



STRATEGIC PLAN 2012 - 2015



"We are Building Families"

FOREWORD

This document is a strategic framework for **Families Are Nations (FAN)**. The plan is for the period **January 2012 to January 2015**. FAN was established in 2009 as a non-profit making organization and is currently working in seven communities within Zambia. These communities are based in **Lusaka, Ndola, Kitwe, Kabwe, Livingstone, Chipata and Monze**.

The core business of FAN is the use of the Family Unit as an effective agent of attitude change in Family Building and society through various individual, group, family and community initiatives.

This strategic framework has been carefully developed in the hope of providing practical direction in the achievement of FAN objectives with the utmost efficiency, effectiveness and quality service delivery in the vital process of building families in our society. In the process of family building, FAN will ensure comprehensive attention to special needs of isolated members and victims of various strife and ills affecting the smallest and most vital unit of human existence the world over – **the Family**.

FAN endeavors to deal with critical areas of family sustenance in the process of improving family life psychologically, economically and socially. We are determined to use the family unit to produce governable, well nurtured and role model families in the community.

FAN is overly grateful to all intellectuals, members and partners who facilitated the success of the work that led to the production of this vital document. On behalf of the organization, I thank you all for taking time to study this document and in fact agreeing in principle that we all need to work together to achieve the objectives as visualized by F.A.N.

Special thanks go to the families, individuals and indeed communities who expressed the urgent need for family building initiatives to be conducted by F.A.N, many of them with success stories - without you all, there would have been no need to develop this document in order to relieve the glaring effects of many vulnerabilities resulting from broken families.

Many thanks in anticipation as you make that decision to partner with F.A.N to take this new dimension of building families. **Remember, Families Are Nations!**

Judith Anne Mwila

President and Country Director – FAN

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LIST OF ABBREVIATIONS

CBO	Community Based Organization
CSO	Central Statistics Office
CSO	Civil Society Organization
ECZ	Electoral Commission of Zambia
ESM	Economic Social Impact Mitigation
EU	European Union
HIV	Human Immunodeficiency Virus
HPV	Human Pappiloma Virus
FAN	Families Are Nations

IMF	International Monetary Fund
IBA	Independent Broadcasting Authority
IAGBS	Increased Awareness on Family Building Strategies
IPM	Improved Program Management
MOH	Ministry of Health
MYSCD	Ministry Of Youth Sport and Child Development
MOCDESS	Ministry of Community Development Mother and Child
NGO	Non Governmental Organization
RAPIDS	
SME	Small and Medium Enterprises
SWOT	Strength, Weakness Opportunities and Threats
UNICEF	
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
YCSP	Youth and child Development Programme
ZACCI	Zambia Association of Chamber and Commerce and Industry

EXECUTIVE SUMMARY

This Strategic framework captures the substance of Families Are Nations for the period 2012 – 2015. A national overview of family management in Zambia and efforts made towards building families reveals that existing efforts and initiatives are not effectively achieving the desired and required results. Many family members have no platform to receive family building support.

INTRODUCTION

Families Are Nations (FAN) has been in existence since 2008 following the registration of the organization as a “not for profit” organization and was officially launched by the First Lady of the Republic of Zambia, Dr. Christine Kaseba on 21st December, 2011.

FAN has continued to be involved in significant and high profile activities meant to raise awareness on family building. The organization has been implementing its activities through the formulation of annual work plans.

This Strategic Plan is for the period 2012 to 2015 with major emphasis on improving program management, mitigation of social and economic impacts on family households, providing psychosocial counseling to victims of family violence. Tailor made capacity building training and workshops are given to reduce the impact of high poverty situations and vulnerability at household level and increased family building coping strategies.

Today FAN is a well recognized frontline organization committed to the attachment of its vision

“A Nation anchored on Family as an Institution of Integrity”.

The year 2012 marks the first year of the three-year Strategic Plan for the organization. FAN has therefore embarked on a process of developing a new plan which will provide strategic direction in the next three years. This strategic Plan takes cognizance of the overall experience gained in the last two years of operation and also addresses possible areas where shortcomings have been noted.

In the year 2011, Zambia underwent a major electoral process under a multiparty dispensation. There was a peaceful transition of power from the one government to another and this laid a foundation for harmony and rebuilding the national strongholds with a different set of ideals. This also contributes to the potential of FAN as the organization embarks on a trail to rebuild families in a strategic setting in application to this document.

