



**CONSTITUTION
FOR
PATHWAYS TO REINTERGRATION
FOUNDATION
(PAREF)**

PAREF

Pathways To Reintegration Foundation

PREAMBLE

Whereas, the Constitution of Zimbabwe, regional and international human rights instruments that Zimbabwe is part to provide for the incarceration, rehabilitation and reintegration of inmates.

We, the members of Pathways to Reintegration Foundation (PAREF):

Recognising the significant challenges faced by inmates and ex-inmates globally,

Affirming our belief in their inherent potential to contribute positively to their communities, and

Acknowledging that many of these individuals belong to vulnerable categories such as women, juveniles, persons with disabilities, and those with mental health issues who require specialized support and understanding,

Do hereby establish a framework for the governance and operation of PAREF to promote rehabilitation and reintegration of inmates and ex-inmates.

With this Constitution, we seek to:

Promote empowerment of inmates and ex-inmates through comprehensive rehabilitation programmes, vocational training, and holistic support services that facilitate their reintegration into society.

Foster global engagement to cultivate partnerships with local, regional and international communities, businesses, and organizations, ensuring a collaborative approach to reintegration that reduces stigma and promotes acceptance.

Advocate for social change to influence policy and legislative reforms that enhance rehabilitation opportunities within the criminal justice system, ensuring that the rights and needs of inmates and ex-inmates are recognized and addressed.

Encourage lifelong learning to provide ongoing educational opportunities that equip individuals with the skills necessary for successful employment and entrepreneurship, thereby fostering economic independence.

Establish accountability and transparency to maintain high standards of integrity, transparency, and accountability in all our operations, ensuring that our stakeholders trust and support our mission.

Commit to continuous improvement to regularly assess and refine our programmes and initiatives based on feedback, research, and best practices, ensuring that we remain effective and responsive to the needs of those we serve.

CHAPTER I

NAME

- a) There is hereby established a Foundation to be known as Pathways to Reintegration Foundation (PAREF).
- b) This constitution shall be applicable to the following tiers of membership to accommodate varying levels of involvement.
 - (i) **Individual Members:** Individuals who support the mission of PAREF.
 - (ii) **Organizational Members:** Non-profit organizations, businesses, or institutions that align with PAREF's objectives.
 - (iii) **Honorary Members:** Individuals recognized for their exceptional contributions to the field of rehabilitation and reintegration, as determined by the Board.

CHAPTER 2 INTERPRETATION

2.1 For the purposes of this Constitution, the following terms shall have the meanings as indicated:

- a) **Patron:** An influential individual that assists in resources mobilization and advocacy to advance the foundation's mission of rehabilitating and reintegrating inmates and ex-inmates into society.
- b) **Inmates:** Individuals who are currently incarcerated.
- c) **Ex-inmates:** Individuals who have completed their incarceration.
- d) **Executive Director:** The individual responsible for the day-to-day management, strategic implementation, and overall administration of PAREF.
- e) **Board of Directors:** The governing body responsible for overseeing the operations and strategic direction of PAREF.
- f) **Management:** Individuals responsible for the day-to-day operations of PAREF.
- g) **Members:** Individuals who have joined PAREF and support its mission and objectives.
- h) **Stakeholders:** Individuals or groups who have an interest in or are affected by the operations and outcomes of PAREF.
- i) **Incarceration:** The confinement of individuals in a correctional facility because of a legal sentence following a criminal conviction.
- j) **Rehabilitation:** The process of helping incarcerated individuals to reform their behaviours and reintegrate into society as law-abiding citizens.
- k) **Reintegration:** The process through which ex-inmates transition successfully back into the community after serving their sentences.
- l) **Special Board Meeting:** Any meeting that focuses on urgent or specific issues that require immediate attention and decision-making outside the regular meeting schedule.

CHAPTER 3

VISION

- 3.1 Towards a crime free society.

CHAPTER 4

MISSION

- 4.1 To transform the lives of inmates, Ex-inmates and communities, applying holistic innovative rehabilitation and reintegration programmes.

