



# **YONECO Strategic Plan 2017 – 2021**

*“Managing Organizational Rapid Growth and Success for Youth, Women and Children Development”*

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**December 2016**

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## **Acknowledgement**

Youth Net and Counselling (YONECO) would like to thank the following organizations for the technical and financial support during the entire Strategic Planning Process. Without their support, this document would not have been produced.

- Mr Samuel Botha, Chair of the Programs and Projects committee of the YONECO board for facilitating the strategic planning process including the management of the processes
- SIMAVI for financial support
- Participating organizations for their support to the review process which include: UNICEF, Ministry of Gender, Children, Disability and Social Welfare; Democracy Consolidation Programme (DCP), Save the Children, District Councils in Nkhata Bay, Rumphi, Balaka, Ntcheu, Mangochi, Machinga and Zomba among others.
- YONECO staff at head office and the districts for their work in putting the development of the document at various stages.

## **List of Acronyms**

AIDS	Acquired Immunity Deficiency Syndrome
CBCCs	Community Based Child Care Centres
CBOs	Community Based Organizations
CHI	Child Helpline International
CI	Chronically Ill
CSOs	Civil Society Organizations
CSW	Commercial Sex Workers
DACC	District AIDS Coordination Committee
DECs	District Executive Committees
ECD	Early Child Development
HIV	Human Immune-Virus
HIVOS	Humanist Institute for Cooperation with Developing Countries
IEC	Information Education Communication
ISPCAN	International Society for Prevention of Child Abuse and Neglect
M&E	Monitoring and Evaluation
MARPs	Most at risk populations
NCA	Norwegian Church Aid
NGO	Non-Governmental Organization
OVC	Orphan and Vulnerable Children
PLHIVAs	People Living with HIV and AIDS
PTAs	Parent Teachers Associations
SANGONET	Sothorn Africa NGO Network
SMCs	School Management Committees
SRGBV	School related gender Based Violence
SRH&R	Sexual Reproductive Health and Rights
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TNM	Telekom Networks Malawi
TV	Television
VAC	Violence against Children
VAW	Violence against Women
VSU	Victim Support Unit
YONECO	Youth Net and Counselling
YTSCs	Youth Technical Sub Committees

## **Preface**

Youth Net and Counselling (YONECO) having implemented the 2012 – 2016 Strategic Plan and then the mid review of the plan towards end 2013, highlight its commitment to doing quality work and serving the youth, women and children better. The previous strategies not only continued to address critical issues affecting young people, women and children, but also focused on building a self-reliant society. The 2017 – 2021 Strategy builds on the previous strategic plan and therefore invigorates YONECO to expand services, improve quality, and promote accountability for the services. However, a most subtle issue has been included on the climate change and disaster management as a critical strategic area for youth development in Malawi.

Creating a self-reliant society requires strategies that are empowering to the clientele. Therefore, YONECO adopts EMPOWERMENT as a key strategy for responding to human rights violations, HIV prevention, and AIDS impact mitigation. Empowerment of youth, women and children focuses on various areas, and includes life skills, creating conducive environment for economic and livelihoods development, community mobilization for action, and general civic education on human rights, HIV and AIDS, governance and leadership issues.

In line with the expressed desires of some stakeholders including YONECO's Board of Trustees, this strategy has included men as one of its target social groups, which is a slight departure from the previous strategies. While the organisation's emphasis will be on youth, women and children, the merit for including men in targeted interventions is to garner their support for interventions targeting the latter. This approach underscores YONECO's virtue of being an organisation that learns from its past experiences and one that is responsive to the changing needs of society.

YONECO has revisited its strategies in various areas that have included networking, research, and governance with particular focus on constant review as part of the learning loop. Leadership development and critical thinking have been seen as major issues that YONECO needs to deal with in the next five years. In this Strategic Plan, YONECO has deliberately focussed on the aspects of making value development as central to its core programmes. This is in line with the organization's mission and goals.

Finally, as the Strategic Plan is a business plan and a guiding document, I would like to call upon YONECO Management and the members of staff to effectively use the strategic plan. The plan should guide the development of comprehensive projects to cater for all the strategies for the organization. Above all, in liaison with the Board, implementation of the plan should be diligently monitored for purposes of improvement, effectiveness and efficiency in service delivery. In view of this, the Board should always remember its fiduciary responsibility of overseeing the activities of YONECO.

I wish you all the best as we move forward with the New Strategy.