ENVIROMENTAL SCAN

The plight of the family as a corner stone of every society has assumed international and regional proportions. It is for this reason that this section is a quick overview of the major global trends and developments in building and strengthening family ties. Subsequently, developments happening on the local front in terms of non-compliance to healthy and acceptable family ethics and code of conduct are presented.

The intention of the environmental scan is to establish the context within which FAN is working. Some of these developments will have profound influence on the program strategies and activities reflected in the FAN Strategic Plan for the next three years (2012 to 2015).

OVERVIEW – SOCIAL-ECONOMIC DEVELOPMENTS IN ZAMBIA

It is imperative that before outlining the major trends in the family building crusade globally and nationally, a profile of the current socio-economic developments in Zambia is presented.

The indicators in Zambia have generally been on the decline and this is despite the fact that the country has been independent for almost forty-seven years now. The key challenge that Zambia has faced after the first decade of independence is the need to restructure the economy in order to arrest the possible further deterioration and restore it on a growth path. The overall economic policy of government in its **Sixth National Development Plan** has been to achieve development and reduce poverty at household levels – family level through the promotion and growth of various sectors of social services for a better livelihood in households among families.

The implementation of fiscal policy has not been satisfactory. Government's fiscal deficits have been high due to lack of prioritized expenditures. While the tax base remains narrow with the informal sector remaining untaxed though in the most recent budget presentation, **Pay As You Earn tax** has given some relief to add more money to the take home package at family level.

Another negative attribution to the economic growth is the continuous trend of internal and external debts. Most of this debt is channeled to infrastructure development some of them unplanned for. The *Zambia Millennium Development Goals Report (2009)* stated the comparison of Zambians living under the poverty lines in 2001 at 73% rising to 83% in 2010 with the urban population giving the highest proportion. This represents roughly three quarters of the population living in abject poverty. This is a scenario resulting from poor economic growth, insufficient food security and poor utilization of resources.

Subsequently, the Zambian government embarked on the **Vision 2030** to try and address poverty in a multidimensional manner. This plan addresses the social, health and educational sectors crosscutting through issues of **HIV/AIDS, water and sanitation, climate change, governance and gender**. The vision 2030 ideals have still not been achieved due to inadequate financing.

HIV/AIDS has devastated all the sectors of Zambia's well being in Africa which accounts for roughly 71.6% of people living with HIV globally. Zambia also shares in the high rate of Mother to Child Transmission of HIV/AIDS with an estimated 25,000 infants annually born to HIV mothers according to a recent Horizons/*International HIV/AIDS Alliance report*. According to the *DFID 2008 Report*, over 40% of teachers in the Ministry of Education are infected with the virus. The high infection levels have had an effect on the economic platform affecting all the sectors thereby depleting the much required labor force in the economic sectors.

Other social sectors affected include the Education sector where the net enrolment ratio has dropped significantly between 2006 and 2010 with even lower rates of female literacy, according to **The Zambia Millennium Development Goals Report (2009)**. In addition, the gender gap has narrowed between 2001 and 2010 with rural and urban literacy levels still declining.

IDENTIFIED STRATEGY FOR FAN

Every Zambian wishes to have a better standard of life. The severe reversal of macroeconomic indicators has encouraged economic empowerment activities at family level. Due to minimal educational levels, poverty is exacerbated providing fertile ground for immoral access to financial resources demeaning acceptable family values and public decency.

INTERNATIONAL PROTOCOLS AND CONVENTIONS

International protocols and conventions on the rights to health, education and protection against abuse play a critical role in the domestic and national policy making. It has been argued that treaties provide useful tools for governments to prevent future domestic challenges to their policies because internal political changes may affect international obligations.

IDENTIFIED STRATEGIES FOR FAN

FAN considers it important that Zambia should not only accede to these protocols, but in fact move a step further in domesticating them and proposes to effectively sensitize families and the general public on the importance of these individual rights protocols and conventions and also lobby government to widely domesticate them. This pertains to those related to Gender based Violence, Child Protection Policies, and HIV/AIDS related policies.

MULTI ORGANISATIONS' PROGRAMS HEALTH, EDUCATION AND PROTECTION AGAINST ABUSE

Multi organizations have been concerned with the rising numbers of GBV and abuses affecting children and women in many countries. The worsening poverty situation has given rise to more innovative means of supporting countries that intend to tackle these problems. *The World Family Development Report 2010* adequately underlines *GBV and abuse of children's rights* as a major promoter of poverty. The report notes that economic growth and financial resources are needed to achieve freedom from preventable illnesses and illiteracy, poor management of public resources and accountability at leadership level.

INSTITUTIONAL ANALYSIS OF F.A.N

It is evident from the Environmental Scan that **family integration** remains an important task for different actors at international and national levels. The role of government and civil society in this crusade has been missing with some organizations concentrating on individual concerns. However, FAN has, in the last few years played a leading role in community sensitization, mobilization, research and advocacy on Family Building. The following section gives an overview of FAN – its Vision and Mission.

Represented by the SWOT Analysis and followed by a Stakeholder Analysis this is an emphasis on the niche occupied by FAN with its current strategic linkages with other family building groups and alliances. It closes with a performance overview in implementing activities before strategic planning since inception.

ORIGIN OF FAMILIES ARE NATIONS

FAN was established in June 2008 with its origin in Mapepe, South of Lusaka. This was after analyzing many incidences surrounding family issues such as lack of family care, increasing cases of divorce and breaking families, runaway spouses, increased gender based violence, neglect of aged persons, children and family responsibility as well as a general lack of care within the community.

The founder held consultations in the community to identify people who could buy into the idea of embarking on a family building initiative. FAN will endeavor to work and abide with the existing Government Laws.

VISION

“A Nation anchored on Family as an Institution of Integrity”

MISSION STATEMENT

Families Are Nations will endeavour and strive to promote and provide quality and effective services that improve family ties through various capacity building, provision of family and child counselling services, social and economic mitigation to the aged and vulnerable groups, promote human Rights for children and women, contribute to the fight against gender based violence in families, promote primary health care in contributing to the fight against HIV/AIDS, child mortality and morbidity, TB, cancer, Malaria and other preventable diseases in an effort to strengthen family ties in communities at local, regional and international levels.

ORGANISATIONAL OBJECTIVES

The main goal of FAN is to contribute to the reduction of family suffering and disintegration through the promotion of strong family ties through the following general organizational objectives:-

- i. To effectively play the role of a watchdog institution against family disunity, sufferings and breakages of family linkages as well as being a catalyst in family building and raising good morals in Zambia and beyond.
- ii. To promote constructive debate and dialogue amongst Zambian families and other actors on the situation of families in order to promote good morals and behavior in Zambia and beyond
- iii. To develop sustainable coalitions, networking and linkages for the purposes of joint action and enhancement of information sharing among various stakeholders.

- iv. To develop the organizational and human capacities of various actors to effectively deal with issues of moral and family building with integrity in Zambia and beyond
- v. To effectively build the capacity of FAN as an organization to respond effectively to challenges being faced by families, vulnerable and minor groups in the community

FAN GUIDING PRINCIPLES ARE

- i. As family builders, we will work cooperatively with all individuals and groups, non profit making organizations, faith based organizations, government ministries and international cooperating partners committed to the promotion of family as an institution of integrity.
- ii. We undertake to be open, honest and accountable in our relationships with everyone we work with and with each other
- iii. We will be democratic and politically non partisan in our work
- iv. We will condemn violence and abuse against women and children, ill-treatment of the aged, disabled and authentic minority groups and individuals in the community.
- v. Our position will be based on sound, objective and professional analysis and high standard of research.
- vi. We will respect, encourage and uphold fundamental human rights and freedom.

FAN ADVISORY BOARD OF DIRECTORS

The FAN Board is the supreme policy making body and through this forum supplement the running of the affairs of the organization. In addition, FAN has a full time secretariat headed by the President and Country Director. The composition of the Board is well balanced both professionally and gender wise with members holding office for three year period with possibilities of reappointment. Regular board operations and positions will be governed by common laws and statutes as may be agreed.

FAN SECRETARIAT

One of the tasks of the Secretariat is to manage the day to day operations of the organization. FAN is intent to be a professional association attracting members of the public working on family building issues or have an interest in the fight against family disunity, community harmony and marriage breakages with a strong focus on effective partnership building.

Essentially, the secretariat plays a facilitative role of FAN programmes and activities in liaison with the advisory board. The current number of staff stands at ten (10). The secretariat implements all FAN programs and reports to the Board through the President / Country Director.

AREAS OF CONCERN IN THE 2012- 2015

A national overview of orphans and vulnerable children in Zambia and efforts made towards mitigating the impact created by street children is provided in the following sections being one of the many indicators of family unit instabilities. In response to these challenges FAN has put up a framework that sets out three new thematic areas based on FAN 2008-2011 Annual work plans as follows;

1. Expanding access to care and support
2. Mitigating the socio-economic impact
3. Improving programme management

It should be made clear from the onset that at the time of developing this strategic framework, the FAN project baseline survey and midterm review reports were not made available to the team that was charged with the responsibility of preparing this document. These two documents provide valuable information for planning and form the backbone of strategic plans especially regarding their (strategic plan) reviews.

External and internal environment analysis was done on the project and results are presented herein.

Status of vulnerable Aged persons, Women, Orphans and Vulnerable Children in Zambia and Social Cultural Factors

Zambia with a population of **13.million people (CSO 2010)** is one of the Sub Saharan African countries heavily affected by an ever increasing number of orphans and vulnerable children as a result of HIV and AIDS, high unemployment levels, broken moral values and high poverty levels. The national HIV prevalence rate as of 2010 stood at 14.3 percent dropping from 15.6% in 2002.

The country has one of the highest dependency ratios in the world, with 47% of the total population being children under the age of 15 years. It is one of the most urbanized countries in Sub-Saharan Africa, with approximately 38% of the population living in urban areas.

Unemployment is high and presents a serious social problem. According to the **Living Conditions Monitoring Survey for 2008/2010 (CSO –LCMS 2010)**, out of the estimated labour force of 4,055, 169 (13.3%) were unemployed, 14% were employed in the formal sector and the balance in the informal sector. A combination of these factors is contributing significantly to the failure for families and communities to provide meaningful support to the orphans and vulnerable children (OVCS). This has led to children finding solace on the streets and other places which expose them to vices such as sexual abuse, stealing, lack of basic health and education among others.

A study conducted by **Ministry of Community Development and Social Services (MCDSS) and Ministry of Sport, Youth and Child Development and supported by United Nations Children’s Fund (UNICEF) and RAPIDS**, clearly confirmed what was thought to have been

the situation of children living on the streets. The study however did not find supporting evidence to confirm that there were 75,000 children living on the streets.

Empirical studies indicate that there are approximately 10,000 children living on the streets. This is still a large number considering the population of Zambia and the fundamental philosophy of “humanism” that the country has been practicing since independence in 1964. This ideology placed man at the centre of any undertaking and heavily placed emphasis on helping one another come out of difficult situations related to individual or community well-being. In this set-up no child in normal circumstances would be called an ‘orphan’ or living on the street because society would be there to provide all the necessary basic requirements.

The following characterize the aged persons, Women, Orphans Vulnerable Children problem in Zambia:

- High HIV prevalence (14.3%)
- Child headed households
- Low minimum wage for bread winners
- High cultural and gender barriers hindering girls and women’s progress
- High unemployment rates
- Few programs targeting aged persons, women and OVCs
- Inadequate social welfare safety nets to cushion sufferings of the aged persons
- Limited social support services
- Poor knowledge of early warning signs for OVC

Government Response

One of the mandates for both MCDMCH and MYSCD is to ensure the provision of a coordinated response to OVC in Zambia. To ensure that this mandate is fulfilled, the government of Zambia through MCDSS has created district child protection committees in most districts while at national level, MYSCD oversees and supports the National Steering Committee on OVCs. Although there is no policy on children living on the streets, the government has developed **National Child and Youth Policies** with the aim of improving the standards of living and the quality of life for children and youths.

However, these two policies do not categorize children living on streets as a special sub population requiring special interventions. The Government in these policies intends to eliminate the problem of children living on the street by putting in place policies that aim at reducing poverty, economic growth, employment creation and skills training.

Indeed the Government has set a number of programmes to ensure that its intention is realized. These programmes include:-

- increasing number of schools at primary and secondary level,
- providing educational bursaries to vulnerable children,
- promoting youth placement programmes,
- supporting income generating programmes through the Citizen Economic Empowerment programmes and using poverty reduction strategy funds to revamp settlement schemes.

However, although these programmes appear attractive on paper, implementation process has been slow and weak and needs technical/financial support at all levels.

Civil Society Response

The civil society response for children living on the streets includes Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs), Faith Based Organisations (FBOs), Youth organisations as well as the media. The civil society in Zambia has been very instrumental in developing and implementing services which are drawn from the national strategic plans. The corner stone for civil society implemented programmes is that they are founded on the principles of community participation and ownership. This ensures continuity of activities beyond the life span of projects and also helps communities to build sustainable strategies for mitigation.

The Challenges Ahead 2012-2015

There is growing commitment to address issues surrounding children living on the streets by the Government, NGOs and the civil society. However, in order to address these issues, a systematically coordinated multisectoral approach is required at planning and implementation level. This is why the Ministry of Sports, Youth and Child Development (MSYCD) reviewed its 2005-2009 strategic plan. There is a 2010-2014 strategic plan now which clearly outlines a strategic plan for delivering the ministry's services to communities in view of limited resources. The biggest challenge for the youth and the project is the implementation of the policies and the **strategic plan by government and project respectively.**

External and Internal Environment Analysis

External Environment Analysis FAN

Analyzed using the PEST analysis tool and the external viewpoint, FAN is indeed enjoying a political context of peace, stability and general goodwill from Government, donors, stakeholders, partners and beneficiaries. Additionally the Government has recognized FAN has one of its service delivery institutions. Economically, FAN faces financial difficulties to implement its activities according to plans.

However, FAN enjoys tremendous social support from communities, networks and line ministries. In the area of information and technology, FAN staff is experiencing challenges in exploiting technology for effective service delivery. Staff faces limitations in networks, linkages with other institutions involved in programmes for children living in the streets, infrastructure, equipment, knowledge and skills, organizational structure, systems and in use of information technology. Further, they face challenges in accessing clients (OVCs) and have experienced challenges in the management of logistics.

Internal Environment Analysis FAN

Analyzed from the SWOT standpoint and based on the strengths and opportunities variables, FAN staff provides acceptable services to OVCs and definitely enjoy support and goodwill and operate in a country where there is a broad base of both clients and service providers. However, challenges, weaknesses and threats border on donor dependability, under-development, failure to expand coverage, absence of sustainability and inadequate transit homes or shelters.

Environmental Analysis on Status of Children on the Streets of Zambia

A countrywide situation analysis study undertaken in 2006 by MCDMCH and MSYCD supported by UNICEF, Project Concern international and RAPIDS clearly confirmed that poverty, parental mortality, exclusion from education and lack of support structures are major contributing factors to children living on the streets. Further apart from the different life styles of children living on the streets and those who do not, the study also found that nearly all the children on the streets had experienced some form of victimization including sexual exploitation especially for girls. Overall this study revealed opportunities and threats that surround the implementation of programmes aimed at reversing the trend.

Gladly, the same study revealed that promising initiatives do exist from both Government and NGOs. However, these need to be harmonized, well coordinated and nurtured if they are to bring meaningful change to communities and OVCs in Zambia. MCDMCH and MSYCD have shown keen interest and positive signs in supporting FAN in this country.

1.2.6 Conclusion Drawn from the Environmental Analysis

The overall environmental analysis of programmes for vulnerable aged persons, women and children in Zambia and FAN reveals that both are quite relevant in the face of the ever increasing numbers of destitution in the Zambian community. The analysis also reveals the Governments recognition, financial and sustainability challenges that surround service delivery for vulnerable

aged persons, women and children who are destitute. In order to continue providing quality services to vulnerable aged persons, women and children who are destitute and living in exploitative environment between 2012 and 2015, FAN should therefore embark on a massive Capacity building ,campaign and advocacy for the project, institution development and ensure strengthened capacity of its staff.

FAN Direction for JANUARY 2012- DECEMBER 2015

Against the internal and external analysis and indeed in line with the Government programmes for children and youth, FAN intends to implement activities has outlined in this strategic framework. The direction of FAN for the period 2012 – 2015 will be guided by the outlined **Vision, Mission, Goal, Thematic Areas and Strategic Objectives:**

2.1 Vision

“A Nation anchored on Family as an Institution of Integrity”

2.2 Goal

To contribute to the building of sustainable family ties and community harmony.

2.3 Mission

Families Are Nations will endeavor and strive to promote and provide quality and effective services that improve family ties through various capacity building, provision of family and child counseling services, social and economic mitigation to the aged and vulnerable children , promote human Rights for children and women, contribute to the fight against gender based violence in families, promote primary health care in contributing to the fight against HIVAIDS, child mortality and morbidity, TB, cancer, Malaria and other preventable diseases in an effort to strengthen family ties in communities at local, regional and international levels.

Thematic Areas and Related strategic Objectives

Over the years, the competence of FAN in dealing with vulnerable aged persons, women and children has greatly improved as can be clearly seen through success stories coming from the field. These success stories include; the increasing number of children being integrated with their families, vulnerable women trained in income generation activities, increasing number of children willing to continue with school and the most pronounced one being staff working with FAN have a background of coming from unstabilized home and families . This new strategic plan draws a lot of lessons from the previous annual work plans and lessons learnt during the implementation periods.

FAN recognizes the pivotal role being played by the Government, Sponsors and community to achieve its vision and mission. The multisectoral approach the organization is engaging in has effectively enabled the programmes to be implemented in a timely manner and have thus been very beneficial to the target

groups. The themes have therefore been drafted in a multi-dimensional manner and indeed represent ideas from a cross section of the community and professionals. These themes also represent activities drawn from the MCDMCH 2010-2014 draft national strategic plan.

For each Thematic Area, a basic rationale is outlined followed by identified strategic objectives and activities. These objectives and related activities are based on global, regional and national best practices and should be implemented following the laid down national standards.

The three (3) Thematic Areas representing priority programmes for FAN between 2012 and 2015 are:

- Expanding access to care and support
- Mitigate social economic impact
- To improve programme management

Partners to FAN in the implementation of the strategic plan

There are Three (3) broad groupings of partners working with FAN to achieve its vision and mission. These are;

Funding organisations

- MCDMCH
- MYSCD
- USAID
- IOM
- CHAZ
- PERPFAR
- PCI (Zambia)
- WORLD VISION

Private Business Sector

- Business Companies
- Financial Institutions
- Micro-Business
- Skills training institutions

- Lubuto Library Projects
- FAN's income generating activities through art
- Golf tournaments
- Poultry and gardening

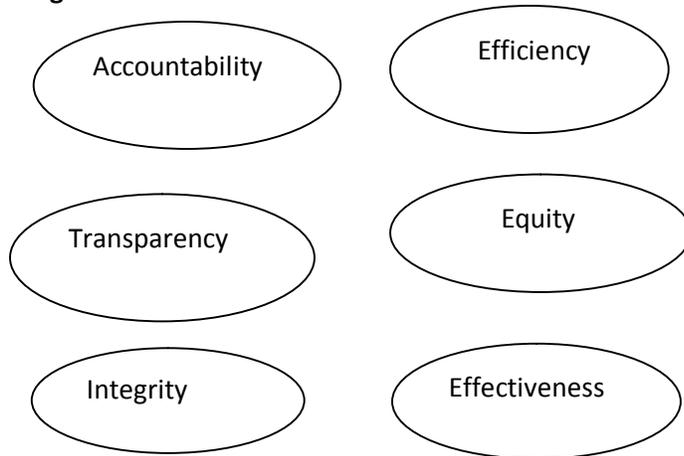
Civil Society/Community

- Community Volunteers
- Church leaders
- Constituency/Ward Committees
- DHMTs
- Schools

Effective and Efficient Implementation of the Strategic Plan

In the delivery of this Strategic Plan, FAN will adhere to six core values as indicated in the diagrams below:

Diagram 1: Core Values at FAN



Adoption of the New Organizational Structure, Knowledge and Skills

For the Strategic Period 2012 to 2015, FAN foresees an organizational structure of all its key players from members of the board to staff and volunteers. Key staff include; President / Country Director Programmes Manager, Manager Finance and Administration ,Programme Officers , Accountant, M and E Officer, office managers , associate facilitators or trainers and Psychosocial Counselors . This team is supervised and directed by a board of directors drawn from a cross section of society. They bring to the

FAN blended pool of skills that has been the driving force of FAN. This team comprises of a Chairperson, Vice Chairperson and three (3) committee members.

However, there is need to strengthen the position of information and communication to enhance communications and advocacy activities so as to increase organizational profile, coverage, visibility, fund raising and possibly the recruitment of potential sponsors. Existing and new staff will be expected to build and /or knowledge and skills needed for taking FAN to a higher level of performance and possibly lead to an increased coverage of the programmes.

Adoption and Institutionalization of Performance Culture and Audit

This Strategic Plan has been developed under the premises of quality service delivery. Therefore, this Strategic Plan emphasizes the need for improvement of performance for staff and the Board members. It is the light of this understanding that across the spectrum of FAN, institutional development and the institutionalization of the core values of equity, accountability, efficiency, effectiveness and integrity will be promoted and practiced.

Budget

For the Strategic Period January 2012 to December 2015 and the predictable additional growth of FAN, budgetary increase is expected. The challenges for FAN and the Board will be to finance the programme.

Strategy Control

To ensure that the Strategic Plan is in line with the vision and mission, objectives and activities will be controlled through the use of monitoring and evaluation plan. FAN will also depend on monthly, quarterly and annual reports from its technical staff to follow trends and patterns of the project. Additionally the programme will undertake quarterly and annual review meetings to review progress.

FAN and HIV/AIDS

This strategic plan will not be complete if HIV prevention is not integrated in this document. Due to the close relationship that exists between HIV/AIDS and vulnerable aged persons, women and OVC in Zambia, FAN will continue to engage in performing HIV and AIDS interventions which include prevention, treatment and care while focusing on its core business of the venerable aged persons, women and OVCs.

THEMATIC AREAS, STRATEGIC OBJECTIVES AND RELATED ACTIVITIES

Expanding Access to Care and Support

This Thematic Area describes four strategic objectives and their related activities for vulnerable aged persons, women and OVCs. Key issues being addressed by these objectives in this section include client identification, psychosocial support, provision of school fees and other education support, and reunion or integration into family ties. This also includes provision of shelter and medical services.

These objectives are aimed at providing comprehensive physical and psychosocial services to vulnerable aged persons, women and OVCs in the community. These are an extension of services and programmes available from the FAN head quarters provided through outreach and static programmes including referral.

Staff and volunteers need to be trained in the provision of these services. These skills need to be passed to communities and family members for continued support and care in preparation for integration in the case of winning the battle against destitution.

Thematic Area 1: Expanding Access to Care and Support

Strategic Objective 1	Performance Indicator
To provide secured and safe environment for vulnerable children, women and aged persons, women and vulnerable children by 2015.	Total # of vulnerable aged persons, women and children placed in secure and safe environments.
Activity (i) To facilitate and provide shelter to vulnerable aged persons, women and children.	# of vulnerable aged persons , women and children withdrawn from t exploitative environment and provided with shelter
Activity (ii) Provide food to vulnerable aged persons , women and children headed households	#of vulnerable aged persons , women and children provided with food
Activity (iii) Providing life skills training to vulnerable youths.	# of youths provided with life skills
Activity (iv) Provide with outreach based health services To refer vulnerable aged persons , women and children for appropriate health services	#of vulnerable aged persons , women and children reached and treated # of vulnerable aged persons , women and children referred
Activity (v) Provide Education support to vulnerable children accessing education services.	#of vulnerable children accessing education

Activity (vi) Conduct counseling services	# of vulnerable aged persons , women and children counseled
Activity (vii) Conduct home assessments for vulnerable aged persons , women and children to be assisted	# of homes assessed
Activity (viii) Conduct referrals for children according to the need s assessment	# of children referred
Activity (ix) Follow up cases of referred children	# of children and cases followed up
Cost US\$ 255,478	

Strategic Objective 2 To provide outreach based programmes to vulnerable aged persons, women and children working living in exploitative environments.	
Activity (i) Outreach staff conduct community visits	# of vulnerable aged persons , women and children reached
Activity (ii) Relationship building through one to one and Focus Group	# of vulnerable aged persons , women and children contacted
Activity (iii) Conduct community based sport s and talent identification activities	# of youth and children participating
Activity (iv) Conduct withdrawal of children working and living in exploitative environment	# of children withdrawn
Activity (v) Conduct home tracing for children living in exploitative environment	# of homes traced
Activity (vi) Conduct Case reviews fortnightly	#of meetings conducted #of people attending weekly meetings
Cost US\$ 22,225	

Mitigate social economic impact

As stated earlier, there are initiatives to support vulnerable aged persons, women and children being implemented by the Government, NGOs and community based organizations. Most of these programmes are being encouraged to keep vulnerable aged persons, women and children in the community in particular family set up rather than setting up new orphanages or centers. This thematic area looks at ways of empowering communities and families with initiatives and skills of increasing incomes to their households

Thematic Area 2: Mitigate the social Economic Impact

Strategic Objective 1	Performance indicators
Activity (i) Conduct Social Mapping in and other FAN operational areas.	# of communities and compounds mapped
Activity (ii) Conduct advocacy and dissemination meetings in mapped communities and compounds	number of people attending Dissemination meetings Number of advocacy and dissemination meetings held
Activity (iii) Formation of SHGs Groups	#of groups formed
Activity (iv) Training of 1000 women in group savings	# of women trained in group savings
Activity (v) Training of 600 women in maternal health, family planning, mother to child transmissions and child nutrition	# of women trained in maternal health , family planning, mother to child transmissions and child nutrition
Activity (vi) Conduct Weekly SHG meetings	#of meetings conducted #of people attending weekly meetings
Activity (vii) Conduct awareness raising to youths on the benefits of SHGs concept	# of youths reached
Activity (vii)Train 20 Group peers Facilitators	# of groups facilitators trained
Cost US\$ 90,000	

To improve programme management

With the increasing number of beneficiaries and the high staff attrition, the need to improve capacity for staff cannot be over-emphasized. In this thematic area, FAN would like to improve its monitoring and evaluation system through training programmes in information technology, quality reporting and data management. Other key areas needing capacity building will include facilitation, psychosocial counseling and case management skills, First Aid, project management, M& E, ICT, financial management and resources mobilization. During the 2012 to 2015 strategic period FAN plans to participate in international, regional and national meetings and workshops as a way of capacity building of its staff.

Thematic Area 3: Improve Programme Management

Strategic Objective 1	Performance Indicators
Activity (i) Train Staff in facilitation M& E, project management, case management, financial management, resource mobilization	# of Staff trained
Activity (ii) Re train Staff in “Psychosocial Counseling ” An introduction to case management ”	# of staff trained
Activity (iii) Train Staff in First Aid	# of staff trained
Activity (iv) ICT development	#of staff trained in ICT
Activity (v) Participate in National and international Seminars and conferences	#of meetings attended #of staff attended
Cost US\$ 33,560	

Planned Activities January 2012 - June 2012.

1. Programme area -*Expanding Access to Care and Support (EACS) implemented activities*

- Conduct annual home assessments for Vulnerable Aged Persons, Women and Vulnerable Children to be assisted.
- Facilitate and provide Shelter to Vulnerable Aged Persons, Women and Vulnerable Children.
- Provide Food to Vulnerable Aged Persons , Women and Children Headed Households
- Provide Community Based Outreach Health Information and Counseling Services
- Provide Health and Education support to Vulnerable Children to enable them access good Health and Education services
- Conduct referrals for Vulnerable abused Women, Children and the Aged Persons to specifically institutions according to the need
- Conduct monthly case Follow ups of reported and referred cases on Family Gender Based Violence, Marital Counseling, Child Labour, Sexually Child Abuse, General Child and Spouse abuse.
- Conduct Case Reviews Monthly
- Conduct monthly Partner Relationship Building Discussions
- Conduct Community Based Sport and Talent identification Tournament

2. Programme area -*Mitigating the Socio-Economic Impact (MSEI) implemented activities*

- Conduct Social Mapping on beneficiaries in FAN operational areas
- Conduct a baseline survey on the causes and effects of Family Gender Based Violence in selected FAN operational areas.
- Conduct lobbying and advocacy information awareness raising on identified causes and effects of Family Gender Based Violence dissemination meetings in surveyed communities.
- Formation of Community Family Building Action Groups in selected areas of FAN operational areas.
- Training of 50 Emerging Women Entrepreneurs in Group Savings Initiatives.
- Training of 600 Family Based Households in Maternal and Neonatal Health, Family Planning, Cervical Cancer, effects of Mother to Child HIV/AIDS Transmissions and Child Nutrition.
- Conduct Weekly Family Building and Behavior Change Radio discussions
- Conduct Based health seeking behaviors using Behavior Change Communication to promote and increase preventive and health seeking behaviors

among the youth in FAN operational areas related to Malaria, Reproductive Health, STIs and HIV/AIDS.

- Train 100 Virgin Is Power Community Peers Facilitators

3. Improving programme management implemented activities

- Review Internal Financial, Staff, Volunteers and Intern recruitment and retention policies.
- Review Assets and property utilization policy
- Solicit and Update Partner Information Data base
- