



Annual Plan 2011-2012

Our Vision

New Zealanders from refugee-background participating fully in New Zealand life.

Our Mission

We work with our refugee-background communities and others to ensure that people from refugee backgrounds reach their potential and are supported to contribute to their own and the wider community.

We do this through research, advocacy and community development activities.

Our Guiding Principles

These values were adopted by refugee communities in Wellington in 2005. These values form the basis for our work.

- **Nothing about us without us.** People from refugee backgrounds should be involved in all stages when policies and services are being developed. Their involvement should be meaningful and respectful of them as the people who will be most affected by those policies and services.
- **Focus on strengths not weaknesses.** Refugees bring knowledge, experience and many different skills to New Zealand. They have much to contribute.
- **A human rights approach** instead of a welfare approach should be the basis for policy development and service delivery.
- **A shared voice is a strong voice.** While we acknowledge the differences and the importance of independence, we also recognise the great value of coming together to work on issues of common concern.

ChangeMakers Strategic Plan 2011-2016 identifies six Change Outcomes . They are:

Change Outcome 1: Refugee-background communities are aware of their rights and are claiming the same rights as all New Zealanders

Change Outcome 2: Policy development and service delivery are underpinned by a rights based approach

Change Outcome 3: Refugee-background communities have increased capacity to participate in NZ life

Change Outcome 4: People from refugee backgrounds are recognised for their contribution to their own community, to other communities and to New Zealand society

Change Outcome 5: ChangeMakers is governed and managed effectively and transparently

Change Outcome 6: ChangeMakers is a community driven and rights based organisation

For 2011-12¹ we will move towards these outcomes through the achievement of the following:

1. Communities have increased awareness and understanding of their rights
2. Government and non government organisations have increased understanding of a rights based approach
3. Communities are supported to participate more fully in NZ life
4. The contribution of people from refugee backgrounds to NZ is documented and promoted
5. Board and staff are supported to increase the effectiveness and transparency of our work
6. ChangeMakers' relationship with its communities is underpinned by a rights based approach

¹ It should be noted that for outcomes 1-4 ChangeMakers is one of many actors that contributes to the achievement of these outcomes. Wherever possible ChangeMakers will work with other agencies to avoid duplication.

Key Outcome 2: Government and NGOs have an increased understanding of a rights based approach

ACTION	Measure	RESPONSIBILITY FOR ACTION	KEY DATES
A rights-based approach paper and relevant tools is developed	Paper that marries Standards for Engagement with a rights-based approach is produced	Research team	October
	At least two workshops targeting the Govt and NGOs sector are held	Research team	December and March
Presentation on rights-based approach is developed	Paper delivered at a relevant forum	Research team	October
ChangeMakers contributes to discussions in policy development and service delivery	ChangeMakers advocates for improvements to policy and processes based on a rights-based approach including family re-unification, housing, education and the Refugee Resettlement Strategy	Research team, General Manager	On-going
A rights-based resource kit on bullying is developed	Resource kit produced and made available to communities and educators	Research team	August
Rights-based research is added to Research Directory	Directory is updated and promoted	Research team	On-going

ChangeMakers works with other agencies to help inform the delivery of rights-based services	MoUs with RAS and RS are implemented	General Manager	On-going
	ChangeMakers attends all relevant government and non government forums	General Manager	On-going
	Communities meet with government and non government agencies to advocate for their rights	General Manager	On-going

Key Outcome 3: Communities are supported to participate more fully in NZ life

ACTION	Measure	RESPONSIBILITY FOR ACTION	KEY DATES
ChangeMakers advocates for wide representation at government and non government forums	People from at least eight communities are present at RRRF	General Manager	Feb
	People from at least six communities are present at NRRF	General Manager	May
Regional Advisory groups are established and maintained	An advisory group is established in Wgton	Community Development team	September
	The Hutt Advisory Group continues to be active	Community Development team	On-going
ChangeMakers facilitates capacity building activities to support new and established incorporated societies	All active community leaders have mentors	Community Development team	On-going
	Workshops on governance, finance and funding are held	Community Development team	On-going
Refugee background people are supported to become part of the Speaker Bureau	At least one speakers bureau training programme is delivered	Comms	On-going
	At least ten speaking opportunities are created for people who have received the training	Comms	On-going
ChangeMakers facilitates capacity	There women's steering groups are coordinated (Porirua, Hutt	Community	July 2011

building activities for women	Valley and Wgton) A Regional Women's 2011-12 Action Plan is developed and implemented	Development team Community Development team	August 2011
ChangeMakers plays an active role in the Pathways to Employment initiative	ChangeMakers promotes Pathways to communities ChangeMakers attends at least 80% of the Pathways working group meetings Potential Pathways clients are aware of the Refugees in Business programme	Community Development team Community Development team Community Development team	On-going On-going On-going
ChangeMakers supports people to develop businesses	At least six new clients are supported to develop their business idea The Advisory group provides feedback to potential business owners Mentors are established for each new client On-going support is provided for current clients	Community Development team Community Development team Community Development team Community	On-going On-going On-going On-going

		Development team	
A Youth Action Group is supported to promote action on refugee-background youth issues	Action plan to address issues is finalised	Youth Development Coordinator	July
	ChangeMakers coordinates the Youth Action Group	Youth Development Coordinator	On-going
	Youth Action Group meets at least quarterly	Youth Development Coordinator	On-going
	Progress and outcomes are communicated back to youth	Youth Development Coordinator	On-going
The Youth at Risk programme is being finalised	Programme is developed	Youth Development Coordinator	July
	Suitable delivery organisation is found	Youth Development Coordinator	August
	Potential funding sources are obtained	Youth Development Coordinator	August
Communities are supported to further their work using the Strong Families Strong Children resource	Follow up workshops are held with at least five community groups	Community Development team	On-going
ChangeMakers coordinates the implementation of the 2011-12 Regional Action Plan for Health and Wellbeing	Communities are consulted on key strands for 2011-12 plan	General Manager	July
	A review meeting of the 2011-12 plan is held	General Manager	August
		General Manager	September

