</table>
| Strengthen the organisational capacity of Umunthu as an independent and self-sustaining organisation that is increasingly visible in Malawi and beyond. | ⇒ Resource mobilisation and fundraising  
⇒ Human resource management  
⇒ Organisational publicity and visibility  
⇒ Monitoring, learning and evaluation |

Results and Resources

A Monitoring and Evaluation Plan will be developed and utilised as the key instrument to operationalise the Strategy for Umunthu Foundation. The M&E Plan outlines the Foundation’s role in the HIV and AIDS response, organized around Umunthu’s theory of Change and providing the framework on which budgetary allocations and performance monitoring will be based. The M&E Plan provides the basis for strengthened accountability among and between project staff, board and partners. On the other hand, Umunthu Foundation requires a stronger Human Resource Development plan and a Resource Mobilisation strategy. All programmatic and administrative resources will need to be linked to these three aspects to ensure that the aspirations of Umunthu are achieved.