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Professor Dixie Maluwa Banda,  
Board Chair,  
Youth Net and Counselling (YONECO)  
**December 2016**

## **1.0 Introduction**

### **1.1 Justification for the strategic plan review**

Youth Net and Counselling (YONECO) was established in 1997 to assist in the development of young people in Malawi, with special focus on human rights and HIV. YONECO has undergone 4 strategic planning processes. The first strategic planning process was done in 2000. The second and third ones were done in 2002 and 2005 respectively. The fourth which was done in 2008 extended the 2006 – 2010 Strategic Plan to 2011. The fifth strategic plan was from 2012 – 2016 which has been revised because of the changing needs of YONECO as an organisation. Through implementation of these strategic plans, YONECO has experienced tremendous growth in its programs, internal capacity and external relations as seen below:

#### **a) Organizational Development Level**

YONECO has over the last few years revised Policy Framework in particular the Constitution, Conditions of Services and the operational guidelines, revised its Monitoring and Evaluation (M&E) Framework, increased Governance levels with more women and a youth representative on the Board as defined by the strategic plan, , increased recognition of our work locally and internationally, widened resource base from various providers while maintaining the previous core resource providers and increased the accountability of the organisation.

#### **b) Programme Management levels**

YONECO has increased the staffing in the districts. This has led to an increase of our presence in the catchment areas and providing better services. There has been enhanced capacity of staff and autonomy in the districts of operations and increased interface between YONECO and its stakeholders at the district and national levels. The increase in participation of the stakeholders in planning, implementation, monitoring and evaluation has resulted in a more focused approach. YONECO launched the GBV crisis line and developed and implemented a national radio station for the youth and women which have increased the visibility of YONECO especially during the 2015 natural disasters.

#### **c) Networking and coordination levels**

YONECO has increased its networking and collaboration activities at various levels to enhance its capacity and increase visibility. YONECO participates in various local networks which include Human Rights Consultative Committee (HRCC), NGO Gender Coordination Network (NGO-GCN), Malawi Network of AIDS Service Organisation (MANASO), Council for Non-Governmental Organisations in Malawi (CONGOMA), Forum for NGOs in Youth Development (FONYODE), National Youth Council of Malawi (NYCOM), and COGHAM. At international level, YONECO is a member of International Society for the Prevention of Child Abuse and Neglect (ISPCAN); Child Helpline International (CHI); Pan Commonwealth Civil Society Network on HIV and AIDS (YONECO is currently the coordinator); Parenting Network in Africa; Ending Corporal Punishment; CIVICUS; World Association of NGOs (WANGO), among others. As a result of these networks and performance, YONECO has received numerous awards and achievements. These include OXFAM Award presented by Former President of the Republic of Zambia, Dr. Kenneth Kaunda; Best Practices on Child Labour Award from Winrock International on Child Labour; ICT Award from ICT Africa; Youth Service Performance Award, from National

Youth Council of Malawi; and Human Rights Advocacy Award from Human Rights Consultative Committee. Also key to note the ECOSOC status that was granted to YONECO by the UN in 2012.

**d) Financing and Sustainability**

YONECO has increased its donor base from an initial US\$12,000 in 1999 to US\$2.3 million currently. This not only reflects the good track record of technical performance that the organisation has achieved over the years, but also an indication of donor confidence in its financial prudence and management as witnessed by nine consistent years of clean Audits. One striking feature of YONECO’s sustainability has been the construction of a magnificent office complex at its Head Office in Zomba and the Safe Space in Rumphi district. This has helped boost the image and visibility of the organisation besides increasing donor confidence. This has also been possible as a result of increased staff participation in thinking strategically for the organisation.

In the last five years YONECO started developing and implementing strategic fundraising and funding processes for its core activities. This has included the development of strategic alliances like the YONECO/SAVE/CRECOM/TLC partnership that has resulted in receiving US\$1.9m for the next 5 years, Dutch Alliance on Sexual Reproductive Health leading to over US\$750,000 for 5 years. These entail good management of international donor relationships.

**e) Factors for these successes**

The success factors of YONECO include:

<p><b>Commitment to the cause of existence</b></p> <ul style="list-style-type: none"> <li>• Focus on vision and mission</li> <li>• Identified target group</li> </ul>	<p><b>Committed Board and Staff</b></p> <ul style="list-style-type: none"> <li>• Staff commitment and motivation</li> <li>• Board commitment and adequate skills</li> <li>• Board engagement in strategic issues</li> <li>• Committed volunteers</li> </ul>
<p><b>Commitment to YONECO Values</b></p> <ul style="list-style-type: none"> <li>• Adherence to the values</li> <li>• Living the values of YONECO</li> <li>• Promoting values internally and externally</li> </ul>	<p><b>Enhanced partnerships among donor partners</b></p> <ul style="list-style-type: none"> <li>• Diversified donor base</li> <li>• Commitment to donor requirements</li> <li>• Accountability</li> </ul>
<p><b>Strategic Leadership development levels</b></p> <ul style="list-style-type: none"> <li>• Board with relevant skills</li> <li>• Management with relevant skills</li> <li>• Focus on staff development</li> </ul>	

**Managing Rapid Growth and Sustaining “Success” is the biggest challenge that YONECO will face in the next few years.** The theme of the YONECO Strategic Plan 2017 – 2021 is **“Managing Organizational Rapid Growth and Success for Youth, Women and Children Development”**. While success and growth are good, managing and sustaining these possess even a bigger challenge. YONECO Board and its strategic stakeholders have continuously reminded YONECO staff of the need to avoid complacency. YONECO has to strive to maintain its success and this requires more commitment, more energy and more cooperation and coordination. In order for clientele to be served better, the need for commitment and dedication to the cause is always imperative. While YONECO has generally registered great achievements in all its spheres of operation and influence, the need to do more work in building its internal capacity is imminent



considering its pace of growth in programs and external relations. As part of the desire to enhance internal capacity, the new Strategic Plan has tried to streamline the internal and external value systems (as were previously called) into a set of CORE VALUES which will require to be internalised and constantly reflected upon in order to build a strong and committed team.