	The 2011-12 Health and Wellbeing Action Plan is developed Strand and follow up meetings are held	General Manager	On-going
Research that highlights resettlement barriers is produced	At least one research paper is produced and distributed	Research team	May

Key Outcome 4: The contribution of people from refugee backgrounds to NZ is documented and promoted

ACTION	Measure	RESPONSIBILITY FOR ACTION	KEY DATES
Research paper highlighting successes is researched and produced	Paper completed and promoted	Research team	February
Youth Refugee Awareness project developed	Multimedia resource developed and promoted that highlights the success of refugee-background youth	Youth Development Coordinator	November
Research papers highlighting the contribution of people from a refugee background are added to the Research Directory	Directory is updated and promoted	Research team	On-going

Key Outcome 5: The Board and staff are supported to increase the effectiveness and transparency of our work

ACTION	MEASURE	RESPONSIBILITY FOR ACTION	KEY DATES
ChangeMakers facilitates capacity building workshops for the Board	At least three Board capacity building workshops are held	General Manager	On-going
Staff are supported to build their capacity	Every staff member has a professional development plan	General Manager	August
	Staff members undertake professional development opportunities	General Manager	On-going
A positive organisation culture is developed and maintained	Staff survey indicates that ChangeMakers has a positive and supportive organisational culture	General Manager and staff	On-going
ChangeMakers work is underpinned by its values	Staff survey indicates that ChangeMakers' work is underpinned by its values	General Manager and staff	Jun
New staff are inducted into organisation	Staff induction manual developed	Admin and General Manager	September
ChangeMakers reputation with external funders is maintained	Reports to funders are produced in agreed timeframes	General Manager	On-going
	Relationships with current funders and potential funders are developed and maintained	General Manager	On-going
Sufficient funding is secured to meet operational requirements	ChangeMakers ends the financial year with a surplus	General Manager and Finance Officer	On-going
Key documents are made available and accessible	The following documents are available on the website	Comms	On-going

	<ul style="list-style-type: none"> • Strategic Plan 2011-2016 • Code of Ethics and Membership Policy • Annual Report 2010-2011 • Annual Plan 2011-2012 • Up to date list of Board members and staff 		
Board and operational policies are developed, updated, and published	<p>Board and policies are reviewed and updated and new policies are developed</p> <p>Organisational policies are created, reviewed and updated</p> <p>Policies are available on website</p>	<p>General Manager and Board</p> <p>General Manager</p> <p>Comms</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>
Financial records are maintained and updated	<p>Monthly accounts are produced within two weeks of month end</p> <p>Financial reports and information are provided to the General Manger when requested</p> <p>All GST, PAYE returns and other regulatory requirements are met</p> <p>Material for the audit is prepared</p>	<p>Finance Officer</p> <p>Finance Officer</p> <p>Finance Officer</p> <p>Finance Officer</p>	<p>On-going</p>
Office functions are carried out	ChangeMakers office is well run and has ordered logical systems	Admin	On-going
Administration support is provided to General Manager and staff	Timely support is provided when requested	Admin	On-going

Key Outcome 6: ChangeMakers’ relationship with its communities is underpinned by a rights based approach

ACTION	MEASURE	RESPONSIBILITY FOR ACTION	KEY DATES
Community Forums are promoted and held	At least 5 ‘themed’ Community Forums are held Forums are attended by at least 25 members from across communities Community input from forums informs ChangeMakers’ work plan	General Manager and staff Comms General Manager and staff	July, Oct, Dec, Feb, April, June
The Leaders Council is supported	A cross-community, functioning Leader’s Council is established The Leaders Council meets at least three times per year At least three updates are produced for the Leaders Council	General Manager General Manager General Manager	On-going On-going On-going
CRF’s Annual Workplan is presented to the Leaders Council	Feedback from Leaders Council is considered at prior to and at the CRF Board meeting	General Manager	June
Research plan and projects reflects community issues and priorities	Input from communities is gathered on research initiatives Research plan is approved by ChangeMakers Board	Research team	On-going

Refugee-background communities are aware of upcoming AGM	The Annual Report is distributed to communities at least two weeks before the AGM	General Manager	One month before AGM
	Communities are informed about AGM at least six weeks prior to event	General Manager	One month before AGM
	All communities are informed about the Board membership voting process	General Manager	At least 6 weeks before AGM
	A call for nominations to the Board is distributed to communities at least six weeks before the AGM	General Manager	At least 6 weeks before AGM
ChangeMakers maintains strong links to refugee-background women	Steering groups established	Community Development team	
	Action Plan is implemented	Community Development team	
	Women are added to the Women's Network	Community Development team	
	Women's festival is held	Community Development team	
Young people are connected to ChangeMakers and each other	Youth network is active with at least 3 updates distributed	Youth Development Coordinator	Oct
	Input from youth is gathered to inform Youth Action Group	Youth Development Coordinator	On-going

	Youth Network is active with information regularly		
ChangeMakers produces a regular newsletter	At least 4 newsletters are produced	Comms	Aug, Dec, Feb, April, June
ChangeMakers website is kept up to date	Website is updated on a regular basis	Comms	On-going
CiviCRM database is updated	New members are added to the database	Comms	On-going
	Staff utilise database	Comms	