CHAPTER 5

CORE VALUES

- 5.1 Through this Constitution, we pledge to uphold these values and objectives, working collaboratively to build a just and inclusive society where every individual, regardless of their past, can thrive and contribute to the collective well-being of our communities.
- 5.2 In solidarity, we affirm our dedication to creating pathways for reintegration that foster hope, dignity, and a renewed sense of purpose for all who have been impacted by incarceration.
- 5.3 PAREF shall be guided by the following values:
- a) **Respect for Human Dignity:** Recognizing inherent self-worth and potential for positive transformation.
 - b) **Commitment to Social Justice:** Advocating for fairness and equity for all.
 - c) **Collaborative Spirit:** Fostering shared purpose, leveraging diverse perspectives.
 - d) **Innovative Thinking:** Embracing creativity, professionalism, and continuous improvement for lasting impact.
 - e) **Integrity:** Ethical conduct anchored on honesty, transparency and accountability.

CHAPTER 6

OBJECTIVES

6.1 Strategic Objective

To establish PAREF as a premier leader in innovative rehabilitation and reintegration of inmates and ex-inmates through strategic partnerships, vocational training, holistic support services that empower individuals to foster community, global acceptance, ultimately reducing recidivism and promoting social reintegration.

6.2 Operational Objectives

PAREF shall achieve the following:

- a) Provide vocational training, educational opportunities, and life skills development.
- b) Foster partnerships with corporate entities for job placements and entrepreneurship projects.
- c) Advocate for legislative reforms within the criminal justice system.
- d) Develop comprehensive mental health and psychosocial support programmes.
- e) Engage in community education and outreach efforts.
- f) Encourage sustainable training for Correctional Officers on rehabilitation best practices.

CHAPTER 7

LEGAL FRAMEWORK

7.1 The operations of PAREF shall be governed by:

- a) The Constitution of Zimbabwe.
- b) Private Voluntary Organizations Act [*Chapter 17:05*]
- c) The Prisons and Correctional Service Act [*Chapter 7:23*]
- d) The Public Entities Corporate Governance Act [*Chapter 10:33*]
- e) PAREF Constitution (2025)
- f) Domesticated Regional and International Instruments on the rights of inmates.

7.2 Legal Status

PAREF shall be registered in terms of the Private Voluntary Organizations Act [*Chapter 17:05*]

CHAPTER 8

GOVERNANCE STRUCTURE

8.1 Board of Directors

The Board shall consist of eleven (11) members as outlined below:

- a) Chairman.
- b) Deputy Chairman.
- c) Treasurer.
- d) Executive Secretary from Zimbabwe Prisons and Correctional Service.
- e) Legal Advisor from the Ministry of Justice, Legal and Parliamentary Affairs.
- f) Traditional leaders' representative.
- g) Faith-based organization's representative.
- h) Private sector representative.
- i) Non-Governmental Organizations representative.
- j) 2 Ex-inmates (1 male and 1 female)

8.2 Functions of the Board of Directors

The Board of Directors shall be responsible for:

- a) Establishing the strategic direction of PAREF.
- b) Approving budgets and financial plans.
- c) Ensuring compliance with legal and ethical standards.
- d) Appointing and evaluating the performance of the Executive Director.
- e) Appointing External Auditors.

8.3 Board Committees

Board committees allow the PAREF Board to divide complex responsibilities into specialized areas, ensuring efficiency, accountability, and stronger governance. They act as extensions of the Board, focusing on specific functions while reporting back to the full board for final decisions.

The Committees of the board shall be:

- a) Executive Committee
- b) Finance Committee
- c) Resource Mobilization & Business Development Committee
- d) Programmes Committee
- e) Audit & Risk Committee
- f) Strategy, Human Capital & Administration Committee

Committee members shall be appointed by the full Board of Directors based on expertise. The committee chairmanship shall be determined by the full Board of Directors. The Committees can invite experts into the Committees as and when required as approved by the

Board. The Chairman and Deputy Chairman of the Board cannot sit in the Committees except for the Executive Committee.

8.4 Terms of Office for Members of the Board of Directors

- a) Members of the Board of Directors shall be appointed by the Minister of Justice, Legal and Parliamentary Affairs or responsible Minister in consultation with the Commissioner General of the Zimbabwe Prisons and Correctional Service.
- b) Members of the Board of Directors shall serve a term of four (4) years, with the possibility of reappointment for only one additional term.
- c) Terms may be staggered to ensure continuity of governance.

