



# YWCA Strategic Plan



2018-2022

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## **Abbreviations and acronyms**

<b>A U:</b>	<b>AFRICA UNION,</b>
<b>AIDS:</b>	<b>Acquired Immuno Deficiency Sydrom,</b>
<b>CEDAW:</b>	<b>Committee on the Elimination of Discrimination against Women,</b>
<b>COMESA:</b>	<b>Common Market for East and Southern Africa,</b>
<b>CSOs:</b>	<b>Civil Society Organisations,</b>
<b>DFID:</b>	<b>Department for International Development,</b>
<b>DICs:</b>	<b>Drop In Centres,</b>
<b>GBV:</b>	<b>Gender Based Violence,</b>
<b>GEEA:</b>	<b>Global Engagement and Education Abroad</b>
<b>GIZ:</b>	<b>German Federal Enterprise for International Cooperation.,</b>
<b>HIV:</b>	<b>Human Immuno Virus,</b>
<b>HR:</b>	<b>Human Resource,</b>
<b>IEC:</b>	<b>Information Education Communication,</b>
<b>M&amp;E:</b>	<b>Monitoring and Evaluation,</b>
<b>NGO:</b>	<b>Non Governmental Organisation,</b>
<b>SADC:</b>	<b>Southern Africa Development Community,</b>
<b>SRH:</b>	<b>Sexual Reproductive Health,</b>
<b>SWOT:</b>	<b>Strengths, Weaknesses, Opportunities And Threats,</b>
<b>TEVETA:</b>	<b>Technical Education, Vocational and Entrepreneurship Training Authority,</b>
<b>UNFPA:</b>	<b>The United Nations Population Fund,</b>
<b>USAID:</b>	<b>U.S. Agency for International Development,</b>
<b>VIPs:</b>	<b>Ventilated Improved Pits,</b>
<b>WWF:</b>	<b>World Wide Fund,</b>
<b>YWCA:</b>	<b>Young Women Christian Association</b>



## REFLECTIONS FROM THE NATIONAL PRESIDENT

*«Gender equality is the equal enjoyment by women and men of socially valued goods, opportunities, resources and rewards. The aim is not that women and men become the same, but that their opportunities and life chances become and remain equal» (OECD, DAC, 1998).*

For the past 60 year of its existence in Zambia, YWCA has proudly championed the promotion of gender equality by challenging and addressing the underlying causes that perpetuate gender injustices such as gender based violence and child marriage. During this period, YWCA has not only expanded its strategic partners, geographical coverage, resources and services, but also advanced the agendas for various International and Regional Instruments on gender equality such as the Beijing Platform for Action, Convention on the Elimination of all forms of Discrimination against women (CEDAW), Convention on the Rights of the Child (CRC), Maputo protocol and the SADC Protocol on Gender and Development.

At YWCA Zambia, we are proud of the results that we have recorded during the past strategic plan period (2013 -2017) and beyond. We however acknowledge that a lots still needs to be done to ensure that gender equality does not remain a pipe dream but a reality for all Zambians.

The 2018 to 2022 strategic plan will therefore continue the journey that YWCA started in 1957 and will contribute to implementation of the nation's policy and legal framework on targets promoting gender equality and ending gender based violence including child marriage. In this vein, empowering communities with specific focus on Women, Youth and Children will inform the strategies for this strategic period. As we implement this strategic plan, we look forward to sustaining our collaboration with stakeholders from Government, UN Agencies, Cooperating partners, NGOs, traditional, religious leaders and civic leaders, private sector, communities and individual women, men, girls and boys towards attaining gender equality in Zambia.

A handwritten signature in black ink, appearing to read 'Lucy Masiye Lungu', followed by a horizontal line.

**Lucy Masiye Lungu**  
**YWCA National President**

## ACKNOWLEDGEMENTS FROM THE EXECUTIVE DIRECTOR



*Coming together is a beginning, staying together is progress, and working together is success (Henry Ford).*

I would like to acknowledge the all inclusive and widespread consultative processes that facilitated the development of this YWCA strategic Plan for 2018 – 2022. The process which started with consultative processes in the YWCA operational sites culminated into a one (1) week meeting where representatives from the Regional offices, National office and the Board were represented. This was done to ensure that the Strategic Plan is reflective of the wishes and aspirations of all stakeholders.

My gratitude, therefore, goes to all the people who participated in the process of developing this strategic plan by either participating in an interview, responding to a questionnaire or participating in the Strategic Plan development workshop. I would also like to acknowledge Pact Zambia for their financial contribution towards this process.

I wish to pay special tribute to the YWCA National office staff which constituted the core planning team for this process for their leadership and steady commitment towards the organisation of the Strategic Planning Process.

My sincere gratitude also goes to the consultants who helped to facilitate the development of this Strategic Plan, Mr Kalungu J. Sampa and Ms Millicent Peele for their tireless and hard work in putting this document together.

It is my sincere hope that this Strategic Plan will fulfil the expectations of the YWCA Board, staff, members and partners at all levels. It is anticipated that other stakeholders will buy into this plan and support YWCA in order to achieve all its objectives outlined in this plan.

A handwritten signature in blue ink, appearing to be 'Patricia Mwaka Mphanza Ndhlovu', written over a horizontal line.

**Patricia Mwaka Mphanza Ndhlovu**  
**Executive Director**



## 1. EXECUTIVE SUMMARY

YWCA has in the years of its existence vigorously embarked on formulating and implementing interventions to eliminate gender-based discrimination as a strategy towards creating more equal societies. This is in view of the fact that Sustainable development cannot be achieved without the equal participation of women and men and where gender injustices are highly prevalent. *Gender inequalities have a large and wide-ranging impact on society. For example, they can contribute to gender inequities in health and access to health care, opportunities for employment and promotion, levels of income, political participation and representation and education. Often inequalities in gender increase the risk of acts of gender based violence (WHO).*

This Strategic Plan guides YWCA's focus for the period 2018 to 2022 by clearly outlining the framework within which YWCA will operate. Interventions that address gender imbalances remain at the centre of YWCA's programming. Therefore, the policy elements, strategies and interventions guiding the implementation of this plan will contribute to the promotion, protection and supporting the rights of communities, especially the rights of women, youths and children in our quest to attain gender equality through rights based approaches and sustainable interventions in order to actualize YWCA's vision of ***a safe and gender sensitive Zambia with equal opportunities, good health and good quality of life for all.***

YWCA will implement the following programmes for the next five years:

- (1) Women, Youth and children's human rights programme;
- (2) Sexual Reproductive Health & Rights and HIV and AIDS Programme;
- (3) Social and economic empowerment programme;
- (4) Management and organisational Capacity Development programme; and
- (5) Membership and governance programme.

In order to effectively implement the above programmes, YWCA will rely on the following Key strategies: Advocacy & Awareness Raising; GBV, HIV & SRH Service Provision; Male involvement; Capacity development; Community Mobilisation and networking and mainstreaming gender, disability and climate change.

The plan also highlighting achievements the organisation has made in the previous strategic period which the organization will use as a launching platform for even greater achievements during this strategic period. This plan will also help YWCA to contribute to Zambia's Gender Agenda as it aligned to key international, regional and national human rights instruments, laws and policies on gender equality and the empowerment of women.

## **2. YWCA POLICY ELEMENTS**

### **Our VISION**

A safe, gender sensitive Zambia with equal opportunities and good quality of Life for all.

### **Our MISSION**

The YWCA is a Christian, membership, non-partisan, non-governmental organisation (NGO).

We are dedicated to the empowerment of the community (especially women, youth and children) to contribute to the attainment of a just society through rights- based approaches and sustainable interventions.

### **Our MOTTO**

By Love Serve One Another

### **Our VALUES**

1. Integrity
2. Confidentiality
3. Voluntarism
4. Equity and Equality
5. Accountability
6. Professionalism
7. Diversity
8. Christian Faith

### **3. Introduction and Background (Who we are and our story?)**

#### **i. YWCA**

YWCA Zambia is a Christian, Membership, Non-partisan, Non-Governmental Organisation (NGO) dedicated to the empowerment of the community (especially women, youth and children) to contribute to the attainment of a just society through rights- based approaches and sustainable interventions. The organisation's works aims at contributing towards the implementation of National plans and policies such as Zambia's Vision 2030; the Seventh National Development Plan; Gender, Child and Youth Policies, National HIV & AIDS Strategic Framework etc. and also the World YWCA Vision which states that "By 2035, 100 million young women and girls transform power structures to create justice, gender equality and a world without violence and war; leading a sustainable YWCA movement, inclusive of all women."

YWCA is one of the oldest women's organizations and since its inception in Kitwe, Zambia in 1957, YWCA has continued to stand at the fore front of social change and tackling gender injustices such as gender based violence, including child marriage and sexual reproductive health rights violations. YWCA is operational in 9 provinces and 51 districts of Zambia focusing on its primary target namely women, youth and children. The organisation equally embraces working with men and boys as critical change agents in its programming in order to holistically tackle gender based violence and promote gender equality.

#### **ii. Importance of the Strategic Plan**

Every five years, the organisation takes itself through a process of renewal by undertaking comprehensive review and evaluation of its work, leading to deeper learning about programming and achieving results, and finally culminating into the development of a new strategic plan that will provide the strategic framework for the next 5 years. YWCA believes that the Strategic Plan;

- Will give the organisation the opportunity to involve its various stakeholders in co-learning about how best to serve its target group and reflecting together on its mandate;
- Is an important tool for reflecting through how an organisation utilizes its resources towards its pledge of providing services to its target groups;
- Will help the organisation to focus on its priorities or core work of YWCA and to adhere to the objectives;
- Will provide a guide on how to efficiently implement the work of the organisation and provide the checks and balances;
- Is an important tool for resource mobilization; and
- Is a basis for budgeting and a framework for monitoring and evaluation.



**ENVIRONMENTAL SCAN** (Issues in the external environment affecting our work).

The environment in which the organisation operates is constantly changing both positively and negatively which may have a bearing on YWCA's work.

Below are some of the issues;

<b>Political</b>	
<b>Positive</b>	<b>Negative</b>
<ul style="list-style-type: none"> <li>Fairly stable political environment</li> <li>Peaceful political process and leadership transition</li> <li>Active participation of citizens in the governance process</li> <li>Positive political statements about the work of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Political party differences resulting in pockets of violence which contribute to discouraging and preventing women from participation in politics</li> <li>Political / policy inconsistencies</li> <li>Perpetuation of politics based on tribalism and regionalism</li> <li>Low adoption of women as candidates during elections</li> <li>High cost of political participation especially for women</li> </ul>
<b>Economical</b>	
<b>Positive</b>	<b>Negative</b>
<ul style="list-style-type: none"> <li>Stable exchange rate and inflation rate</li> <li>Promotion of both urban and rural development</li> <li>Good environment for investment and doing business</li> <li>Good road, transport and communication network</li> <li>Abundance of natural resources such as land, water, minerals and fertile soils.</li> <li>Availability of business and entrepreneurship services</li> </ul>	<ul style="list-style-type: none"> <li>High levels of unemployment</li> <li>High cost of living</li> <li>Poor/late distribution of agricultural inputs</li> <li>High levels of corruptions (AG reports)</li> <li>High dependency on donor support</li> <li>Inadequate specialized skills and access to capital especially for women</li> </ul>
<b>Social</b>	
<b>Positive</b>	<b>Negative</b>
<ul style="list-style-type: none"> <li>Increased number of civic, religious and traditional leaders involved in addressing social vices and negative traditional practices</li> <li>Increased behavior change communication interventions</li> </ul>	<ul style="list-style-type: none"> <li>High levels of gender inequalities/injustices</li> <li>High prevalence of child marriage (especially in rural areas)</li> <li>High prevalence of HIV and GBV</li> <li>Inadequate information on SRH and GBV and available services</li> <li>High alcohol and substance abuse</li> </ul>
<b>Technological</b>	
<b>Positive</b>	<b>Negative</b>
<ul style="list-style-type: none"> <li>Social media and internet providing cheaper and fast communication methods</li> <li>Electronic Platforms for learning, research and sharing information</li> <li>Technological advancement for communication and data storage and management</li> </ul>	<ul style="list-style-type: none"> <li>Unrestricted access to some sites that promote moral decay and GBV</li> <li>Technological addiction - more time spent on some media platforms vs productivity</li> <li>Dependency on technology reducing on initiative</li> </ul>
<b>Environmental</b>	
<b>Positive</b>	<b>Negative</b>
<ul style="list-style-type: none"> <li>Increased supply/use of environmental friendly energy</li> <li>Abundant natural resources</li> </ul>	<ul style="list-style-type: none"> <li>Environmental pollution/degradation due to poor management of waste, poor agricultural practices and charcoal burning.</li> <li>Unpredictable weather patterns</li> </ul>
<b>Legal</b>	
<b>Positive</b>	<b>Negative</b>
<ul style="list-style-type: none"> <li>Enabling policy and legal framework</li> <li>Piloting of GBV fast track courts</li> <li>Governance system is based on the rule of law</li> <li>Enhanced access to justice (NGOs complimenting government efforts in providing legal aid)</li> </ul>	<ul style="list-style-type: none"> <li>Poor implementation and enforcement of laws/policies &amp; conflicting legal provisions</li> <li>High legal fees/delays in disposing off cases</li> <li>Inadequate awareness on prevailing laws</li> <li>Weak Bill of rights (2016 referendum failed)</li> </ul>

**4. YWCA SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS** (Current Situation and the Future we are seeking to create)

**i. Internal Strategic Issues (Our internal capacities and challenges as YWCA):**

The SWOT analysis was used to identify factors in our organization that can affect our work positively or negatively. This analysis tool was helpful in the identification of where we are strong, areas needing strengthening, areas we need to take advantage of and areas which may hinder the achievement of our goals. The information from the SWOT analysis has thus been used as a building block in the subsequent sections of this strategic plan.

<b>What is working (STRENGTHS)</b>	<b>HOW CAN WE MAINTAIN/ IMPROVE our strengths</b>
<ul style="list-style-type: none"> <li>• Committed staff /membership (voluntarism)</li> <li>• Vast experience by organisation and skilled staff and membership on a range of issues</li> <li>• Strong visibility, brand name (YWCA)</li> <li>• Ownership of assets (properties/infrastructure)</li> <li>• Adequate organizational policies promoting Transparency, Accountability &amp; good governance</li> <li>• Good working relationship with government and other stakeholders</li> <li>• Donor confidence in YWCA</li> <li>• Well-functioning shelters and DICs</li> <li>• Strategic Partner for stakeholders</li> <li>• Relevance of YWCA’s programmes</li> <li>• Presence in 9 provinces and over 50 districts</li> </ul>	<ul style="list-style-type: none"> <li>• Team work &amp; Commitment to YWCA</li> <li>• Utilizing available skilled YWCA membership</li> <li>• Redevelop/Modernize YWCA properties/infrastructure</li> <li>• Enhancing strategic partnerships</li> <li>• Enhancing key stakeholder engagement including men and boys</li> <li>• Regular Updating of website to enhance visibility</li> <li>• Enhancing use of social media/print media</li> <li>• Enhancing networking at levels – community, national, regional and international</li> <li>• Increasing opportunities for capacity development and training for staff and</li> <li>• Enhancing resource mobilization for programmes</li> </ul>
<b>Areas needing improvement (WEAKNESSES)</b>	<b>HOW CAN WE IMPROVE</b>
<ul style="list-style-type: none"> <li>• Paying competitive salaries to staff to enhance retention and also attract other qualified staff</li> <li>• Finding a suitable compromise between donor demands and organisational programme focus.</li> <li>• Inadequate equipment: vehicles, computers, printers, scanners, communication tools:</li> <li>• Over dependency on Donor resources</li> <li>• Inadequate infrastructure and poorly maintained existing infrastructure</li> <li>• Inadequate human resource at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Motivation and capacity building of staff</li> <li>• Balancing donor priorities with YWCA priorities</li> <li>• Recruitment of personnel at all levels such as HR, M&amp;E, communication and advocacy staff</li> <li>• Investing in IGAs such as treasury bills to reduce on donor dependency</li> <li>• Branches should ensure Holding of Regular Board meetings/membership meetings for information sharing</li> <li>• Improved documentation of the organisations’ work</li> </ul>

<b>Things we need to take advantage of OPPORTUNITIES</b>	<b>How can we take advantage of these opportunities</b>
<ul style="list-style-type: none"> <li>• International and regional human rights standards on gender equality and women’s empowerment</li> <li>• Enabling national policy and legal environment promoting gender equality</li> <li>• Political will on the promotion of the rights of women, youth and children</li> <li>• Demand for YWCA programmes due to high levels of gender injustices</li> <li>• Willingness of cooperating partners to support YWCA</li> <li>• Emerging communication channels such as the social media for efficient communication and operations</li> <li>• Availability of funding opportunities focusing on YWCA key programme areas from traditional and non-traditional donors</li> <li>• Willingness of women and girls as well as men and boys to become YWCA members</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancing participation at regional and international advocacy forums</li> <li>• Strengthening Collaborative efforts and synergies in advocating for effective implementing of laws and policies on gender equality</li> <li>• Continued provision of quality services to beneficiaries</li> <li>• Sharing and learning on consented advocacy issues in pushing forward the women welfare</li> <li>• Enhance sharing of YWCA’s results based work to continue attracting donor confidence</li> <li>• Enhancing use of diverse and emerging communication channels to ensure wider reach</li> <li>• Enhanced engagements with both traditional and non-traditional donors for resource mobilisation</li> <li>• Enhanced publicity of YWCA’s work to attract new members</li> </ul>
<b>Things that can slow us down or hinder us towards our goals (THREATS)</b>	<b>How can we turn threats into positives</b>
<ul style="list-style-type: none"> <li>• Prioritization of operational areas by funding agencies</li> <li>• Short term project funding cycles</li> <li>• The Non-Governmental Organisations Act if implemented in its current state.</li> <li>• Too many organisations competing for limited donor funds</li> <li>• High poverty levels contributing to vulnerability especially among women and girls.</li> <li>• Slow pace in implementation of gender responsive laws and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Exercising some flexibility while remaining focused on YWCA’s core policy elements and programmes when resource mobilizing</li> <li>• Advocating and lobbying for long term projects to enable adequate time for results based programming</li> <li>• Continue advocating and lobbying for the repeal of the NGO Act</li> <li>• Enhancing documentation of the impact of YWCA programmes so that YWCA will remain competitive in mobilizing resources</li> <li>• Enhancing partnerships instead of competition with like- minded organisations</li> <li>• Enhancing socio-economic empowerment programmes in all YWCA implementing areas</li> </ul>

## 5. WHAT IS OUR CURRENT REALITY?

### i. Our Achievements at a Glance during the period 2013-2017

As one of the organisations that pioneered the promotion of gender equality in Zambia, YWCA during the period 2013 to 2017 implemented and supported strategic approaches in tackling gender injustices which included gender based violence, child marriage and SRH violations. During this past strategic period YWCA recorded a number of achievements which we hope the 2018 -2022 strategic plan will build on. Highlighted below are some of our key achievements:

Women and Children's Human Rights Programme	
<ul style="list-style-type: none"> <li>• <b>44,844</b> provided with counseling and legal services and enhanced access to justice</li> <li>• <b>1,362</b> provided with temporal protective shelter from abusive environments</li> <li>• Contributed to increased awareness on GBV, HIV and SRH by reaching out to <b>155,754</b> people country wide</li> <li>• Contributed to enactment of the Gender Equality and Equity Act and passing of By laws in chiefdoms prohibiting negative cultural practices</li> <li>• Contributed to improved GBV service delivery by training <b>180</b> service providers in the multi-disciplinary guidelines for the management of GBV survivors</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced access to services for GBV survivors by expansion of service provision by operationalising 4 new Drop in Centres (Kasempa, Monze, Solwezi and Chingola) and 2 temporal protective shelters (Solwezi and Mongu) operationalised</li> <li>• Contributed to enabling learning environment for community schools by by sinking 4 boreholes and 4 VIP latrines, construction of two model schools and rehabilitation of 6 classrooms in Mongu</li> <li>• Enhanced awareness on GBV among traditional, religious and civic leaders</li> <li>• Trained <b>300</b> male activists who sensitized <b>12,000</b> men and boys as change agents</li> </ul>
SRHRs and HIV & AIDS	Women's Socio Economic Empowerment
<ul style="list-style-type: none"> <li>• Contributed to improved parent child communication by training <b>3,798</b> parents</li> <li>• <b>3,795</b> facilitated to access Sexual Reproductive health services</li> <li>• <b>20, 149</b> provided with HIV testing and <b>5,998</b> referred for further services</li> </ul>	<ul style="list-style-type: none"> <li>• <b>1,000</b> trained in entrepreneurship and business management</li> <li>• <b>4,802</b> groups trained in village banking; <b>60%</b> have formed active saving groups</li> <li>• <b>200</b> provided with start-up capital and <b>20%</b> are still engaged in IGAs</li> </ul>
Adolescent Youth Empowerment	YWCA membership and organizational Capacity Development
<ul style="list-style-type: none"> <li>• <b>42,756</b> adolescents and young people trained in life skills resulting in improved self-esteem and reduced vulnerability to vices such as child marriage</li> <li>• <b>354</b> facilitated to go back to school</li> <li>• <b>1,528</b> trained in peer education/mentorship</li> <li>• <b>28</b> youth facilitated to participate at regional and international forums</li> <li>• <b>25%</b> youth representation on YWCA Boards sustained</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced provision of quality services by training <b>1,647</b> staff/volunteers in various skills</li> <li>• <b>600%</b> increase in funding for programme activities</li> <li>• <b>3</b> new branches operationalised</li> <li>• <b>5%</b> growth in membership</li> <li>• Opening up offices in Luapula Province</li> <li>• Reviewed and/or developed policies to strengthen the organisation's tenets of good governance and gender equality</li> </ul>

## STAKEHOLDERS – the people we work with.

Below are YWCA’s key stakeholders that have interest in the organization and that the organization has interest in. The table further makes an analysis on the expectation/interest and likely conflicts of the interaction.

<b>STAKEHOLDER</b>	<b>WHY WE ARE INTERESTED IN THEM</b>	<b>WHY THEY ARE INTERESTED IN US</b>	<b>AREAS OF POSSIBLE CONFLICT</b>
UN Agencies and International NGOs	<ul style="list-style-type: none"> <li>• Funding sources for implementing and expansion of Key YWCA programming areas</li> <li>• Opportunities for capacity building of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic partner for implementing activities</li> <li>• Strong base at community and national levels</li> <li>• Good working relationship with other CSOs and GRZ</li> </ul>	<ul style="list-style-type: none"> <li>• Target groups, priority areas &amp; interventions may differ</li> <li>• Restrictive MoUs</li> <li>• Rigid programme design</li> </ul>
Local NGOs	<ul style="list-style-type: none"> <li>• Similar focus of promoting gender equity and addressing gender injustices</li> <li>• Strategic referral partners</li> <li>• Critical mass for advocacy initiatives</li> <li>• Partners for fundraising as consortiums</li> </ul>	<ul style="list-style-type: none"> <li>• Established structures countrywide</li> <li>• Referral partner for strategic services such as DICs and temporal protective shelter</li> <li>• Pool of skilled human resource for capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Competition for resources</li> <li>• Duplication of efforts</li> <li>• Attribution of work and visibility</li> </ul>
Government	<ul style="list-style-type: none"> <li>• Coordination and authorization to implement activities in some sectors</li> <li>• National platform to engage with various stakeholders</li> <li>• Law and policy reforms and their implementation</li> <li>• Access to justice processes</li> <li>• Provision of gender statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic referral partner for services</li> <li>• Capacity building</li> <li>• Advocacy and lobbying</li> <li>• Provision of shelter &amp; counseling to GBV survivors</li> <li>• Promotion of girls and women’s empowerment</li> <li>• Gender expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Delays in finalising law reform processes</li> <li>• Slow implementation of laws/Policies</li> <li>• Delayed disposal of GBV cases</li> <li>• Inadequate budget allocation to gender issues</li> </ul>

## OUR KEY CHALLENGES TO THE IMPLEMENTATION OF OUR STRATEGY

The organisation is aware that during the implementation of this strategic plan, it will encounter challenges some of which are listed below and the possible responses to such challenges;

<b>Anticipated Challenges</b>	<b>Critical Responses</b>
❖ High poverty levels, especially among women and youth	<ul style="list-style-type: none"> <li>❖ Promote social and economic empowerment activities</li> <li>❖ Facilitate linkages to institutions providing productive resources</li> </ul>
❖ Little will by many citizens/communities to speak out on injustices and gender imbalances	<ul style="list-style-type: none"> <li>❖ Enhance knowledge building and awareness creation on civic and human rights</li> <li>❖ Enhance community mobilisation interventions</li> </ul>
❖ Negative gender norms and traditional practices that encourage and entrench patriarchy and gender inequalities	<ul style="list-style-type: none"> <li>❖ Engage traditional leaders and men and boys as change agents to shift power relations and prohibit negative cultural practices</li> <li>❖ Conduct life skills building for women and girls for social empowerment</li> </ul>
❖ Shrinking resources for programme implementation	<ul style="list-style-type: none"> <li>❖ Intensify resource mobilisation to include non-traditional donors such as the private sector</li> <li>❖ Expand self-generated income initiatives</li> </ul>
❖ Weak implementation of laws and policies promoting gender equality	❖ Create critical mass for advocate and lobbying purposes and collective action to hold duty bearers accountable
❖ Competition for resources with organisations providing similar interventions	❖ Promote partnerships and collaborations for resource mobilisation with like-minded organisation



## **Description of the YWCA Strategic Areas of focus and priorities for 2018 To 2022**

Sustainable Development Goal number five (5) aims at achieving gender equality. This goal is the anchor for our organisation's commitment to work for gender justice in a society which experiences high levels of gender imbalances that disadvantage communities, especially women, youth and girls. The high prevalence of HIV, gender based violence including child marriage and sexual reproductive health rights violations in Zambia continue to fuel the gender injustices and pose a major threat to the country's gender agenda.

Gender equality is critical for any nation to achieve sustainable development. Article 1 of the Universal Declaration of Human Rights (UDHR) states that *All human beings are born free and equal in dignity and rights*. This human rights standard is the foundation on which all programmes should be based. Zambia is a signatory to the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) and therefore agreed to take action in all fields – civil, political, economic, social, and cultural – to guarantee exercise and enjoyment of women's human rights and fundamental freedoms on a basis of equality with men (CEDAW Article 3). However, the situation on ground in Zambia still a lot to be done to meet the standard of equality outlined in these human rights instruments.

The 2013/2014 Zambia Demographic Health survey revealed that 45% of women aged 15-49 have experienced physical violence since age 15 and 47% have experienced either sexual, physical and emotional violence at least once since age 15. The same report highlights that the national prevalence of child marriage currently stands at 31% with prevalence higher among girls than boys (7:1). Early marriages correlate with the high instance of pregnancies amongst adolescent women and there is inadequate SRH information available in schools and in the community and young women are not empowered to make informed decisions about their SRH.

Furthermore, the World Health Organisation recognises that “the enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being...” – (WHO 2013). However, in Zambia, inequalities in healthcare still remains high and according to UNDP about 38 women die every month during pregnancy and childbirth, and other reproductive health related complications, (UNDP 2013). Equally there is high unmet need for contraception among female adolescents and even higher among sexually active adolescents. The unmet need for family planning stands at 23%. Youth friendly sexual reproductive health services are not widely available resulting in some cases failure of adolescents and youth to access this service or the risk of

being turned away from mainstream service provision facilities. These issues are reflective of the lack of control and autonomy women have over their own Sexual and Reproductive Health Rights (SRHR) and access to health services.

The existing gender inequalities also contribute to the low socio-economic status of women in a society dominated by patriarchal norms and values (LDHMT, TARSC, 2013). This highlights how the narrative of Universal Human Rights often appears to be incompatible with the local cultural context. Socio-economic status has a bearing on women's ability to protect their own rights and that of others, ability to be actively involvement in leadership positions and governance structures, and general self-empowerment, autonomy and improvement of their lives. Infact, Women's economic empowerment is a prerequisite for sustainable development, pro-poor growth and the achievement of their rights.<sup>1</sup> YWCA will address a number of critical issues whose selection has been informed by the external and internal operating environments that have been analyzed and the high levels of GBV and SRH violations prevailing in Zambia.

This section therefore details the priority direction that the organisation will take over the strategic plan period, 2018 to 2022. Through its vision, the organisation announces and shares its long term aspiration that it hopes to contribute to society. This strategic plan has strategically been designed to address the prevailing strategic issues that have been highlighted, while also allowing the organisation to continue implementing activities from the last strategic plan which still remain strategic and relevant to achieving the organisation's vision of *a Safe, gender sensitive Zambia with equal opportunities and good quality of life for all*.

## **6. WHAT FUTURE DO WE WANT TO CO-CREATE (Strategic Focus)?**

The 2018-2022 YWCA Strategic Plan will contribute to the organisation's vision of *a safe a gender sensitive Zambia with equal opportunities for all*. Five (5) programme areas have been identified for this strategic period namely:

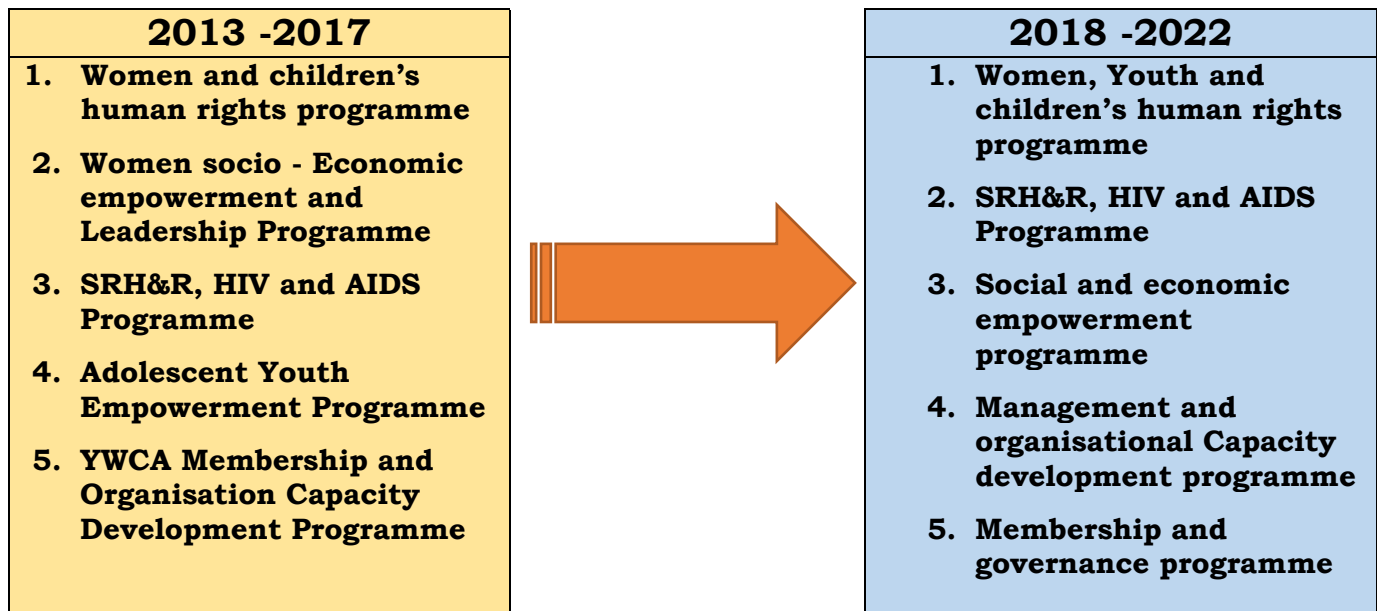
- i. Women, Youth and Children's human rights programme,
- ii. Sexual Reproductive Health and Rights and HIV & AIDS programme,
- iii. Social and economic empowerment programme,
- iv. Management and organisational Capacity development programme
- v. Membership and governance sustainability programme

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<sup>1</sup> <https://www.oecd.org/dac/gender-development/47561694.pdf>

## i. Key shifts and progress from the last strategic period

The shift YWCA is making in the new strategic plan is illustrated below.



## 7. Our Theory of Change

During the Strategic Plan period 2018 – 2022, YWCA aims to effectively contribute to the attainment of its long term goal of contributing to a safe, gender sensitive Zambia with equal opportunities and good quality of life.

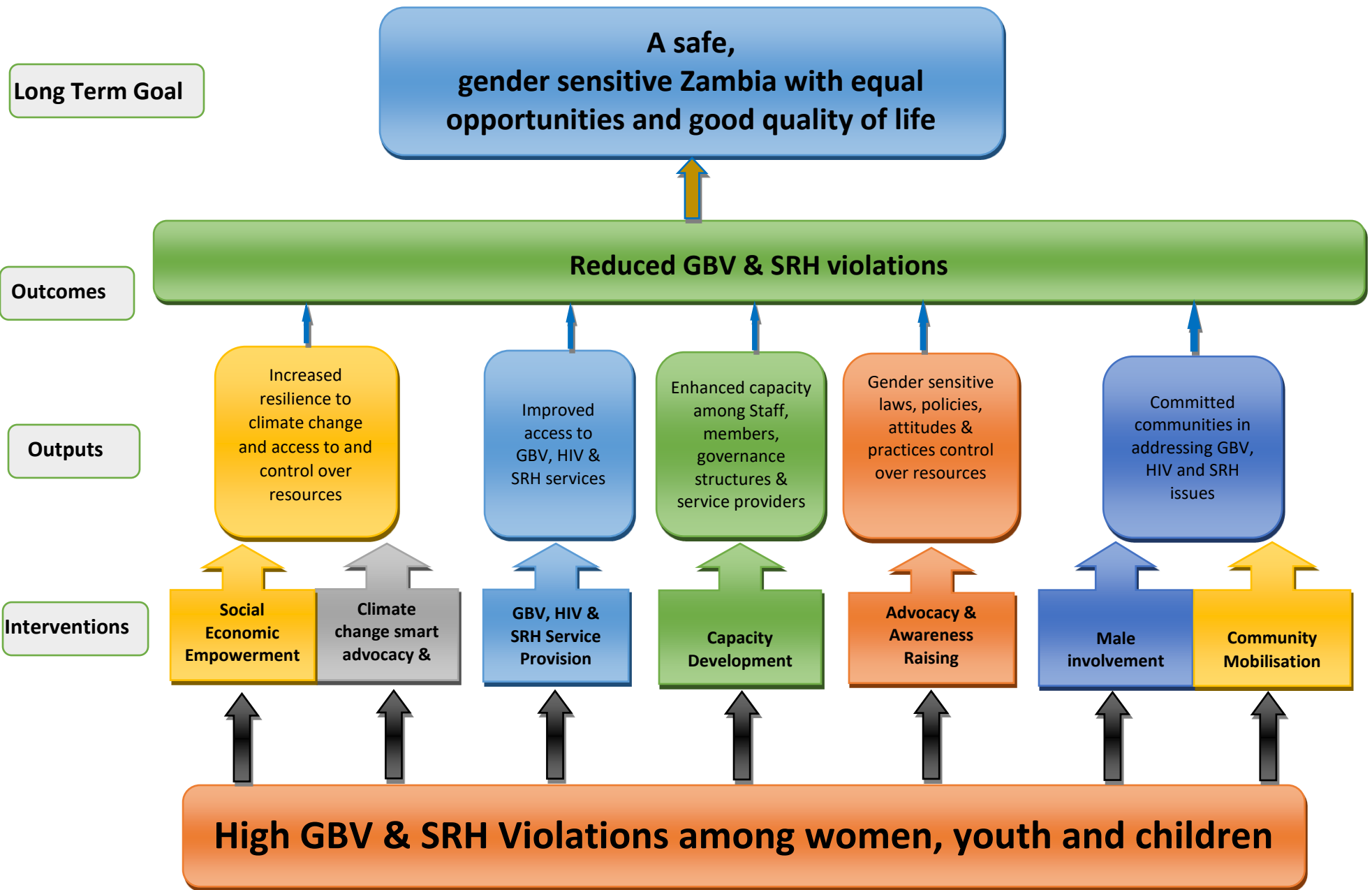
**YWCA aims to achieve this change through the following Strategies:**

1. Advocacy & Awareness Raising
2. GBV, HIV & SRH Service Provision
3. Social Economic Empowerment
4. Male involvement
5. Capacity development
6. Community Mobilisation

**Transformational change (pre-conditions for change to occur)**

YWCA hopes that the above stated key interventions, will lead to capacity building in dealing with GBV and SRH issues, legislation of gender sensitive laws and policies, improved access to resources and GBV and SRH services, reduction in the perpetration of GBV and SRH violation and improved community committed in addressing GBV and SRH issues. Further YWCA expects these outputs to give rise to the significant reduction in GBV and SRH violations. The diagram below illustrates the theory of change.

**THEORY OF CHANGE**



## **8. THEMATIC AREAS**

With great reference to the contextual analysis, internal and external analysis, as well as from the stakeholder analysis, various issues were identified discussed and later summarized into five key areas.

### **2. WOMEN, YOUTH AND CHILDRENS'S HUMAN RIGHTS PROGRAMME**

The programme seeks to provide gender based violence (including child marriage) and psychosocial support information and services which are disability friendly, undertake advocacy, lobbying and awareness raising for policy and legal reforms and their effective implementation, capacity building of stakeholders, male involvement, and community mobilization.

### **3. SRH&R AND HIV AND AIDS PROGRAMME**

The programme provides information and services on sexual reproductive health and rights (SRH&Rs), HIV and AIDS and Life skills interventions.

### **4. SOCIAL AND ECONOMIC EMPOWERMENT PROGRAMME**

The programme focuses on developing socio-economic and leadership skills, promote entrepreneurship; vocational skills; access, control and utilization of factors of production; use of sustainable agriculture methods and adoption of appropriate energy saving technologies and encourage and promote mainstreaming of environmental issues among the target beneficiaries especially women and youth.

### **5. MANAGEMENT AND ORGANISATIONAL DEVELOPMENT**

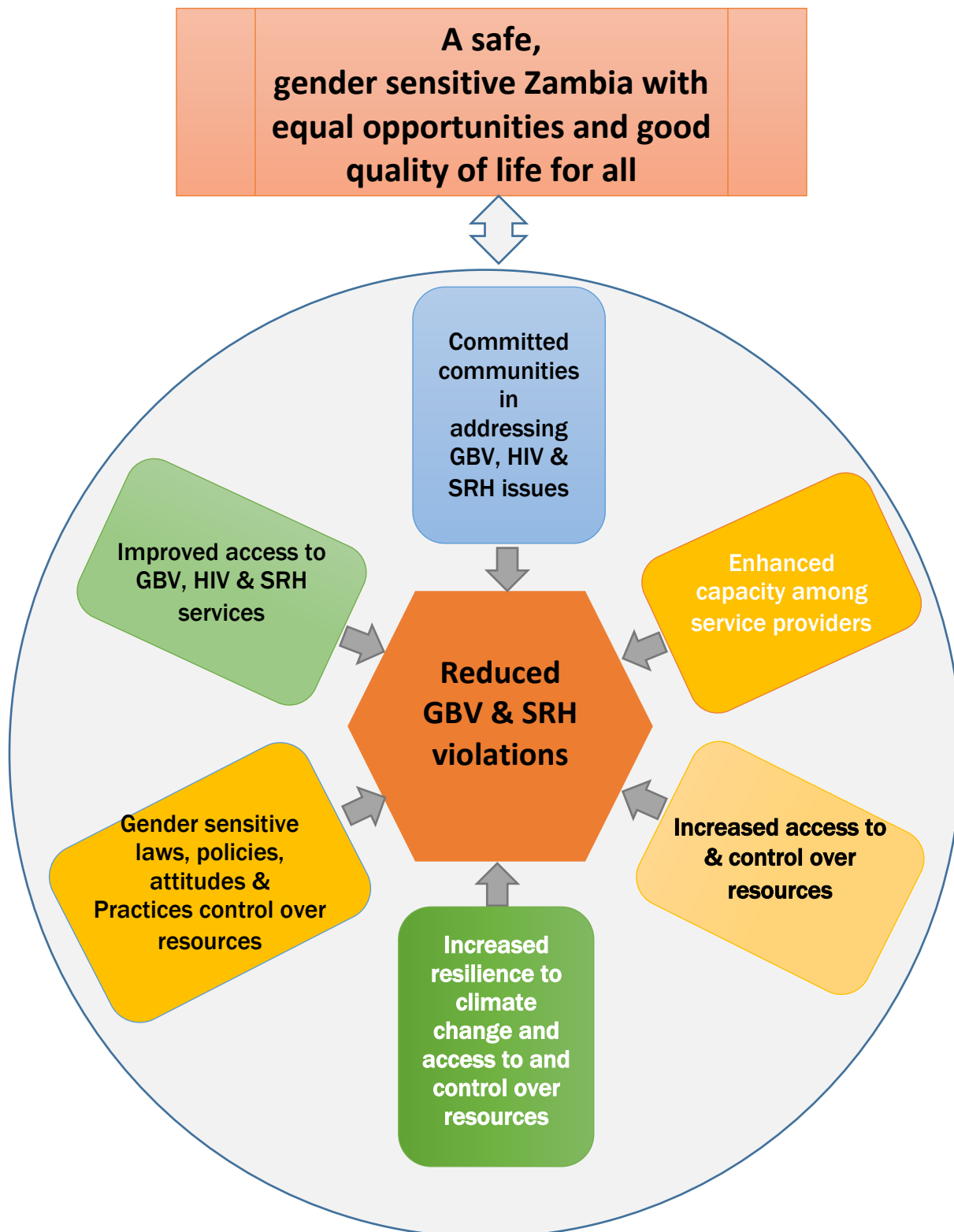
The programme involves provision of skills, resources, systems and policies to enhance the effective and efficient implementation of organisational goals and objectives. These may be in the form of trainings for staff and volunteers, policy reviews, resource mobilisation at both national and regional levels, research and documentation, monitoring and evaluation, learning and networking among staff, volunteers and stakeholders at vertical and horizontal levels and other capacity building activities.

### **6. MEMBERSHIP AND GOVERNANCE**

The programme provides for the recruitment and retention of members comprising individual members who join the organisation voluntarily to foster the running of the organisation. Representatives from the membership form the national council which is the highest policy and governance organ meeting periodically to make policy decisions to improve organisational efficiency and foster transparency and accountability. This programme also provides for governance structures at national and branch levels and provides for membership activities.

## 9. Summary of our strategic direction and focus areas

The diagram below shows in graphic and summary form the vision, (in the top box) that we want to achieve and the middle part is the main issue we are addressing and the wording surrounding the problem are strategies that will lead us to achieving the aim and contribute to the vision.





## **10. STRATEGIC OBJECTIVES, CHANGE OBJECTIVES, & INDICATORS**

(Where we intend to place our effort and how we will know we are making progress)

The organisation has identified five strategic directions and these are articulated in five strategic objectives, and these are the directions that the organisation will work with for the period 2018 – 2022. The strategic objectives are supported by change objectives and are measurable with a specified time frame. Change objectives define more clearly how the organisation shall move towards the vision. The following are the strategic objectives and change objectives that the organisation will aim to achieve in the next five years:

### **I. WOMEN, YOUTH AND CHILDREN'S HUMAN RIGHTS PROGRAMME**

#### **STRATEGIC OBJECTIVE 1**

**We will advocate for women, youth and children's rights and raise awareness in order to reduce GBV (including child marriage), increase gender sensitivity and access GBV information and services.**

#### **CHANGE OBJECTIVES**

- 1.1 To upscale advocacy and lobbying for gender equality and gender responsive laws and policies
- 1.2 To create opportunities for Women, Youth and Children to efficiently access GBV services and claim their rights
- 1.3 To strengthen strategic partnerships for collaboration in the advancement of women, youth and children's rights including women and youth taking up leadership positions
- 1.4 To strengthen male involvement in GBV prevention, response and mitigation
- 1.5 To mobilize communities to tackle negative gender, social and cultural norms, attitudes and practices that promote gender inequalities
- 1.6 To build capacity in GBV service provision

### **2. SRH&R, HIV & AIDS PROGRAMME**

#### **STRATEGIC OBJECTIVE 2**

**We will provide SRH and HIV & AIDS information and services (including youth and adolescent friendly) and build lifeskills among the target beneficiaries**

#### **CHANGE OBJECTIVE**

- 2.1 To create awareness and provide information/services on SRH&R, HIV & AIDS including youth and adolescents friendly services.
- 2.2 To reduce the vulnerability, especially of women, youth and adolescents to HIV and SRH&R violations through lifeskills building.

### **3. SOCIAL ECONOMIC EMPOWERMENT PROGRAMME**

#### **STRATEGIC OBJECTIVE 3**

**We work towards strengthening the capacity of women to improve their general livelihood and resilience to impacts of climate change**

#### **CHANGE OBJECTIVES**

- 3.1 To Increase food, nutrition and income security among beneficiaries
- 3.2 To improve access, ownership, utilization and control of factors of production (land, credit, appropriate technology), especially among women
- 3.3 To increase resilience to impact of climate change and adoption of environmental friendly practices

### **4. MANAGEMENT AND ORGANISATION CAPACITY DEVELOPMENT PROGRAMME**

#### **STRATEGIC OBJECTIVE 4**

**We will work towards enhancing policies and resource base, monitoring, evaluation and learning, research, documentation and networking to increase the efficient and effective implementation of programmes and attainment of organisational goals**

#### **CHANGE OBJECTIVE**

- 4.1 To review and update YWCA policies and procedures
- 4.2 To conduct monitoring, evaluation, learning, research and documentation of YWCA activities
- 4.3 To strengthen the sustainability of YWCA programmes
- 4.4 To conduct annual audit for transparency and accountability
- 4.5 To operationalize the YWCA organogram and strengthen the capacity of staff and volunteers

### **5. MEMBERSHIP AND GOVERNANCE**

#### **STRATEGIC OBJECTIVE 5**

**We will work towards intensifying membership mobilisation and retention of diverse membership for effective governance**

#### **CHANGE OBJECTIVES**

- 3.1 To actively mobilize, utilize and retain YWCA membership
- 3.2 To conduct scheduled membership and national council meetings

## 1. WOMEN, YOUTH AND CHILDREN'S RIGHTS PROGRAMME

CHANGE WE WANT TO SEE	STRATEGIES	Key ACTIONS
<b>Objective 1.1: To upscale advocacy and lobbying for gender equality and gender responsive laws and policies and their effective implementation</b>		
<ul style="list-style-type: none"> <li>• Gender sensitive laws and policies that address GBV and effectively implemented</li> <li>• Increased awareness on the prevailing gender responsive laws and policies</li> <li>• Community members are claiming the legal provision contained therein and holding duty bearers accountable</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy and lobbying</li> <li>• Capacity Building</li> <li>• Awareness creation</li> </ul>	<p>We will advocate for gender equality by raising awareness and lobbying for gender responsive laws and policies and their effective implementation</p> <ul style="list-style-type: none"> <li>▪ Presentations to select parliamentary committees</li> <li>▪ Produce and disseminate position papers/press statements</li> <li>▪ Training of advocates</li> <li>▪ Advocacy and lobbying with key stakeholders</li> <li>▪ Awareness raising and capacity building of stakeholders on the prevailing gender responsive laws and policies</li> <li>▪ Participation in international, regional and national advocacy events</li> <li>▪ Media engagements (electronic, print and social media)</li> <li>▪ Develop advocacy strategy</li> </ul>
<b>Objective 1.2: To create opportunities for Women, Youth and Children to efficiently access GBV services and claim their rights</b>		
<ul style="list-style-type: none"> <li>• Increased access to GBV services by women, youth and children</li> <li>• Increased opportunities and capacities for women, youth and children to claim their rights</li> <li>• Increased awareness on GBV and prevailing legal framework</li> </ul>	<ul style="list-style-type: none"> <li>• Service provision</li> <li>• Awareness creation</li> <li>• Media engagement</li> <li>• Community engagement</li> <li>• Referrals</li> </ul>	<p>We will enhance provision of GBV services including sensitization on gender based violence and the prevailing gender responsive policy and legal framework</p> <ul style="list-style-type: none"> <li>▪ Provision of Drop in Centre, One stop centre and shelter services</li> <li>▪ Provision of mobile legal and psychosocial counseling services</li> <li>▪ Simplification and translation of GBV responsive laws</li> <li>▪ Production of IEC materials on GBV</li> <li>▪ Media engagements (electronic, print and social media)</li> <li>▪ Community dialogue meetings</li> <li>▪ Community sensitization through various media e.g. drama, road shows</li> <li>▪ Referrals</li> </ul>

<b>Objective 1.3: To strengthen strategic partnerships for collaboration in the advancement of women, youth and children's rights including women and youth taking up leadership positions</b>		
<ul style="list-style-type: none"> <li>• Effective collaboration among key stakeholders in the promotion of women, youth and children's rights</li> <li>• Strengthened capacities in women and youth to take up leadership positions at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership building</li> <li>• Networking</li> <li>• Capacity building</li> </ul>	<p>We will build strategic partnerships and participate in platforms providing opportunities for advancement of women, youth and children's rights including women and youth taking up leadership positions</p> <ul style="list-style-type: none"> <li>▪ Strategic information sharing and networking meetings</li> <li>▪ Training of women and youth in leadership</li> <li>▪ Intergenerational dialogues for knowledge sharing and transfer</li> <li>▪ Role modeling platforms for women and youth</li> <li>▪ Exchange learning visits</li> <li>▪ Provide internships</li> </ul>
<b>Objective 1.4: To strengthen male involvement in GBV prevention, response and mitigation</b>		
<ul style="list-style-type: none"> <li>• Enhanced male participation in GBV prevention, response and mitigation</li> <li>• Increased violence free gender relations</li> </ul>	<ul style="list-style-type: none"> <li>• Male involvement</li> <li>• Capacity building</li> <li>• Awareness creation</li> <li>• Media Engagement</li> </ul>	<p>We will strengthen male involvement in GBV prevention, response and mitigation</p> <ul style="list-style-type: none"> <li>▪ Training of male activists</li> <li>▪ Conduct Insakas for men and boys</li> <li>▪ Awareness raising meetings with the community</li> <li>▪ Holding camp fire meetings targeting men and boys</li> <li>▪ Facilitate annual 500 man marches</li> <li>▪ Hold meetings with traditional and community leaders</li> <li>▪ Engage men in church structures on issues of GBV</li> <li>▪ Engage students in learning institutions</li> <li>▪ Conduct radio and TV sensitization programmes on male involvement in ending GBV</li> <li>▪ Participate at international platforms on male involvement in GBV prevention</li> <li>▪ Community evaluation meetings</li> <li>▪ Scale up the Good Husband and I Care about Her Campaigns</li> </ul>

<b>Objective 1.5: To mobilize communities to tackle negative gender, social and cultural norms, attitudes and practices that promote gender inequalities</b>		
<ul style="list-style-type: none"> <li>• Reduced acceptance of gender, social and cultural norms, attitudes and practices that promote gender inequalities and child marriage in communities</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy and lobbying</li> <li>• Community dialogues</li> <li>• Awareness creation</li> </ul>	<p>We will lobby key stakeholders such as traditional leaders, traditional initiators and church leaders to take action against negative gender, social and cultural norms, attitudes and practices that promote gender inequalities</p> <ul style="list-style-type: none"> <li>▪ Advocacy, lobbying and information sharing meetings with traditional and religious leaders</li> <li>▪ Support traditional leaders to formulate by laws prohibiting negative cultural practices</li> <li>▪ Lobbying meetings with the house of Chiefs</li> <li>▪ Community Sensitisation meetings</li> <li>▪ Community dialogue meetings</li> <li>▪ Sensitisation meetings with traditional counselors both male and female</li> <li>▪ Training of SASA activists</li> <li>▪ Conduct SASA baseline</li> <li>▪ Conduct outreach by SASA activities</li> <li>▪ Monthly information sharing meetings with SASA activists</li> </ul>
<b>Objective 1.6: To build capacity in GBV service provision</b>		
<ul style="list-style-type: none"> <li>• Enhanced skills and knowledge among GBV service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity Building</li> </ul>	<p>We will build capacity for the effective GBV service delivery and programming</p> <ul style="list-style-type: none"> <li>▪ Training of staff and volunteers in counseling and para legal</li> <li>▪ Training of GBV service providers in the multi disciplinary management of GBV services</li> <li>▪ Training of staff in shelter management skills</li> </ul>

## 2. SRH&R, HIV & AIDS PROGRAMME

CHANGE WE WANT TO SEE	STRATEGIES	KEY ACTIONS
<b>Objective: 2.1. To create awareness and provide information and services on SRH&amp;R, HIV &amp; AIDS including adolescents and youth services</b>		
<ul style="list-style-type: none"> <li>• Strengthened capacity of women and youths to make informed decisions regarding their sexual health and reproduction</li> <li>• Increased demand for and access to HIV and SRH services among women and youth</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy and Lobbying</li> <li>• Awareness creation</li> <li>• Community mobilization</li> <li>• Service Provision</li> <li>• Capacity building</li> </ul>	<p>We shall create awareness and provide information and services especially to women, youth and children on SRH&amp;R and HIV &amp; AIDS.</p> <ul style="list-style-type: none"> <li>▪ Conduct advocacy on identified advocacy issues with regard to SRH service delivery and effective implementation of the CSE for in &amp; out of school youth</li> <li>▪ Develop and disseminate citizens report cards on identified issues</li> <li>▪ Train peer educators</li> <li>▪ Conduct peer education in schools and communities on CSE</li> <li>▪ Conduct awareness raising on SRH and HIV using print, electronic and social media</li> <li>▪ Participate in SRH/HIV networking forums</li> <li>▪ Participate in World Aids Day commemoration</li> <li>▪ Expand service provision options in DICs to include HTS</li> <li>▪ Provide and improve access SRH &amp; HIV services including youth friendly services through DICs and mobile clinics</li> <li>▪ Create linkages with partners that provide SRH&amp;R and HIV services and adherence support</li> <li>▪ Train staff and volunteers in the provision of adolescent and youth friendly SRH&amp;R services and HIV counseling and testing</li> <li>▪ Strengthen male involvement in SRH&amp;R violation prevention, response and mitigation</li> <li>▪ Conduct trainings for traditional counsellors (male &amp; female) on SRH&amp;R</li> </ul>



<b>Objective: 2.2. To reduce the vulnerability, especially of women, youth and adolescents to HIV and SRH&amp;R violations through lifeskills building</b>		
<b>CHANGE WE WANT TO SEE</b>	<b>STRATEGIES</b>	<b>KEY ACTIONS</b>
<ul style="list-style-type: none"> <li>• Increased assertiveness and self confidence among safe space beneficiaries</li> <li>• Reduced vulnerability to HIV and SRH violations among the safe space participants</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness creation</li> <li>• Safe Spaces</li> <li>• Community mobilization</li> </ul>	<p>We shall build lifeskills among women, youth and adolescents to reduce their vulnerability to SRH violations and HIV</p> <ul style="list-style-type: none"> <li>▪ Train safe space mentors</li> <li>▪ Provide capacity building in life skills and assertiveness using the safe space model</li> <li>▪ Conduct community dialogue meetings</li> <li>▪ Conduct Community sensitization meetings with stakeholders including school headmasters, community gatekeepers, etc. on SRH&amp;R violations and the vulnerability they pose on women, youth and children</li> <li>▪ Conduct meetings with civic, community, traditional and religious leaders</li> <li>▪ Create linkages for safe space participants to institutions providing economic empowerment interventions</li> </ul>

### **3. SOCIAL ECONOMIC EMPOWERMENT PROGRAMME**

<b>CHANGE WE WANT TO SEE</b>	<b>STRATEGIES</b>	<b>KEY ACTIONS</b>
<b>Objective 3.1: To Increase food, nutrition and income security among targeted groups</b>		
<ul style="list-style-type: none"> <li>• Improved income, food security and nutrition among women and youth and their households</li> <li>• Diversified sources of income among women and youth</li> <li>• Improved crop diversification, farming method skills and use of</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity Building</li> <li>• Awareness creation</li> <li>• Exchange visits</li> <li>• Start-up Capital</li> </ul>	<p>We will build the capacity of women and youth to improve their food, nutrition and income security</p> <ul style="list-style-type: none"> <li>▪ Capacity building in entrepreneurship, business and saving skills,</li> <li>▪ Exchange learning visits</li> <li>▪ Create linkages to micro finance institutions</li> <li>▪ Awareness creation on alternative sources of income</li> <li>▪ Capacity building in diverse farming methods and use of modern farming technology</li> <li>▪ Provide start-up capital</li> </ul>

modern farming technologies among women and youth		
<b>Objective 3.2: To improve access, ownership, utilization and control of factors of production (land, credit, appropriate technology)</b>		
<ul style="list-style-type: none"> <li>• Strengthened women capacity in sustaining factors of production</li> <li>• Increased ownership of means production by women, especially parcel and titled land</li> <li>• Increased access to resources for women and youth from MFIs and other institutions providing productive resources</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Awareness creation</li> <li>• Service provision</li> <li>• Making linkages</li> <li>• networking</li> </ul>	<p>We will strengthen capacity of women to obtain, manage and sustain factors of production</p> <ul style="list-style-type: none"> <li>▪ Awareness creation on use of appropriate technology on factors of production</li> <li>▪ Facilitate acquisition to parcel certificates and title to land for women and youth</li> <li>▪ Facilitate capacity building in managing and sustaining factors of production</li> <li>▪ Create linkages to micro finance, agro and livestock services</li> <li>▪ Engage MFIs and other lending institutions to create favourable conditions for women and youth to access their services</li> </ul>
<b>Objective 3.3: To increase resilience to impact of climate change and adoption of environmental friendly practices</b>		
<ul style="list-style-type: none"> <li>• Favourable tax incentives for appropriate technology equipment</li> <li>• Increased use of organic and conservation farming methods</li> <li>• Increased adoption of appropriate technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy and lobbying</li> <li>• Awareness creation</li> <li>• Promotion skills in appropriate technology</li> <li>• Promotion of conservation farming</li> <li>•</li> </ul>	<p>We will increase knowledge on climate change adaptation and mitigation methods and promote adoption of appropriate technologies e.g. mud cooking stoves , treadle pumps, charcoal briquettes,</p> <ul style="list-style-type: none"> <li>▪ Advocacy for government to reduce tax on appropriate technology equipment</li> <li>▪ Tree planting (including wood lots)</li> <li>▪ Training in organic and conservation farming</li> <li>▪ Training women and youth in appropriate technology skills such as making of mud stoves, charcoal briquettes</li> </ul>

#### 4. MANAGEMENT AND ORGANISATION DEVELOPMENT PROGRAMME

CHANGE WE WANT TO SEE	STRATEGIES	KEY ACTIONS
<b>Objective 4.1 To review and update YWCA policies and procedures</b>		
<ul style="list-style-type: none"> <li>Updated organisational policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Policy and document review</li> <li>Awareness creation</li> </ul>	<p>We will create an enabling YWCA policy and procedures environment that will encourage efficiency and accountability in the running of the organisation</p> <ul style="list-style-type: none"> <li>Review and update YWCA policies and procedures</li> <li>Dissemination of reviewed and updated YWCA policies and procedures</li> </ul>
<b>Objective 4.2. To conduct monitoring, evaluation, learning, research and documentation of YWCA activities</b>		
<ul style="list-style-type: none"> <li>Improved programming informed by research, monitoring, evaluation, learning and networking</li> <li>Improved organizational visibility and organisation's achievements</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring, evaluation and learning</li> <li>Research</li> <li>Documentation</li> <li>Networking</li> </ul>	<p>We will monitor, evaluate, research and document YWCA activities to inform learning and programming</p> <ul style="list-style-type: none"> <li>Conduct monitoring, evaluation, learning and research and disseminate findings to members and stakeholders</li> <li>Documentation of successes and best working practices</li> <li>Hold networking and information sharing meetings</li> <li>Develop communication strategy</li> <li>Review and update monitoring and evaluation framework</li> <li>Regular update the organisation's website to enhance visibility</li> <li>Hold programme planning and review meetings</li> </ul>
<b>Objective 4.3. To strengthen the sustainability of YWCA programmes</b>		
<ul style="list-style-type: none"> <li>Increased resource base and optimal use of the organisation assets</li> <li>Availability of resources for programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>Resource Mobilisation</li> <li>Programme review</li> <li>Property redevelopment</li> </ul>	<p>We will mobilise adequate resources for the effective and sustainable implementation of the YWCA programmes</p> <ul style="list-style-type: none"> <li>Develop sustainability and resource mobilisation strategy</li> <li>Develop fundraising proposals and donor database</li> <li>Facilitate and participate in donor forums</li> <li>Re-develop and acquire new YWCA properties</li> </ul>
<b>Objective 4.4. To conduct annual audit for transparency and accountability</b>		
<ul style="list-style-type: none"> <li>Improved organisational operational efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Programme audits</li> </ul>	<p>We will facilitate for YWCA financial and programmes accountability, transparency and control throughout the Strategic plan period</p>

	<ul style="list-style-type: none"> <li>Evaluations</li> <li>Resource controls and management</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate annual internal and external audits for transparency and accountability</li> <li>Conduct midterm and end term evaluation of the strategic plan</li> <li>Enhance internal resource management controls</li> </ul>
<b>Objective 4.5. To operationalize the YWCA organogram and strengthen the capacity of staff and volunteers</b>		
<ul style="list-style-type: none"> <li>Enhanced staff/volunteer capacity</li> <li>Improved organisational operational efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Internship</li> <li>Recruitment and staff development</li> </ul>	<p>We will strengthen YWCA capacity and volunteer base to increase operational efficiency</p> <ul style="list-style-type: none"> <li>Capacity building training and development for staff and volunteers</li> <li>Facilitate Internship for staff and volunteers</li> <li>Recruit for key vacant positions and retain staff</li> <li>Develop staff training and development plan</li> </ul>

## 5. MEMBERSHIP AND GOVERNANCE

CHANGE WE WANT TO SEE	STRATEGIES	KEY ACTIONS
<b>Objective 5.1: To actively mobilize, utilize and retain YWCA membership</b>		
<ul style="list-style-type: none"> <li>Increased membership base and retention</li> <li>Increased innovative membership engagement</li> <li>Opening of new branches</li> <li>Effective member management</li> </ul>	<ul style="list-style-type: none"> <li>Member mobilisation and retention</li> <li>Member training and orientation</li> </ul>	<p>We will intensify membership mobilization and retention of diverse membership</p> <ul style="list-style-type: none"> <li>Orientation of members</li> <li>Develop and implement membership mobilisation and retention strategy for youth and adult members</li> <li>Update membership database</li> <li>Develop and implement a membership activity workplan</li> <li>Conduct skills audit among members</li> <li>Expansion of YWCA branches through membership recruitment</li> </ul>
<b>Objective 5.2: To conduct regular and scheduled membership and national council meetings</b>		
<ul style="list-style-type: none"> <li>Effective and functional governance and governance structures complying to constitutional requirements</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Capacity building</li> </ul>	<p>We will enhance the organisation's governance through the holding of constitutional meetings and uphold other constitutional obligations</p> <ul style="list-style-type: none"> <li>Hold quarterly, bi-ennial and quadrennial membership and national council meetings</li> <li>Training of national/branch boards in governance &amp; leadership</li> </ul>

## **11. GUIDING FRAMEWORK FOR IMPLEMENTING THE 2018-2028 STRATEGIC PLAN (What will guide us in implementing this strategy)**

The 2018 - 2022 strategic plan will serve as a tool that provides the vision and framework of what will guide the organisation in the next five years. The organisation will actively apply a guiding framework in implementing this strategic plan to adequately respond and meet the identified gaps and expectations in the strategic planning process. This plan, will primarily address women, Youth and children and other stakeholders such as boys, men, policy makers and the general population as secondary stakeholders. This plan will be accompanied by a robust monitoring and evaluation framework that will help and guide the organisation in focusing on progress towards achieving the desired impacts as well as in results accountability and programme learning. This section therefore highlights the key components of the implementation guiding framework;

### **i. Alignment to National and International Human Rights Frameworks promoting gender equality**

YWCA operates within the ambit of the National Gender Policy, Seventh National Development Plan (7NDP), National AIDS Strategic Framework and is anchored in the Vision 2030 at the National level. The 7NDP is a building block formulated towards the Vision goals whose aim is for the Zambian people to live in a strong and dynamic, middle income industrial nation that provides opportunities for improving the wellbeing of all. The vision 2030 promulgates values of socio-economic justice, Gender-responsive, sustainable development; Respect for human rights among others. The Government through the gender policy which aims at ensuring the attainment of gender equality in the development process by redressing the existing gender imbalances and providing for equal opportunities for women and men in participating in the national development has prioritized and outlined programmes key to on awareness, advocacy and legal framework on gender issues. The Strategic Plan is also anchored on the provisions of the Anti Gender Based Violence Act No. 1 of 2011 and the Gender Equity and Equality Act of 2015.

At the regional level, the Maputo Protocol and SADC protocol have also informed YWCA's programmes and at the International level, interventions have been guided by the Convention on the Elimination of all Forms of Discrimination against Women, the Convention on the Rights of the Child and the Beijing Platform for Action under the overarching umbrella of the Sustainable Development Goals (SDGs). These documents have set out key targets and measures as well as strategies for attaining gender equality and the

empowerment of women, youth and children. In this regard, every effort that YWCA does in the area of gender equality, women empowerment and promotion of human rights, will ultimately impact on the National, Regional and International Human rights stands, laws and policies. YWCA's main aim of promoting gender equality, women's empowerment is well in line and contributing significantly to national, regional and global gender agenda.

## **ii. Sustainability, Funding, Resource Mobilization Plan and Implementation**

The strategic plan will be the first tool for resource mobilization. In addition, a specific resource mobilization plan will be developed and implemented. Under this plan, the organisation will develop specific project proposals seeking funding for its activity implementation from identified cooperating partners. The organisation will support and facilitate strategic and innovative local or internal generation of income that will help in bringing more resources into the National Office. Further if current assets are redeveloped and used optimally they can contribute to the sustainability of the organisation by closing up the funding gap from other sources. As one way of creating continuous trust between the organisation and partners, the organisation will ensure high resource transparency and accountability as well as high level of result accountability.

## **iii. Leadership and Management**

The Board of Directors, with the support of the general YWCA membership, will continue to play an active role in providing policy guidance and necessary corporate governance for the effective operations of the organisation. Further the Board working together with management will play a critical role of creating strategic linkages which will have the immediate benefits of resource mobilization for the implementation of YWCA programmes.

The Management team will attend to the day to day running and implementation of programmes under the guidance of the Executive Director. The Executive Director will be directly responsible for the overall strategic plan and will do so together with the Management Team. YWCA, through the Executive Director will regularly report on its activities to the Board of Directors and stakeholders.

## **iv. The Institutional Framework**

YWCA is a membership organisation with a number of partners and stakeholders. The implementation of this strategic plan will involve the YWCA Board, Secretariat and Regions. The overall role of coordinating the strategic plan implementation will be with YWCA Secretariat whilst regions will be



responsible for service delivery and reporting to the Secretariat. The YWCA Secretariat may pilot interventions for possible scale up to the regions.

**v. Monitoring and Evaluation**

YWCA will develop and operationalize a robust monitoring and evaluation (M&E) framework to measure the implementation process and impact of its programmes. The M & E framework will focus on progress towards achieving the desired impacts as well as in results accountability and also serve as a basis for indicator focus review and a learning tool for effective programme planning implementation and review.

**vi. ICT, communication, documentation and Information Management**

Information management is a discipline that governs accountability for the structure and design, documentation, storage, movement, security, quality, delivery and usage of information required for management, programme operation purposes and dissemination. The organisation will use the information that it generates from its activities to strengthen the work of the organization by ensuring that the information is organized, documented, retrieved and maintained in a professional manner and serving the mandate of the organisation

**vii. Capacity building enhancement**

In order to effectively implement the organisation 2018 to 2022 Strategy, the board, staff and members will require enhancement of particular key and relevant capacities. The organisation will undertake capacity needs assessment and provide capacity enhancement in skills and competencies.

**viii. Advocacy:**

Advocacy being one of the organisation's key instruments of influence and lobbying, YWCA will actively engage in advocacy work with its collaborators to champion policies and causes related to the promotion of women, youth and children. The organisation will use advocacy to bring out its position on particular issues, influence and share its achievements with government and other stakeholders.

**ix. Catchment Areas**

The outlined programmes will be implemented in all areas where the organisation has existing structures (9 provinces) and in new areas it may expand into. The organisation values partnerships and collaboration and will work with its networks to reach areas where it does not have a physical presence if there is a need that emerges.

## 12. FINANCIAL RESOURCE PLANNING

This section sets out the financial resources required for the implementation of the Strategic Plan. It contains a financial projection to cover the five-year period of funding based on the Essential, Desirable and Ambitious budget projections that the organization will require to implement the Strategy.

<b>K'000</b>	<b>2018 K'000</b>	<b>2019 K'000</b>	<b>2020 K'000</b>	<b>2021 K'000</b>	<b>2022 K'000</b>	<b>SP Total K'000</b>
Essential	30,000	34,500	40,020	46,823	55,252	<b>206,595</b>
Growth %		15%	16%	17%	18%	
Desirable	40,000	46,400	54,288	64,060	76,231	<b>280,979</b>
Growth %		16%	17%	18%	19%	
Ambitious	50,000	58,500	69,030	82,146	98,575	<b>358,251</b>
Growth %		17%	18%	19%	20%	

### 13. ANNEX 1 LOGFRAME

YWCA has developed three strategic focus to support the strategic direction; these objectives are supported by specific objectives, developed under each identified strategic objectives and measurable with a specified time frame. The specific change objectives define more clearly how the organisation shall move towards the vision.

## 1. WOMEN AND CHILDREN’S RIGHTS PROGRAMME

<b>STRATEGIC OBJECTIVE 1: We will advocate for women, youth and children’s rights and raise awareness in order to reduce GBV, increase gender sensitivity and access to SRH, HIV/AIDS and GBV services by 2028.</b>					
<b>Change Objective 1.1: To upscale advocacy and lobbying for gender equality and gender responsive laws and policies and their effective implementation</b>					
<b>Strategies - (1) Advocacy and lobbying; (2) Capacity Building; (3) Awareness creation</b>					
<b>Expected Outcomes</b>	<b>Baseline</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Gender sensitive laws and policies that address GBV and effectively implemented</li> <li>Increased awareness on the prevailing gender responsive laws and policies</li> <li>Community members are claiming the legal provision contained therein and holding duty</li> </ul>	<p>129 advocacy activities</p> <p>0 provisions of Gender Equity and Equality Act implemented</p> <p>180 service providers trained</p> <p>0 Advocacy strategy</p>	<p>We will advocate for gender equality by raising awareness and lobbying for gender responsive laws and policies and their effective implementation</p> <ul style="list-style-type: none"> <li>Presentations to select parliamentary committees</li> <li>Produce and disseminate position papers/press statements</li> <li>Training of advocates</li> <li>Advocacy and lobbying with key stakeholders</li> <li>Awareness raising and capacity building of stakeholders on the prevailing gender responsive laws and policies</li> <li>Participation in international, regional and national advocacy events</li> </ul>	<ul style="list-style-type: none"> <li>Gender responsive laws and policies enhanced and put in place and implemented</li> <li>No. of submissions to parliamentary committees</li> <li>No. of position papers/press statements produced and disseminated</li> <li>No. of advocates trained</li> <li>No. of awareness raising and capacity building sessions with key stakeholders</li> <li>No. of key stakeholders trained</li> <li>No. of international, regional and national</li> </ul>	<ul style="list-style-type: none"> <li>Copies of laws and policies</li> <li>Copies of position papers/Press statements produced and submissions to parliament</li> <li>Training report with list of participants</li> <li>Activity reports</li> <li>Minutes of collaborative advocacy</li> <li>Invitation letters and activity reports for advocacy events</li> </ul>	<ul style="list-style-type: none"> <li>Parliament and government willing to enhance and enact gender responsive laws</li> <li>Resources available for training and carrying out advocacy activities</li> </ul>

bearers accountable		<ul style="list-style-type: none"> <li>▪ Media engagements (electronic, print and social media)</li> <li>▪ Develop advocacy strategy</li> </ul>	advocacy events participated in <ul style="list-style-type: none"> <li>▪ No. and names of media engaged with</li> <li>▪ Advocacy strategy developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ List of panelists and recordings</li> <li>▪ Copy of advocacy strategy</li> </ul>	
<b>Change Objective 1.2: To create opportunities for Women, Youth and Children to efficiently access GBV services and claim their rights</b>					
<b>Strategies – (1) Service provision; (2) Awareness creation; (3) Media engagement (4) Community engagement; (5) Referrals</b>					
Expected Outcomes	Baseline	Key Actions	Indicators	Means of Verification	Assumptions
<ul style="list-style-type: none"> <li>• Increased access to GBV services by women, youth and children</li> <li>• Increased opportunities and capacities for women, youth and children to claim their rights</li> <li>• Increased awareness on GBV and prevailing legal framework</li> </ul>	<p>42% of women who have experienced violence not reporting and seeking help (ZDHS)</p> <p>87,382 reported cases (2013 - 2017 VSU)</p> <p>44,844 cases reported (YWCA 2013 – 2017)</p>	<p>We will enhance provision of GBV services including sensitization on gender based violence and the prevailing gender responsive policy and legal framework</p> <ul style="list-style-type: none"> <li>▪ Provision of Drop in Centre, One stop centre and shelter services</li> <li>▪ Provision of mobile legal and psychosocial counseling services</li> <li>▪ Simplification and translation of GBV responsive laws</li> <li>▪ Production of IEC materials on GBV</li> <li>▪ Media engagements (electronic, print and social media)</li> <li>▪ Community dialogue meetings</li> <li>▪ Community sensitization through various media e.g. drama, road shows</li> <li>▪ Referrals</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. of clients provided with DIC, OSC, mobile, legal and psychosocial counseling services</li> <li>▪ No. Copies of simplified GBV responsive laws produced</li> <li>▪ No. and type of IEC materials produced</li> <li>▪ No. and names of media engaged with</li> <li>▪ No. of community dialogues held</li> <li>▪ No. participating in the dialogue meetings</li> <li>▪ No. sensitized and type of sensitisation medium used</li> <li>▪ No. of referrals made and names of centres referred to.</li> <li>▪ No. of road shows</li> </ul>	<ul style="list-style-type: none"> <li>▪ Client uptake forms</li> <li>▪ Copies of simplified GBV laws</li> <li>▪ Copies of IEC materials produced</li> <li>▪ Media Activity reports and recordings</li> <li>▪ Activity report and attendance lists</li> <li>▪ List and names of media houses</li> <li>▪ Minutes from community dialogue meetings</li> <li>▪ Referral forms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resources are available</li> <li>▪ Media houses willing to work with the programme'</li> <li>▪ Communities willing to participate in the programme</li> </ul>

**Change Objective 1.3: : To strengthen strategic partnerships for collaboration in the advancement of women, youth and children’s rights including women and youth taking up leadership positions**

**Strategies – (1) Partnership building; (2) Networking (3) Capacity building**

<b>Expected Outcomes</b>	<b>Baseline</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>• Effective collaboration among key stakeholders in the promotion of women, youth and children’s rights</li> <li>• Strengthened capacities in women and youth to take up leadership positions at all levels</li> </ul>	<p>30 current strategic partners</p> <p>22 YWCA youth in leadership positions</p>	<p>We will build strategic partnerships and participate in platforms providing opportunities for advancement of women, youth and children’s rights including women and youth taking up leadership positions</p> <ul style="list-style-type: none"> <li>▪ Strategic information sharing and networking meetings</li> <li>▪ Training of women and youth in leadership</li> <li>▪ Intergenerational dialogues for knowledge sharing and transfer</li> <li>▪ Role modeling platforms for women and youth</li> <li>▪ Exchange learning visits</li> <li>▪ Provide internships</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. strategic information sharing meetings held</li> <li>▪ No. women trained in leadership</li> <li>▪ No. of intergenerational dialogue meetings held</li> <li>▪ No. of role modeling platforms created and held</li> <li>▪ No. participating on the role modeling platforms</li> <li>▪ No. of learning exchange visits held</li> <li>▪ No. internships provided</li> </ul>	<ul style="list-style-type: none"> <li>▪ Minutes of strategic information sharing meetings and attendance lists</li> <li>▪ Training reports and attendance lists</li> <li>▪ List of participants platforms</li> <li>▪ Exchange visit reports</li> <li>▪ Internship register</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders will be willin to form strategic partnership for gender equality</li> </ul>

**Change Objective 1.4: To strengthen male involvement in GBV prevention, response and mitigation**

**Strategies – (2) Male involvement; (2) Capacity building; (3) Awareness creation; (4) Media Engagement**

<b>Expected Outcomes</b>	<b>Baseline</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>• Enhanced male participation in GBV prevention,</li> </ul>	<p>63% current/former husbands partners</p>	<p>We will strengthen male involvement in GBV prevention, response and mitigation</p> <ul style="list-style-type: none"> <li>▪ Training of male activists</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. Activists trained</li> <li>▪ No. Insaka meetings held</li> <li>▪ No. participating in insaka meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training reports</li> <li>▪ Activity reports and attendance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Men and boys will be willing to participate as change agents</li> </ul>

<p>response and mitigation</p> <ul style="list-style-type: none"> <li>Increased violence free gender relations</li> </ul>	<p>perpetrating violence against their wives/ partners (ZDHS 2013/2014)</p> <p>300 male activists trained</p> <p>12,000 men and boys working as change agents</p>	<ul style="list-style-type: none"> <li>Conduct Insakas for men and boys</li> <li>Awareness raising meetings with the community</li> <li>Holding camp fire meetings targeting men and boys</li> <li>Facilitate 500 man march</li> <li>Hold meetings with traditional and community leaders</li> <li>Engage men in church structures on issues of GBV</li> <li>Engage students in learning institutions</li> <li>Conduct radio and TV sensitization programmes on male involvement in ending GBV</li> <li>Participate at international platforms on male involvement in GBV prevention</li> <li>Community evaluation meetings</li> </ul>	<ul style="list-style-type: none"> <li>No. Sensitised</li> <li>No. participating at camp fire meetings</li> <li>No 500 man march held</li> <li>No. participating in the man march</li> <li>No. men n church structures engaged</li> <li>No students engaged in learning institutions</li> <li>No radio and TV shows held</li> <li>No international events on male involvement participated in</li> <li>No community evaluation meetings held</li> <li>No participating in community evaluations</li> </ul>	<p>lists</p> <ul style="list-style-type: none"> <li>Reports on participation at international events</li> <li>Community evaluation reports and list of participants</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for involved in international platforms are available</li> </ul>
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**Change Objective 1.5: To mobilize communities to tackle negative gender, social and cultural norms, attitudes and practices that promote gender inequalities**

**Strategies – (1) Advocacy and lobbying; (2) Community dialogues; (3) Awareness creation**

Expected Outcomes	Baseline	Key Actions	Indicators	Means of Verification	Assumptions
<ul style="list-style-type: none"> <li>Reduced acceptance of gender, social and cultural norms, attitudes and practices that</li> </ul>	<p>47% women agree that a husband is justified in beating his wife (ZDHS 2013/14)</p>	<p>We will lobby key stakeholders such as traditional leaders, traditional initiators and church leaders to take action against negative gender, social and cultural norms, attitudes and practices that promote gender inequalities</p> <ul style="list-style-type: none"> <li>Advocacy, lobbying and</li> </ul>	<ul style="list-style-type: none"> <li>No. advocacy and lobbying meetings held</li> <li>No. traditional and religious leaders advocated to</li> <li>No by-laws formulated</li> <li>No chiefs lobbied</li> <li>No. Community</li> </ul>	<ul style="list-style-type: none"> <li>Minutes and attendance lists</li> <li>By-laws developed</li> <li>Activity reports</li> <li>Baseline</li> </ul>	<ul style="list-style-type: none"> <li>Community will be willing to participate in activities that focus on changing social norms, culture ,</li> </ul>

<p>promote gender inequalities and child marriage in communities</p>		<p>information sharing meetings with traditional and religious leaders</p> <ul style="list-style-type: none"> <li>▪ Support traditional leaders to formulate by laws prohibiting negative cultural practices</li> <li>▪ Lobbying meetings with the house of Chiefs</li> <li>▪ Community Sensitisation meetings</li> <li>▪ Community dialogue meetings</li> <li>▪ Sensitisation meetings with traditional counselors both male and female</li> <li>▪ Training of SASA activists</li> <li>▪ Conduct SASA baseline</li> <li>▪ Conduct outreach by SASA activities</li> <li>▪ Monthly information sharing meetings with SASA activists</li> </ul>	<p>sensitization meetings held and No. people sensitized</p> <ul style="list-style-type: none"> <li>▪ No dialogue meetings held and No. participants</li> <li>▪ No. sensitization meetings with traditional counselors and No sensitized</li> <li>▪ No trained as SASA activists</li> <li>▪ No baselines conducted for SASA</li> <li>▪ No people reached through SASA activists</li> </ul>	<p>report on SASA</p>	<p>attitudes and practices</p>
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**Change Objective 1.6: Objective 1.6: To build capacity in GBV service provision**

**Strategies – (1) Capacity Building**

Expected Outcomes	Baseline	Key Actions	Indicators	Means of Verification	Assumptions
<ul style="list-style-type: none"> <li>• Enhanced skills and knowledge among GBV service providers</li> </ul>	<p>180 service providers trained</p> <p>1,647 YWCA staff and volunteers trained in various skills</p>	<p>We will build capacity for the effective GBV service delivery and programming</p> <ul style="list-style-type: none"> <li>▪ Training of staff and volunteers in counseling and para legal</li> <li>▪ Training of GBV service providers in the multi disciplinary management of GBV services</li> <li>▪ Training of staff in shelter</li> </ul>	<ul style="list-style-type: none"> <li>▪ No trained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training reports</li> <li>▪ Attendance lists</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resources will be available for the trainings</li> </ul>



## 2. SRH&R, HIV & AIDS PROGRAMME

<b>STRATEGIC OBJECTIVE 2: To create awareness and provide information and services on SRH&amp;R, HIV &amp; AIDS including adolescents and youth services</b>					
<b>Change Objective 2.1: To create awareness, and provide information on SRH&amp;R, HIV &amp; AIDS especially to adolescents and youth</b>					
<b>Strategies – (1) Advocacy and Lobbying; (2) Awareness creation; (3) Community mobilization; (4) Service Provision (5) Capacity building</b>					
<b>Expected Outcomes</b>	<b>Baseline</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Strengthened capacity of women and youths to make informed decisions regarding their sexual health and reproduction</li> <li>Increased demand for and access to HIV and SRH services among women and youth</li> </ul>	<p>13% (15% F and 11% M) HIV prevalence (ZDHS 2013/14)</p> <p>1,528 trained in peer education</p> <p>20,149 provided with HIV services</p> <p>3,795 provided with SRH services</p>	<p>We shall create awareness and provide information and services especially to women, youth and children on SRH&amp;R and HIV &amp; AIDS</p> <ul style="list-style-type: none"> <li>Conduct advocacy on identified advocacy issues with regard to SRH service delivery and effective implementation of the CSE for in &amp; out of school youth</li> <li>Develop and disseminate citizens report cards on identified issues</li> <li>Train peer educators</li> <li>Conduct peer education in schools and communities on CSE</li> <li>Conduct awareness raising on SRH and HIV using print, electronic and social media</li> <li>Participate in SRH/HIV networking forums and World Aids Day commemoration</li> <li>Expand service provision options in DICs to include HTS</li> <li>Provide and improve access SRH &amp;</li> </ul>	<ul style="list-style-type: none"> <li>No. of advocacy activities held</li> <li>No. Citizens report cards produced</li> <li>No. peer educators trained</li> <li>No. reached with peer education activities</li> <li>No and type of sensitization activity and No. reached</li> <li>Level and extent awareness raising on SRH and HIV has been done using the media</li> <li>No and type of SRH and HIV networking forums participated in</li> <li>No. of Members of YWCA actively participating in World Aids Day commemoration</li> <li>No DICs providing HTS</li> <li>No provided with SRH</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports and attendance lists</li> <li>Training reports and attendance lists</li> <li>Outreach/field report</li> <li>List of peer educators trained</li> <li>List of schools and communities trained in CSE</li> <li>List of participants in community and school training in CSE</li> <li>Client uptake forms</li> </ul>	<ul style="list-style-type: none"> <li>Women, youth and children will be willing to be trained, receive and utilize information on SRH&amp;R and &amp; AIDS</li> <li>Schools and community will be willing to participate.</li> <li>Funds will be available</li> </ul>

		<p>HIV services including youth friendly services through DICs and mobile clinics</p> <ul style="list-style-type: none"> <li>▪ Create linkages with partners that provide SRH&amp;R and HIV services and adherence support</li> <li>▪ Train staff and volunteers in the provision of adolescent and youth friendly SRH&amp;R services and HIV counseling and testing</li> <li>▪ Strengthen male involvement in SRH&amp;R violation prevention, response and mitigation</li> <li>▪ Conduct trainings for traditional counselors (male &amp; female) on SRH&amp;R</li> </ul>	<p>and HIV services</p> <ul style="list-style-type: none"> <li>▪ No. and type of linkages created for SRH and HIV</li> <li>▪ No and type of male involvement activities in SRH conducted</li> <li>▪ No. traditional counselors trained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey report on media outreach</li> <li>▪</li> </ul>	
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**Objective: 2.2. To reduce the vulnerability, especially of women, youth and adolescents to HIV and SRH&R violations through life skills building**

- **Strategies – (1) Awareness creation; (2) Safe Spaces (3) Community mobilization**

Expected Outcomes	Baseline	Key Actions	Indicators	Means of Verification	Assumptions
<ul style="list-style-type: none"> <li>• Increased assertiveness and self confidence among safe space beneficiaries</li> <li>• Reduced vulnerability to HIV and SRH</li> </ul>	42,756 provided with lifeskills	<p>We shall build lifeskills among women, youth and adolescents to reduce their vulnerability to SRH violations and HIV</p> <ul style="list-style-type: none"> <li>▪ Train safe space mentors</li> <li>▪ Provide capacity building in life skills using the safe space model</li> <li>▪ Conduct community</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. safe space mentors trained</li> <li>▪ No trained in lifeskills</li> <li>▪ No. community dialogue meetings held and No. participating</li> <li>▪ No community sensitizations held and No. participating</li> <li>▪ No. meetings held</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training reports and attendance lists</li> <li>▪ Safe space registers</li> <li>▪ Activity reports and attendance lists</li> <li>▪ List of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Women and girls will be willing to attend safe space meetings</li> <li>▪ Stakeholders will be willing to partner with YWCA through linkages for services to YWCA project beneficiaries</li> </ul>

violations among the safe space participants		<p>dialogue meetings</p> <ul style="list-style-type: none"> <li>Conduct Community sensitization meetings with stakeholders including school headmasters, community gatekeepers, etc. on SRH&amp;R violations</li> <li>Conduct meetings with civic, community, traditional and religious leaders</li> <li>Create linkages for safe space participants to institutions providing SRH services</li> </ul>	<p>with community, traditional and religious leaders</p> <ul style="list-style-type: none"> <li>No. linkages crested</li> </ul>	linkages created	
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### 3. SOCIAL ECONOMIC EMPOWERMENT PROGRAMME

<b>STRATEGIC OBJECTIVE 3: We will strengthen the capacity of women to improve their general livelihood and resilience to impacts of climate change by 2028.</b>					
<b>Change Objective 3.1: To Increase food, nutrition and income security among targeted groups</b>					
<b>Strategies – (1) Capacity Building; (2) Awareness creation; (3) Exchange visits; (4) Start-up Capital</b>					
<b>Expected Outcomes</b>	<b>Baseline</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
Improved income, food security and nutrition among women and youth and their households	1,000 trained business skills 4,802 groups trained in	We will build the capacity of women and youth to improve their food, nutrition and income security <ul style="list-style-type: none"> <li>Capacity building in entrepreneurship,</li> </ul>	<ul style="list-style-type: none"> <li>Increased disposable income among women from diversified sources.</li> <li>No. of women trained in entrepreneurship,</li> </ul>	<ul style="list-style-type: none"> <li>Field/program me reports</li> <li>Training reports with list of women participating</li> </ul>	<ul style="list-style-type: none"> <li>Women are willing to be trained in entrepreneurship, business and saving</li> </ul>

Diversified sources of income among women and youth Improved crop diversification, farming method skills and use of modern farming technologies among women and youth	village banking 60% have formed active saving groups 200 provided with start-up capital (20% still engaged in IGAs)	business and saving skills, <ul style="list-style-type: none"> <li>▪ Exchange learning visits</li> <li>▪ Create linkages to micro finance institutions</li> <li>▪ Awareness creation on alternative sources of income</li> <li>▪ Capacity building in diverse farming methods and use of modern farming technology</li> <li>▪ Provide start-up capital</li> </ul>	business and saving skills <ul style="list-style-type: none"> <li>▪ No. of exchange/learning visit held</li> <li>▪ No. of women participating in the exchange visits</li> <li>▪ No. of linkages made between micro finance institutions and women.</li> <li>▪ No. women accessing finances through these finance &amp; stat-up capital.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Exchange visit report</li> <li>▪ Signed agreement/doc documents for finance or start-up capital accessed</li> </ul>	skills <ul style="list-style-type: none"> <li>▪ Funds are available for training</li> <li>▪ Finance institutions are willing to partner with women</li> <li>▪ Start-up capital is available</li> </ul>
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**Change Objective 3.2: To improve access, ownership, utilization and control of factors of production (land, credit, appropriate technology)**

**Strategies – (1) Capacity building; (2) Awareness creation; (3) Service provision; (4) Making linkages; (5) networking**

<b>Expected Outcomes</b>	<b>Baseline</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>• Strengthened women capacity in sustaining factors of production</li> <li>• Increased ownership of means production by women, especially parcel and titled land</li> </ul>	N/A	<p>We will strengthen capacity of women to obtain, manage and sustain factors of production</p> <ul style="list-style-type: none"> <li>▪ Awareness creation on use of appropriate technology on factors of production</li> <li>▪ Facilitate acquisition to parcel certificates and title to land for women and youth</li> <li>▪ Facilitate capacity building</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. sensitized on use of appropriate technology</li> <li>▪ No. of women and youth who have acquired parcel certificates and title to land</li> <li>▪ Women’s capacity in obtaining, managing and sustaining factors of production is strengthened.</li> <li>▪ No. of women and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training reports with list of participants</li> <li>▪ Field reports</li> <li>▪ Copies of parcel certificates and title to land</li> <li>▪ Signed MOUs with micro finance institutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Women are willing to be trained in management and production</li> <li>▪ Funds are available for training</li> <li>▪ Finance institutions are willing to provide micro</li> </ul>

<ul style="list-style-type: none"> <li>Increased access to resources for women and youth from MFIs and other institutions providing productive resources</li> </ul>		<p>in managing and sustaining factors of production</p> <ul style="list-style-type: none"> <li>Create linkages to micro finance, agro and livestock services</li> <li>Engage MFIs and other lending institutions to create favourable conditions for women and youth to access their services</li> </ul>	<p>youths trained in managing and sustaining factors of production</p> <ul style="list-style-type: none"> <li>No. of micro finance partnerships created</li> <li>No. of women and youth to accessing finance/services form MFIs and other lending institutions.</li> </ul>		financing
<b>Change Objective 3.3: To increase resilience to impact of climate change and adoption of environmental friendly practices</b>					
<ul style="list-style-type: none"> <li><b>Strategies – (1) Advocacy and lobbying; (2) Awareness creation; (3) Promotion skills in appropriate technology; (4) Promotion of conservation farming</b></li> </ul>					
Expected Outcomes	Strategies	Key Actions	Indicators	Means of Verification	Assumptions
<ul style="list-style-type: none"> <li>Favourable tax incentives for appropriate technology equipment</li> <li>Increased use of organic and conservation farming methods</li> <li>Increased adoption of appropriate</li> </ul>	0	<p>We will increase knowledge on climate change adaptation and mitigation methods and promote adoption of appropriate technologies e.g. mud cooking stoves , treadle pumps, charcoal briquettes,</p> <ul style="list-style-type: none"> <li>Advocacy for government to reduce tax on appropriate technology equipment</li> <li>Tree planting (including wood lots)</li> <li>Training in organic and</li> </ul>	<ul style="list-style-type: none"> <li>No. and type of advocacy conducted</li> <li>No. of advocacy issues presented to government</li> <li>No. of trees planted</li> <li>No. of training held in organic and conservation farming</li> <li>No. of women and youth trained in appropriate technology skills</li> <li>Skilled and knowledgeable women in climate change</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy activity reports</li> <li>Trees planted</li> <li>Field visit where trees are planted</li> <li>Training reports and attendance lists</li> <li>Field report</li> <li>Training report with participants list.</li> </ul>	<ul style="list-style-type: none"> <li>Government willing to reduce tax on appropriate technology equipment</li> <li>Women and youth are willing to be trained in appropriate technology skills</li> <li>Funds available</li> </ul>

technologies		<ul style="list-style-type: none"> <li>conservation farming</li> <li>Training women and youth in appropriate technology skills such as making of mud stoves, charcoal briquettes</li> </ul>	adaptation and mitigation methods adopting appropriate technologies		
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#### 4. MANAGEMENT AND ORGANISATION DEVELOPMENT PROGRAMME

**STRATEGIC OBJECTIVE 4: We will work towards enhancing policies and resource base, monitoring, evaluation and learning, research, documentation and networking to increase the efficient and effective implementation of programmes and attainment of organisational goals by 2028.**

**Change Objective 4.1: To review and update YWCA policies and procedures**

**Strategies** – (1) Policy and document review; (2) Awareness creation

Expected Outcomes		Key Actions	Indicators	Means of Verification	Assumptions
<ul style="list-style-type: none"> <li>Updated organisational policies and procedures</li> </ul>	3 policies yet to be operationalised (training and staff development, volunteer and Staff retention policies)	<p>We will create an enabling YWCA policy and procedures environment that will encourage efficiency and accountability in the running of the organisation</p> <ul style="list-style-type: none"> <li>Review, update and disseminate YWCA policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>No. of YWCA policies and procedures reviewed and implemented</li> <li>No. of people confirming receiving copies of reviewed and updated YWCA policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Copies of reviewed policies and procedures</li> <li>Minutes of board meeting approving the new policies and procedures</li> <li>Copy of email disseminating reviewed policies to all staff and regions</li> </ul>	<ul style="list-style-type: none"> <li>The Board will approve the policies and procedures</li> <li>Funding and/or capacity among staff will be available to conduct policy review process</li> </ul>

**Change Objective 4.2: To conduct monitoring, evaluation, learning, research and documentation of YWCA activities**

**Strategies – (1) Monitoring, evaluation and learning; (2) Research; (3) Documentation (4) Networking**

Expected Outcomes	Baseline	Key Actions	Indicators	Means of Verification	Assumptions
<ul style="list-style-type: none"> <li>• Improved programming informed by research, monitoring, evaluation, learning and networking</li> <li>• Improved organizational visibility and organisation’s achievements</li> </ul>	<p>35 MEL visits annually</p> <p>0 communication strategy</p>	<p>We will monitor, evaluate, research and document YWCA activities to inform learning and programming</p> <ul style="list-style-type: none"> <li>▪ Conduct monitoring, evaluation, learning and research and disseminate findings to members and stakeholders</li> <li>▪ Documentation of successes and best working practices</li> <li>▪ Hold networking and information sharing meetings</li> <li>▪ Develop communication strategy in order to promote the organisation’s visibility</li> <li>▪ Review and update monitoring and evaluation framework</li> <li>▪ Regular update the organisation’s website to enhance visibility</li> </ul>	<ul style="list-style-type: none"> <li>▪ No of monitoring and evaluation events/task undertaken</li> <li>▪ No. of researches carried out</li> <li>▪ Lessons learnt and actioned from the monitoring, evaluation and research</li> <li>▪ No. of successes and best working practices documented</li> <li>▪ No. of networking and information sharing meetings held and No. participants</li> <li>▪ Communication strategy developed</li> <li>▪ Evidence of changes made as a result of reviewed and updated M&amp;E framework</li> <li>▪ Updated website</li> <li>▪ Report of planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Field/programme report</li> <li>▪ Copies of research report</li> <li>▪ Record of successes, best working practices and lessons learnt</li> <li>▪ Minutes of the networking meetings</li> <li>▪ Attendance list</li> <li>▪ Copies of the reviewed M&amp;E framework</li> <li>▪ Copy of communication strategy</li> <li>▪ Register for website updating record</li> </ul>	<ul style="list-style-type: none"> <li>▪ Availability of resources</li> <li>▪ Availability of experts to undertake research and review the M&amp;E framework and develop communication strategy</li> </ul>



		<ul style="list-style-type: none"> <li>Hold programme planning and review meetings</li> </ul>	and review meeting and attendance list		
<b>Change Objective 4.3: To strengthen the sustainability of YWCA programmes</b>					
<b>Strategies – (1) Resource Mobilisation; (2) Programme review; (3) Property redevelopment</b>					
<b>Expected Outcomes</b>	<b>Baseline</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Increased resource base and optimal use of the organisation assets</li> <li>Availability of resources for programme implementation</li> </ul>	<p>0 sustainability strategy</p> <p>10 proposals annually</p> <p>0 donor forums</p> <p>K27,000,000 (2017) annual funds mobilised</p>	<p>We will mobilise adequate resources for the effective and sustainable implementation of the YWCA programmes</p> <ul style="list-style-type: none"> <li>Develop sustainability and resource mobilisation strategy</li> <li>Develop fundraising proposals and donor database</li> <li>Facilitate and participate in donor forums</li> <li>Re-develop and acquire new YWCA properties</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability and resource mobilisation strategy developed and utilized</li> <li>No. of fundraising proposals developed and submitted</li> <li>Amount of resources mobilized from proposals</li> <li>No. of properties re-developed and acquired</li> </ul>	<ul style="list-style-type: none"> <li>Copies of sustainability and resources mobilisation strategy</li> <li>Copies of submitted proposals</li> <li>Funding agreements</li> <li>Inventory record and asset records</li> </ul>	<ul style="list-style-type: none"> <li>Expertise available to assist in the development of documents</li> <li>Partners willing to provide resources to YWCA</li> <li>Members will agree to property redevelopment plans</li> </ul>
<b>Change Objective 4.4: To conduct annual audit for transparency and accountability</b>					
<b>Strategies – (1) Programme audits; (2) Evaluations; (3) Resource controls and management</b>					
<b>Expected Outcomes</b>	<b>Strategies</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Improved organisational operational</li> </ul>	Annual organizational and project	We will facilitate for YWCA financial and programmes accountability,	<ul style="list-style-type: none"> <li>No. of internal and external audits carried out.</li> <li>Opinion given by the</li> </ul>	<ul style="list-style-type: none"> <li>Audit reports</li> <li>Mid and end term reports</li> <li>Copies of internal</li> </ul>	<ul style="list-style-type: none"> <li>Resources will be available to assist in carrying out</li> </ul>

efficiency	specific audits  0 organisational evaluations conducted	transparency and control throughout the Strategic plan period <ul style="list-style-type: none"> <li>Facilitate annual internal and external audits for transparency and accountability</li> <li>Conduct midterm and end term evaluation of the strategic plan</li> <li>Enhance internal resource management controls</li> </ul>	auditors <ul style="list-style-type: none"> <li>Mid and end term evaluation of the strategic plan carried out</li> <li>No. and type of internal resource management control put in place</li> </ul>	controls in place	audits and evaluations
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**Change Objective 4.5: To operationalize the YWCA organogram and strengthen the capacity of staff and volunteers**

**Strategies – (1) Capacity building; (2) Internship; (3) Recruitment and staff development**

<b>Expected Outcomes</b>	<b>Baseline</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Enhanced staff/volunteer capacity</li> <li>Improved organisational operational efficiency</li> </ul>	1,647 staff and volunteers trained in various skills	<p>We will strengthen YWCA staffing and volunteer base to increase operational efficiency</p> <ul style="list-style-type: none"> <li>Capacity building trainings for staff and volunteers</li> <li>Internship for staff and volunteers</li> <li>Recruit for key vacant positions and retain staff</li> <li>Develop staff training and development policy</li> </ul>	<ul style="list-style-type: none"> <li>No. of capacity building trainings held for staff and volunteers</li> <li>No. of staff and volunteers placed on internship experience</li> <li>Staff training development plan is produced and utilized.</li> </ul>	<ul style="list-style-type: none"> <li>Training report</li> <li>Attendance list</li> <li>List of interns/ internship register</li> <li>Copies of staff training development policy</li> </ul>	<ul style="list-style-type: none"> <li>Resources will be available for capacity building trainings</li> <li>Opportunities for internship placement will be available</li> </ul>

## 5. MEMBERSHIP AND GOVERNANCE

STRATEGIC OBJECTIVE 5: We will work towards intensifying membership mobilisation and retention of diverse membership for effective governance by 2028.					
Change Objective 5.1: To actively mobilize, utilize and retain YWCA membership					
Strategies – (1) Member mobilisation and retention; (2) Member training and orientation					
Expected Outcomes	Baseline	Key Actions	Indicators	Means of Verification	Assumptions
<ul style="list-style-type: none"> <li>• Increased membership base and retention</li> <li>• Increased innovative membership engagement</li> <li>• Opening of new branches</li> <li>• Effective member management</li> </ul>	<p>6,000 members</p> <p>51 branches operational</p> <p>0 membership activity plan</p>	<p>We will intensify membership mobilization and retention of diverse membership</p> <ul style="list-style-type: none"> <li>▪ Develop and implement membership mobilisation and retention strategy for youth and adult members</li> <li>▪ Update membership database</li> <li>▪ Develop and implement a membership activity workplan</li> <li>▪ Conduct skills audit among members</li> <li>▪ Expansion of YWCA branches through membership recruitment</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. of membership mobilisation events held</li> <li>▪ No. of new members recruited</li> <li>▪ Membership mobilisation and retention strategy developed and implemented</li> <li>▪ Membership database Update</li> <li>▪ Membership activity workplan developed and implemented</li> <li>▪ Skills audit conducted among members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Programme report</li> <li>▪ Membership data base</li> <li>▪ Copy of workplan</li> <li>▪ Skills audit report</li> <li>▪ List of new branches opened</li> </ul>	<ul style="list-style-type: none"> <li>▪ People are willing to be YWCA members and continue serving</li> <li>▪ Resources are available for membership mobilisation</li> </ul>

<b>Change Objective 5.2: To conduct regular and scheduled membership and national council meetings</b>					
<b>Strategies – (1) Meetings; (2) Capacity building</b>					
<b>Expected Outcomes</b>	<b>Baseline</b>	<b>Key Actions</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Effective and functional governance and governance structures complying to constitutional requirements</li> </ul>	<p>National Council every 4 years</p> <p>Quarterly board meetings</p>	<p>We will enhance the organisation’s governance through the holding of constitutional meetings and uphold other constitutional obligations</p> <ul style="list-style-type: none"> <li>Hold quarterly, bi-ennial and quadrennial membership and national council meetings</li> <li>Training of national and branch boards in governance and leadership</li> </ul>	<ul style="list-style-type: none"> <li>Constitutional meetings and other constitutional obligations adhered to and upheld.</li> <li>Constitutional meetings held as scheduled.</li> <li>No. of national and branch boards trained in governance and leadership</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of meetings</li> <li>Boards training reports</li> <li>List of board members participating in the training</li> </ul>	<ul style="list-style-type: none"> <li>Board member willing to attend meetings and trainings</li> <li>Funds are available to hold board meetings and training for all branches</li> </ul>

