



# Young Women's Christian Association

(YWCA)

By Love Serve One Another



## STRATEGIC PLAN

**2018 - 2022**



## 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 years 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. Today YWCA has expanded its strategic partners, scope and operations. At YWCA Zambia, we are proud of the past strategic plan period (2013 - 2017) achievements. We however acknowledge that a lots still needs to be done.

The 2018-2022 strategic plan will continue to contribute to the implementation of the nation’s policy and legal framework, promoting gender equality, ending gender based violence including child marriage, empowering communities with specific focus on Women, Youth and Children.

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.



**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 were undertaken in order to develop this YWCA strategic Plan for 2018 – 2022. These processes began from the YWCA operational sites (YWCA branches) to the Regional offices and finally culminated into a consultative meeting comprising staff from the Regional offices and the National office and representatives from the YWCA National Board and Membership. This was done to reflect the wishes and aspirations of all stakeholders.

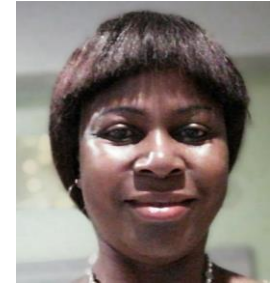
My gratitude goes to all the people who participated in the process of developing this strategic plan and partners who supported this process with financial and material support. Specifically, I would like to convey my gratitude to Pact Zambia for their financial contribution towards this process.

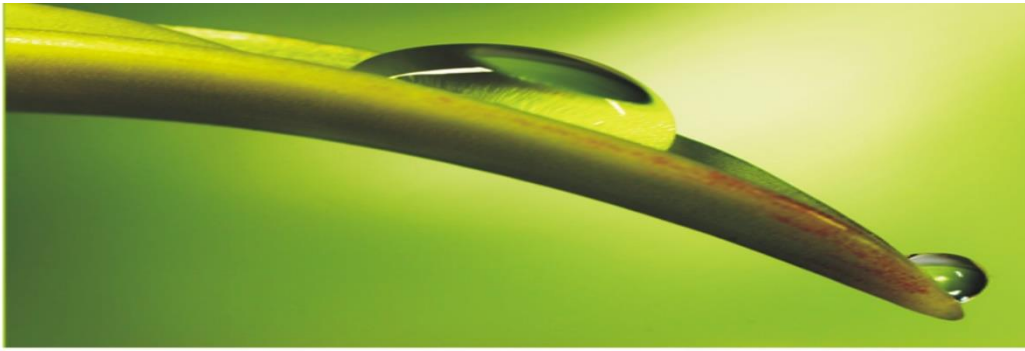
This process would not have been successful without the commitment of the YWCA National office staff and the consultants, Mr Kalungu J. Sampa and Ms Millicent Peel for their tireless and hard work in putting this document together.

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.



**Patricia Mwaka Mphanza Ndhlovu**  
Executive Director





## 1. Introduction

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.



## OUR VISION

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

## Our Mission

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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

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By Love Serve One Another

## Our VALUES

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

What is working (STRENGTHS)	HOW CAN WE MAINTAIN/ IMPROVE our strengths
<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>

Areas needing improvement (WEAKNESSES)	HOW CAN WE IMPROVE
<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>

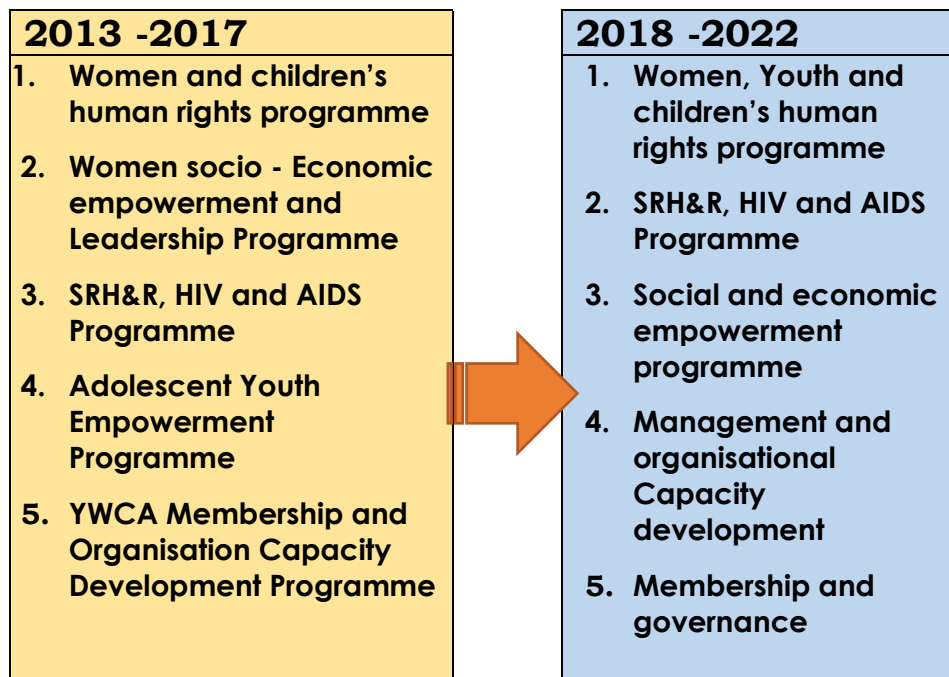
<b>Things that can slow us down or hinder us towards our goals (THREATS)</b>	<b>How can we turn threats into positives</b>
<ul style="list-style-type: none"> <li>• Prioritization of operational areas by funding agencies</li> <li>• Short project life span</li> <li>• The Non-Governmental Organisations Act if implemented in its current state.</li> <li>• Too many organisations competing for little donor funds</li> <li>• Proliferation of organisations working in the area of promoting women's and children's rights</li> <li>• High poverty levels contributing to vulnerability of women.</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>• Enhancing documentation so that YWCA will remain competitive in mobilizing resources</li> </ul>

## 1. 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

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

The major shifts YWCA is making in the new strategic plan.



## 2. Our Theory of Change

YWCA aims to contribute 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 its 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.

## 2. STRATEGIC OBJECTIVES, CHANGE OBJECTIVES, & INDICATORS

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



***The programme seeks to provide gender based violence (including child marriage) and psychosocial support 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.***

### 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 GBV 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



*The programme provides information and services on SRH/R, HIV and AIDS and Life skills.*

### STRATEGIC OBJECTIVE 2

**We will provide SRH and HIV & AIDS information and services (including youth and adolescent friendly) and build life skills 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 life skills building

## 3. SOCIAL ECONOMIC EMPOWERMENT PROGRAMME



*The programme focuses on developing livelihood and social aspects (leadership, networking etc.) of the target beneficiaries, promote entrepreneurship and vocational skills promote access, control and utilization of factors of production by women and youth, promote use of sustainable agriculture methods and adoption of appropriate energy saving technologies and encourage and promote mainstreaming of environmental issues.*

### 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



*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.*

#### 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



*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.*

### 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

## 6. STRATEGIES FOR IMPLEMENTING THE 2018-2028 STRATEGIC PLAN (What will help us implement this strategy)

- Alignment to National and International Human Rights Frameworks promoting gender equality
- Sustainability, Funding, Resource Mobilization Plan and Implementation
- Leadership and Management
- The Institutional Framework
- Monitoring and Evaluation
- ICT, communication, documentation and Information Management
- Capacity building enhancement
- Advocacy