8.5 Removal from Office of Board of Directors

Members of the Board of Directors may be removed from office for the following reasons:

- a) Violation of the PAREF Constitution and Code of Conduct.
- b) Incompetence or inability to fulfill the responsibilities of their position.
- c) Conduct detrimental to the reputation and operations of PAREF.

8.6 Process of Removal

- a) A two-thirds majority vote of the Board of Directors is required for removal.
- b) The whole Board may be dissolved through a resolution passed by an Annual General Meeting or Extra-Ordinary General Meeting or expiry of their terms of office.

8.7 Board Remuneration

Board and Committee members may be paid sitting allowances for attendance at duly convened meetings, at rates approved by the Board of Directors and reviewed periodically in accordance with applicable policies and regulations.

CHAPTER 9 **Pathways To Reintegration Foundation** **MANAGEMENT**

9.1 Management Structure

The Management shall manage day-to-day operations and shall be composed of the following:

- a) Executive Director.
- b) Finance Manager, Administration Manager, Programmes Manager, Resource Mobilization & Business Development Manager.
- c) Other Technical Experts: to be recruited whenever necessary.

9.1.1 Appointment of the Executive Director

The Board shall appoint the Executive Director through a transparent, competitive process and approve the terms of appointment. The Executive Director shall be accountable to the Board and serve as an ex officio, non-voting Board member with the right to attend and participate in meetings.

The executive director will serve for a period of four (4) years, with the possibility of reappointment.

9.1.2 Functions of the Executive Director

- a) Lead PAREF's day-to-day operations and implement Board decisions, policies, and approved plans.
- b) Manage staff, programmes, finances, assets, compliance, risks, and organizational performance.
- c) Submit plans, budgets, and performance reports to the Board.
- d) Represent PAREF, maintain stakeholder relationships, and mobilize resources and partnerships.

9.2 Recruitment and Functions of Management

Members of Management shall be recruited by the Executive Director in liaison with the Strategy, Human Capital & Administration Committee. Management shall be responsible for:

- a) Reporting regularly to the Executive Director on progress and challenges.
- b) Implementing the strategic plans set by the Board.
- c) Managing daily operations and programmes.
- d) Ensuring effective communication among all stakeholders.

9.3 Removal from office of management

Members of Management may be removed from office for the following reasons:

- a) Violation of the PAREF Constitution and Code of Conduct.
- b) Incompetence or inability to fulfill the responsibilities of their position.
- c) Conduct detrimental to the reputation and operations of PAREF.

9.4 Process of Removal

The Hearing Committee shall be established to determine and pass a resolution in line with the PAREF Code of Conduct and Human Capital Policy.

CHAPTER 10

GLOBAL-LEVEL VOLUNTEERS AND AMBASSADORS

10.1 To effectively implement international initiatives and achieve its mission, PAREF will establish a robust team of global-level volunteers and ambassadors reporting to the International Programmes Officer.

CHAPTER 11

AFFILIATION TO THE FOUNDATION

11.1 Organizations and individuals wishing to affiliate with PAREF must submit a formal application to the Board of Directors. The application should include:

- a) A statement of alignment with PAREF's mission and objectives.
- b) Details of the organisation's or individual's activities and contributions to rehabilitation and reintegration efforts.

Upon approval by a majority vote of the Board, the organization or individual will be granted affiliated status, allowing for signing of a Memorandum of Agreement.

CHAPTER 12

PROGRAMMES

12.1 PAREF shall engage in various programmes aligned with global best practices, including:

- a) Vocational Training and Life Skills Development.
- b) Wellness programmes.
- c) Mental Health and Psychosocial Support.
- d) Job Placement and Entrepreneurship.
- e) Community Engagement and Education.
- f) Training Programmes for Correctional Officers.
- g) Digital Education and E-learning Programmes.
- h) Community Reintegration Support Programme.
- i) Parole Programme.
- j) Knowledge Exchange and Research Initiatives.
- k) International learning and exchange programmes.

CHAPTER 13

MEETINGS

13.1 Board Meetings

- a) Board meetings shall be called by the Executive Secretary.
- b) The Board of Directors shall meet at least once per quarter.
- c) Special Board Meetings may be called by the Executive Secretary or upon the request of at least one-third of the Board members.
- d) For Special Board meetings where the Chairman is conflicted then the Vice Chairman may chair the meeting
- e) Where both the Chairman and Vice Chairman are conflicted then a designate member from the unconflicted Board members may chair the meeting.
- f) The quorum for all Board meetings shall be 50% + 1 of the total membership of the Board, including the Chairman or Vice Chairman.
- g) Minutes of each Board meeting shall be recorded and filed accordingly

13.2 Management Meetings

- a) Management shall meet at least once a month.
- b) Minutes of each meeting shall be recorded and filed accordingly.

13.3 Annual General Meeting (AGM)

- a) PAREF shall hold an annual general meeting for all stakeholders to review activities, financial reports, plans and stakeholder engagement strategies.
- b) An AGM shall be held within three months after each financial year end.
- c) The Board shall set the agenda, and Executive Secretary shall notify members at least 21 days before the date of the AGM.
- d) The Patron, Management, Stakeholders, Members and Representatives of affiliated Ex-Inmates Associations may attend an AGM.
- e) An attendance of at least 50% of the members shall constitute a quorum

13.4 Extraordinary General Meeting

An Extraordinary General Meeting (EGM) may be convened under the following circumstances:

- a) To address urgent matters requiring immediate attention, as determined by the Board of Directors.
- b) A request for an EGM may be made by at least one-third of the members in writing, stating the reasons for the meeting.
- c) Where the urgent matter involves the Board, the request for the EGM will be launched with the Minister of Justice, Legal and Parliamentary Affairs or the responsible Minister.

13.5 Notice of the EGM must be provided to all members at least fourteen (14) days prior to the meeting.

CHAPTER 14

FINANCES

14.1 Financial Management

PAREF shall manage its finances in accordance with the PAREF Finance Policy.

14.2 Funding Sources

PAREF shall adopt a hybrid funding model, including:

- a) Government Correctional Service Grants.
- b) Grant applications.
- c) Income Generating Activities.
- d) Crowdfunding.
- e) Corporate global partnerships and entrepreneurship projects.
- f) Fundraising conferences and community events.
- g) Social impact investment funds.
- h) Loans.

14.3 Auditing

PAREF shall undergo an annual audit conducted by an independent auditor. The audit report shall be presented to the Board of Directors, made accessible to stakeholders and presented to the AGM.

CHAPTER 15

AMENDMENTS

15.1 This Constitution may be amended by a two-thirds majority vote of the AGM, provided that the proposed amendment is submitted in writing to all affiliated stakeholders at least thirty (30) days prior to the scheduled vote.

15.2 Where an EGM is prompted by the need to amend the constitution, the Constitution may be amended by a two-thirds majority vote of the EGM, provided that the proposed amendment is submitted in writing to all affiliated stakeholders at least fourteen (14) days prior to the scheduled vote.

The proposed amendment must clearly outline the specific changes being recommended and the rationale behind them.

CHAPTER 16

DISSOLUTION OF PAREF

16.1 Circumstances

The Foundation may be dissolved under the following circumstances:

- a) A formal decision to dissolve the organization may be initiated by a two-thirds majority vote of an AGM or EGM. This decision must be documented in the minutes of the meeting and include the rationale for dissolution.
- b) The organization may be dissolved if it becomes unable to fulfill its mission due to financial constraints, or other significant operational challenges that prevent it from effectively carrying out its objectives.
- c) If the organization experiences a significant decline in active membership or participation, making it impractical to continue operations, a motion for dissolution may be proposed and voted on by the Board.
- d) The organization may also be dissolved if mandated by a court order or in compliance with applicable laws and regulations governing non-profit organizations.

16.2 Asset Distribution

In the event of dissolution, the following procedures shall be followed regarding the distribution of remaining assets:

- a) Before any distribution can occur, all outstanding debts and obligations of the organization must be settled.
- b) Any assets remaining after the payment of debts may be distributed to a non-profit organization with similar objectives. The selection of this organization will be determined by the Board of Directors, ensuring that the assets continue to support a mission aligned with the original goals of the organization.
- c) The decision regarding asset distribution shall be documented in the minutes of the dissolution meeting, including the name of the recipient organization and the rationale for its selection.
- d) Where the dissolution is by court, the distribution of the assets will be guided by the court order.

17. SIGNATURES:

- a) Executive Secretary:.....Date:.....
- b) Board Chairman:.....Date:.....
- c) Minister of Justice Legal and Parliamentary Affairs:Date:.....