## 1.2 Major shifts in the strategic plan

This strategic plan makes a shift from the 2011-2016 strategic plan by inclusion of Climate Change and Environment in YONECO's work while also strengthening the use of the Radio Station. In the next 5 years, YONECO wants to consolidate its position as a leading local NGO specializing on youth, women and children affairs. This requires a number of strategic decisions to enhance the performance of the organisation. To achieve this, YONECO has made critical decisions which have included the following: (a) Streamlining of the programmes to have separate youth, women and children programmes while maintaining the Governance and Human Rights Programme; (b) inclusion of the media in the networking and coordination programme; (c) development of the Climate Change and Disaster Management Programme and (d) strengthening Monitoring and Evaluation, Knowledge Management, Reflection and Learning and Dissemination of information on Good Practices. YONECO aims to become a centre of excellence which will provide information locally and internationally on youth, women and children affairs. However, YONECO recognises the emergency of the climate change and disaster issues in the region. YONECO has therefore taken a cautious decision to have a component on engaging young people in environment, climate change and disaster management to ensure that youth are prepared in this aspect. Climate change and disasters affect women, youth and children more and therefore within the mandates of YONECO.

## 2.0 YONECO's Uniqueness and how to use it

Uniqueness	How to use this
YONECO has a strong identity as a Youth serving NGO	Based on the trust that the Youth have in the Organisation, it should strengthen its position as a role model and mentor for the youths and other Youth organisations in the country
YONECO has deeper connection with youths through innovative initiatives like the child helpline, youth drop in centres and theatre for development initiatives at various levels	Utilise the strength of its committed and capable management and Board to broaden stakeholder acceptance
A local NGO providing successful services for young people including Helpline Services that have been spotted by private sector like Telekom Networks Malawi (TNM)	Take advantage of its widely acknowledged focused programming and impact to further attract financial and material resources for its operations
Recognition of YONECO's work by national and international bodies	Build on the recognition at international level (Participation in international conferences, Secretariat for National Helpline) to leverage advocacy and further support <sup>1</sup>

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YONECO as a local NGO has exhibited rare and visible growth	
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### **3.0 YONECO Vision, Mission and Value Statement**

#### **3.1 YONECO Vision**

A self-reliant, healthy and resilient society that respects human rights and democratic values

#### **3.2 Mission Statement**

YONECO is a non-governmental organization that is committed to **empowering** the youth, women and children; **promoting** good health, human rights and democracy; **adapting and mitigating** effects of climate change; and **conducting** research for evidence based programming and advocacy.

#### **3.3 Core Values**

The work of YONECO is motivated and centred on the following core values:

##### **3.3.1 Integrity**

We will treat clients, beneficiaries and others

- Fairly without prejudice
- Consistently in our decisions and actions regardless of the situation
- Compassionately and empathetically
- With high sense of openness, honesty and truthfulness

##### **3.3.2 Transparency & accountability**

- We will maintain discipline in the operations of YONECO and interactions with fellow staff, the Board, volunteers, and clients
- We will display high level of honesty in handling financial and other resources including time, and actions
- We will communicate openly and truthfully, while maintaining discipline about confidential information of YONECO and its clients
- We will maintain high levels of commitment, openness, punctuality and timeliness in all the operations of YONECO
- We shall focus and direct our energies towards the achievement of planned targets, outputs and outcomes
- We shall ensure that resources are applied to the maximum benefit of the organisation at all times

##### **3.3.3 Teamwork**

- We will display positive attitude towards our work, colleagues and our clients and others
- We will entrust others with due responsibility by delegating necessary tasks ensuring that we are accountable
- We will maintain high level of coordination within the organisation and with other organisations and donors
- We will ensure effective communication system and feedback mechanisms that compliment openness, cohesion and unity

### **3.3.4 Respect for human dignity**

- We will recognise and protect the fundamental rights of every human being by conserving their dignity and providing service for their wellbeing without discrimination
- We will maintain high quality of service for YONECO's fundamental cause of empowering the youth, women and children, combating spread of HIV, mitigating the impacts of AIDS and promoting human rights and democracy

### **3.3.5 Confidentiality**

- We will ensure that all the information we access by virtual of our positions is kept confidential including the information on clients and organisation
- We shall ensure that information is accessible only to those authorised to have access
- We will maintain information security system that promotes trust and confidence from our colleagues, clients and donors

## **4.0 Organisational SWOT Analysis**

In order to operationalize this strategic plan, YONECO outlines some of its strengths, weaknesses, opportunities and constraints. In the 2017-2021 Strategic Plan period, YONECO will harness its strengths and strategize to minimise its weaknesses while taking advantage of the prevailing opportunities locally, regionally and internationally. The issues identified are highlighted in the table below:

Strengths	Weaknesses	Opportunities	Threats
<p><b>1. Good public and external relations</b></p> <ul style="list-style-type: none"> <li>● Enormous trust from its constituency through sound relations with communities</li> <li>● Very good coordination and collaboration with stakeholders (government line ministries, civil society and frontline structures and other operational structures e.g. community structures (VDCs and ADCs) and community volunteers</li> <li>● High confidence with donor/development partners</li> <li>● Clean annual audit</li> </ul> <p><b>2. Highly committed governance and operational structure</b></p> <ul style="list-style-type: none"> <li>● Diversity in relevant expertise in the Board and management to guide policy directions</li> <li>● Dynamic and committed programme staff with core competencies in the relevant sectors</li> </ul> <p><b>3. Clear vision, mission and values</b></p> <ul style="list-style-type: none"> <li>● Ascertained and clear identity with common values</li> <li>● Better understanding of local context</li> </ul> <p><b>4. Infrastructure and Assets</b></p> <ul style="list-style-type: none"> <li>● Own permanent Head office space</li> <li>● Operational offices and staff in 11 districts across the country</li> <li>● Established National Radio Station with an online presence</li> <li>● Established National Toll Free Helpline</li> <li>● Professional Children’s Band</li> <li>● YONECO Website and other media platforms</li> <li>● Some Equipment – Vehicles and ICT equipment’s</li> </ul> <p><b>5. Legal Status</b></p> <ul style="list-style-type: none"> <li>● Registered with CONGOMA, NGO Board, Register General</li> </ul> <p><b>6.0 Strategic Partnerships</b></p> <ul style="list-style-type: none"> <li>● Partnership with Malawi Government to manage the Lilongwe Social Rehabilitation Centre</li> <li>● Partnership on the National Helpline Services in Malawi</li> <li>● Partnership with private sector like TNM Malawi</li> </ul>	<p><b>1. Inadequate resources</b></p> <ul style="list-style-type: none"> <li>● Limited financial and material resources to serve constituency</li> <li>●</li> </ul> <p><b>2. Inadequate working capacity</b></p> <ul style="list-style-type: none"> <li>● Limited capacity of staff in resource mobilization</li> <li>● Limited capacity in research</li> <li>● Weak M &amp; E system</li> </ul>	<p><b>1. Conducive operational and Policy environment</b></p> <ul style="list-style-type: none"> <li>● Very good government collaboration through line ministries and frontline structures</li> <li>● Shift in Donor focus in supporting government through CSOs</li> <li>● Existence of relevant National and International Policies and Laws</li> <li>● Availability of councillors in local councils</li> </ul> <p><b>3. Potential for alliance building</b></p> <ul style="list-style-type: none"> <li>● Continued networking and collaboration in several forums to gain experiences for effective design and implementation of programmes</li> <li>● Growing need for funding through partnerships and networks</li> </ul> <p><b>4. Technological advancement</b></p> <ul style="list-style-type: none"> <li>● Fast developing technologies for efficient service delivery and communication</li> <li>● Improvements in electronic and new media</li> </ul>	<p><b>1. Political context</b></p> <ul style="list-style-type: none"> <li>● Unfavourable policies</li> <li>● Political interference</li> <li>● Limited coordination among key stakeholders</li> </ul> <p><b>2. Socio economic factors</b></p> <ul style="list-style-type: none"> <li>● Unstable economy</li> <li>● Poor governance at various levels</li> <li>● Poverty as a tool for manipulation of the vulnerable</li> <li>● Gender discrimination</li> <li>● Disruption of social support systems’ resilience</li> <li>● Bribery and corruption</li> <li>● Harmful cultural practices</li> <li>● Increased cases of non-communicable diseases in Malawi e.g. Cancer, diabetes, high blood pressure</li> <li>● Hunger and Poverty</li> </ul> <p><b>3. Limited access to information technology</b></p> <ul style="list-style-type: none"> <li>● Limited access to information technology</li> <li>● Limited access to power</li> <li>● High cost of access to new technologies</li> </ul> <p><b>4. Shifting donor policies and priorities</b></p> <ul style="list-style-type: none"> <li>● Overreliance on donor funding to implement its development activities</li> <li>● Donor fatigue</li> </ul> <p><b>5. Negative Competition among service providers</b></p>

## **5.0 YONECO Priority Areas**

After scanning the environment and conducting national wide consultations with key stakeholders, the following constitute key prevailing priority issues that will continue to define YONECO's work in the next 5 years:

### **5.1 External Issues**

- 5.1.1 Increased human rights violations among women and children e.g. Gender Based Violence, property grabbing, child labour, child trafficking and albino attacks
- 5.1.2 Low adherence to good governance principles characterized by lack of accountability by the elected, lack of participation by the citizens, high levels of corruption among others
- 5.1.3 Limited opportunities for youth development characterized by inadequate livelihood opportunities, inadequate support for youth programmes and Low participation of young people in environmental management, climate change and emergency and disaster management initiatives in the country
- 5.1.4 Increase negative behaviours among young people such as child marriages, drug and alcohol abuse, juvenile delinquency and child prostitution
- 5.1.5 Minimal meaningful participation of children, women and young people in decision making processes
- 5.1.6 Limited access to SRH services among youth and women
- 5.1.7 High illiteracy levels among women
- 5.1.8 High school dropout rate among youth and children
- 5.1.9 High population growth
- 5.1.10 Increased incidences of climate change related disasters
- 5.1.11 High neonatal and maternal death
- 5.1.12 Worsening WASH conditions
- 5.1.13 Inadequate capacity on parenting and early childhood development
- 5.1.14 Increased poverty levels and hunger among clientele
- 5.1.15 Increased cases of non-communicable diseases in Malawi e.g. Cancer, diabetes, high blood pressure

### **5.2 Internal Issues**

In order to generate impact in its work, the following internal capacity issues will be addressed for YONECO to effectively manage its rapid growth. The following internal issues will form the basis for most of YONECO's capacity building initiatives:

- 5.2.1 Inadequate capacity to manage rapid growth
- 5.2.2 Inadequate financial and material resource to meet the needs of an expanding organization
- 5.2.3 Ineffective M&E system to measure progress.
- 5.2.4 Inadequate learning, reflection and information sharing among staff
- 5.2.5 Under-developed staff capacity to conduct research and utilize its findings

### 6.0 Strategic Objectives, Outcomes, Outputs and Output Indicators

Strategic Issues	Strategic Objective	Outcomes	Outputs	Output Indicators
<b>Strategic Issue 1:</b> Increased human rights violations among women and children e.g. Gender Based Violence, child marriages property grabbing, child labour, child trafficking and albino attacks	<b>Strategic Objective 1:</b> To reduce violation of human rights among women and children	1.1 Reduced violence against women	a) Enhanced capacity of communities in women’s rights	<ul style="list-style-type: none"> <li>● Number of awareness sessions conducted on human rights</li> <li>● Number of people trained in women’s rights.</li> <li>● Number of violence cases reported</li> <li>● Number of cases concluded</li> <li>● Number of cases handled through the National Helpline Services</li> <li>● Number of women rights radio programmes/debates produced and aired on YONECO FM Radio</li> <li>● Number of women accessing place of safety services</li> </ul>
			b) Promote women engagement in IGAs	<ul style="list-style-type: none"> <li>● Number of women engaged in IGAs</li> <li>● Number of women linked to micro finance institutions</li> <li>● % increase in household income generated from IGAs by women</li> </ul>
		1.2 Reduced child abuse and violence against children	a) Enhanced capacity of communities in child protection	<ul style="list-style-type: none"> <li>● Number of child rights awareness sessions conducted</li> <li>● Number of children trained in child protection</li> <li>● Number of people trained in child rights and child protection</li> <li>● Number of child rights radio programmes/debates produced and aired on YONECO FM Radio</li> </ul>
			b) Improved case management systems	<ul style="list-style-type: none"> <li>● Number of child abuse cases reported</li> <li>● Number of child abuse cases concluded</li> </ul>

				<ul style="list-style-type: none"> <li>● Number of cases handled through the National Helpline Services</li> <li>● Number of children accessing place of safety services</li> <li>● Number of existing case reporting tools revised</li> </ul>
		1.3 Reduced violations of the rights of the minority groups	Enhanced knowledge on rights of minority groups	<ul style="list-style-type: none"> <li>● Number of people reached with awareness on minority rights</li> <li>● Number of people trained in minority rights</li> <li>● Number of radio programmes produced and aired on YONECO FM Radio</li> </ul>
			Increased response on violations of rights of minority groups	<ul style="list-style-type: none"> <li>● Number of minority rights cases handled through the National Helpline Services</li> <li>● Number of advocacy forums on minority rights conducted</li> <li>● Number of minority rights abuse cases reported</li> <li>● Number of minority rights cases concluded</li> <li>● Number of minority people accessing place of safety</li> </ul>
<b>Strategic Issue 2:</b> Low adherence to good governance principles characterized by lack of accountability by the elected, lack of participation by the youth and	<b>Strategic Objective 2:</b> To promote good governance with respect to transparency, accountability and democracy among duty bearers and rights holders	2.1 Increased adherence to good governance/ democratic principles and values by duty bearers and rights holders	a. Rights holders and duty bearers able to participate in good governance processes	<ul style="list-style-type: none"> <li>● Number of rights holders and duty bearers trained on good governance and democratic principles and values</li> <li>● Number of awareness campaigns on good governance and democratic values conducted</li> </ul>
			b. Increased opportunities for dialogue between right holders and duty bearers	<ul style="list-style-type: none"> <li>● Number of people actively participating in the good governance and democratic processes</li> <li>● Number of advocacy forums between right holders and duty bearers</li> <li>● Number of radio programmes on good governance and democratic values aired on YONECO FM</li> </ul>

women, high levels of corruption among others		2.2 Increased transparency and accountability for both duty bearers and rights holders	a) Capacity of community members to monitor development programmes enhanced	<ul style="list-style-type: none"> <li>● Number of communities with capacity to monitor budget processes</li> <li>● Number of budget monitoring exercises conducted at all levels (community, district and National)</li> <li>● Number of communities conducting monitoring development programmes and services delivery</li> </ul>
			b) Community driven/managed development promoted	<ul style="list-style-type: none"> <li>● Number of communities displaying ownership of public work infrastructures</li> <li>● Number of interface meetings on development programmes and services delivery conducted</li> <li>● Number of awareness meetings on transparency and accountability conducted</li> </ul>
		2.3 Increased participation of youth, women and local communities in governance processes	a) Youth and women actively participating governance processes	<ul style="list-style-type: none"> <li>● Number of youth and women trained in meaningful participation and leadership</li> <li>● Number of radio programmes on meaningful youth and women participation produced/aired on YONECO FM</li> </ul>
			b) Youth and gender sensitive programmes promoted	<ul style="list-style-type: none"> <li>● Number of advocacy forums on meaningful participation of youth and women</li> <li>● Number of youth and women in decision-making positions/roles at various levels</li> </ul>
<b>Strategic Issue 3:</b> Limited socio-economic opportunities for youth and women development characterized by inadequate	<b>Strategic Objective 3:</b> To enhance socio-economic status of women and youth	3.1 Improved livelihood status of youth and women	a) Enhanced capacity of youth and women to ably manage business ventures	<ul style="list-style-type: none"> <li>● Number of youth and women trained/orientated on business management</li> <li>● Number of youth and VSL established</li> <li>● Number of youth and women with skills in Agribusiness management</li> <li>● Number of youth and women linked to Micro-finance institutions</li> </ul>



livelihood opportunities, inadequate support for youth and women programmes and Low participation of young people and women in development		b) Enhanced job opportunities for youth and women	<ul style="list-style-type: none"> <li>● Number of youth trained on vocational skills</li> <li>● Number of youth and women supported with start capital vocational activities</li> <li>● Number of youth and women with assets accumulated from livelihood activities</li> <li>● Savings made by youths and women</li> </ul>
	3.2 Reduced negative behaviours among youth	a) Enhanced decision making skills among youth	<ul style="list-style-type: none"> <li>● Number of youths undergoing life skills development initiatives</li> <li>● Number of youth reporting health seeking behaviours</li> </ul>
		b) Increased opportunities for youths to access information and services on issues affecting them	<ul style="list-style-type: none"> <li>● Number of youth accessing Comprehensive Sexuality Education (CSE)</li> <li>● Number of youth accessing Youth Friendly Health Services</li> <li>● Number of youths accessing counselling services</li> <li>● Number of youths accessing counselling services through the National Helpline Service</li> <li>● Number of radio programmes on Social Behaviour Change Communication (SBCC) produced/aired and aired on YONECO FM</li> <li>● Number of peer educators trained</li> <li>● Number of mentoring sessions conducted</li> </ul>
	3.3 Reduced negative behaviours among youth	a) Enhanced literacy amongst youth and women	<ul style="list-style-type: none"> <li>● Number of literacy circles established</li> <li>● Number of functional literacy facilitators trained</li> <li>● Number of youth and women attending functional literacy classes</li> <li>● Number of functional literacy awareness campaigns for youth and women</li> </ul>
3.4 Increased literacy levels among youth and women	Increased number of youth and women	<ul style="list-style-type: none"> <li>● Number of youth and women attending Complementary Basic Education</li> </ul>	

			attending formal education	
<b>Strategic Issue 4:</b> Limited access to health services and information	<b>Strategic Objective 4:</b> To improve health and wellbeing of women, children and youth	4.1 Increased access to quality health services among youth, children and women	Enhanced capacity for health service providers to provide friendly health services	<ul style="list-style-type: none"> <li>• Number of health service providers trained on friendly health services (YFHS, Family Planning, CBDA, key populations, HTC)</li> <li>• Number of advocacy meetings on provision of quality health services</li> <li>• Number of health outreach services</li> </ul>
			Increased demand for quality health services	<ul style="list-style-type: none"> <li>• Number of awareness campaigns on quality health services (YFHS)</li> <li>• Number of people reached disaggregated by gender and age</li> <li>• Number of people reached with awareness raising</li> <li>• Number of people accessing health information through the National Helpline</li> <li>• Number of radio programmes/debates on health</li> <li>• Number of health related jingles produced and aired</li> </ul>
		4.2 Increased male involvement in health issues	Males championing health issues in communities	<ul style="list-style-type: none"> <li>• Number of males trained as health champions</li> <li>• Number of home visits made</li> <li>• Number of awareness sessions on importance of male involvement in health issues conducted</li> <li>• Number of males reached in awareness sessions</li> <li>• % increase in males expressing the importance of male involvement in health issues</li> </ul>

				<ul style="list-style-type: none"> <li>• Number of radio programmes produced and aired on male involvement on health issues on YONECO FM Radio</li> </ul>
		4.3 Improved hygiene and sanitation	Improved adoption of WASH practices	<ul style="list-style-type: none"> <li>• Number of awareness sessions on hygiene and sanitation</li> <li>• Number of people trained in WASH</li> <li>• Number of households with hygiene facilities</li> <li>• Number of radio programmes on hygiene and sanitation produced and aired on YONECO FM Radio</li> </ul>
		4.4 Reduced cases of non-communicable diseases	Enhanced good health habits	<ul style="list-style-type: none"> <li>• Number of awareness campaigns on prevention of non-communicable diseases</li> <li>• Number of radio programmes on non-communicable diseases produced and aired on YONECO FM Radio</li> <li>• Number of facilitators trained/oriented on non-communicable diseases</li> <li>• Number of people practicing health habits</li> </ul>
		4.5 Improved nutrition of women, children, elderly and PLHIV	Enhanced capacity of households in good nutrition	<ul style="list-style-type: none"> <li>• Number of awareness sessions on nutrition</li> <li>• Number of people reached with awareness sessions on nutrition</li> <li>• Number of community action groups on nutrition trained / oriented / revamped</li> <li>• Number of nutrition education sessions conducted</li> <li>• Number of people reached with nutrition education sessions</li> </ul>
		4.6 Increased adoption of Family Planning methods	Enhanced knowledge of family planning methods	<ul style="list-style-type: none"> <li>• Number of awareness sessions on family planning</li> <li>• Number of people reached</li> <li>• Number of radio programmes produced and aired</li> </ul>

				<ul style="list-style-type: none"> <li>● Number of people receiving information through National Helpline Services</li> <li>● Number of clients counselled</li> <li>● Number of people receiving information through innovative approaches</li> </ul>
			Increased uptake of family planning methods	<ul style="list-style-type: none"> <li>● Number of people accessing family planning methods disaggregated by gender and age</li> <li>● Availability of quality and user friendly health services in facilities</li> <li>● Number of community based family planning providers trained</li> <li>● Number of males involved in family planning</li> <li>● Number of review meetings between health facility and community providers conducted</li> </ul>
<b>Strategic Issue 5:</b> Increased incidences of climate change related disasters	<b>Strategic Objective 5:</b> To increase capacity of communities to adapt to and mitigate climate change related disasters		Increased adoption of climate smart agriculture among vulnerable communities to effects of climate change	<ul style="list-style-type: none"> <li>● Number of trainings of Lead Farmers on SMART Agriculture</li> <li>● Number of field days by Lead Farmers on SMART Agriculture</li> <li>● Number of farmers practicing SMART Agriculture</li> </ul>
			Disaster Risk Reduction (DRR) Measures adopted	<ul style="list-style-type: none"> <li>● Number of people accommodated in temporary shelters during disasters</li> <li>● Number of people supported disaster relief items</li> <li>● Number of people receiving PSS</li> <li>● Number of awareness on transparency and accountability during disaster response</li> <li>● Number of people accessing farm inputs</li> <li>● Number of interface meetings between disaster survivors and district stakeholder on disaster recovery plans</li> </ul>

		Increased capacity of community members in the Climate Change	Improved access to information and knowledge on climate change	<ul style="list-style-type: none"> <li>● Number of Awareness meetings on the impact of climate change</li> <li>● Number of people reached during Awareness meetings on the impact of climate change</li> <li>● Number of radio programmes on impact of climate change</li> <li>● Number of IEC materials on impact of climate change produced and distributed</li> </ul>
			Strengthened capacity of community to manage issues of climate change	<ul style="list-style-type: none"> <li>● Number of trainings on the management of the environment conducted</li> <li>● Number of Disaster Risk Reduction (DRR) plans</li> <li>● Number of communities supported in the implementation of DRR measures</li> </ul>
<b>Strategic Issue 6:</b> Inadequate networking, collaboration and coordination between YONECO and its stakeholders at various levels	<b>Strategic Objective 6:</b> To improve networking, collaboration and coordination between YONECO and its stakeholders	6.1 Increased participation in strategic networks to influence decisions	YONECO staff and Board members effectively influencing decision making on issues of youth, women and children	<ul style="list-style-type: none"> <li>● Number of network meetings influenced by YONECO staff and Board members</li> <li>● Number of network meetings organized by YONECO</li> <li>● Number of networks/ committees joined</li> <li>● Number of network members hosted</li> <li>● Number of quality MOUs signed</li> </ul>
		6.2 Enhanced coordination and collaboration	YONECO effectively coordinating	<ul style="list-style-type: none"> <li>● Number of staff trained in leadership</li> <li>● Number of Joint monitoring visits</li> <li>● Number of meetings coordinated</li> </ul>
			YONECO effectively collaborating	<ul style="list-style-type: none"> <li>● Number of effective partnerships established/strengthened</li> <li>● Number of event jointly planned and conducted</li> <li>● Number of quality MOUs signed</li> </ul>

<b>Strategic Issue 7:</b> Inadequate financial, material and human resource capacity to meet the needs of an expanding organization	<b>Strategic Objective 7:</b> To improve management and resource capacity for institutional development	7.1 Increased resources for YONECO to effectively deliver services.	Enhanced board and staff capacity to mobilize resources and deliver services	<ul style="list-style-type: none"> <li>● Number of staff and board members trained/oriented in proposal development</li> <li>● Number of staff trained in marketing YONECO</li> <li>● Number of innovative resource mobilization strategies developed</li> <li>● Number of innovative resource mobilization strategies implemented</li> <li>● Number of partnership meetings conducted with prospective donors and partners</li> <li>● Number of proposals negotiated and funded</li> </ul>
			Enhanced capacity of staff and board members in management of YONECO resources.	<ul style="list-style-type: none"> <li>● Number of staff trained in finance management</li> <li>● Number of staff trained in project management</li> <li>● Regular monitoring of resources</li> <li>● Number of unqualified annual audits</li> <li>● Number of finance and administration systems updated</li> </ul>
			Increased annual income for YONECO.	<ul style="list-style-type: none"> <li>● % annual increase of YONECO income</li> <li>● Number of new donors in a year</li> <li>● Number of donors retained</li> </ul>
		7.2 Diversified sources of funds for programs and operations	Fundraising initiatives enhanced.	<ul style="list-style-type: none"> <li>● YONECO Sustainability committee appointed and functional.</li> <li>● % increase of funds through hired services and consultancies.</li> <li>● Number of consultancy services carried out</li> </ul>
			Increased income generation through YFM	<ul style="list-style-type: none"> <li>● Income raised through sponsored programs and adverts on YFM</li> </ul>
		7.3 Improved Human resources and	<ul style="list-style-type: none"> <li>● Finance and administration systems updated</li> </ul>	<ul style="list-style-type: none"> <li>● Number of staff trained in human resource management</li> </ul>

		administration systems	<ul style="list-style-type: none"> <li>• YONECO policies reviewed and developed</li> </ul>	<ul style="list-style-type: none"> <li>• Number of finance and administration systems updated</li> <li>• Number of policies reviewed (Conditions of service, Asset management, ICT, Child protection work policy, Procurement Policy, Staff Bond policy, Volunteer policy, Gender Policy, HIV workplace policy, Corruption policy)</li> <li>• Number of policies developed (Policy for YFM, research etc.)</li> </ul>
Strategic Issue 8: Limited capacity to carry out M&E, research, learning and sharing among staff	Strategic Objective 8: To enhance capacity of staff to effectively carry out M&E, research, learning and mentoring	8.1 Established functional M&E system	Reviewed M and E framework	<ul style="list-style-type: none"> <li>• Number of M &amp; E frameworks reviewed (data collection tools, planning and reporting tools)</li> <li>• Theory of change</li> </ul>
			Functional YONECO MIS systems in place	<ul style="list-style-type: none"> <li>• Integrated YONECO MIS system developed</li> <li>• Number of staff trained on the YONECO MIS</li> <li>• Number of YONECO District offices submitting data</li> </ul>
			Increased coverage of YONECO programmes	<ul style="list-style-type: none"> <li>• Number of print and electronic media articles for YONECO Programs published</li> <li>• Number of media houses engaged on YONECO Programs</li> <li>• Number of IEC materials produced</li> <li>• Number of people received YONECO IEC materials</li> <li>• Number of institutional reports published</li> </ul>
			Increased participation in various conferences and international events	<ul style="list-style-type: none"> <li>• Number of best practices disseminated at conferences and events</li> <li>• Number of conferences and events participated in by YONECO</li> </ul>
			Increased online presence on the social media platform	<ul style="list-style-type: none"> <li>• Number of social media platforms being utilized by YONECO</li> </ul>

				<ul style="list-style-type: none"> <li>● Number of staff with capacity to manage YONECO online presence</li> <li>● Number of people visiting the social media platforms</li> <li>● Number of clients accessing various services on the social media platforms</li> </ul>
		Enhanced YONECO capacity in conducting research and leadership	Improved YONECO staff capacity in conducting research	<ul style="list-style-type: none"> <li>● Number of staff trained in research</li> <li>● Number of research initiatives conducted</li> <li>● Number of research reports produced</li> <li>● Number of research reports disseminated</li> </ul>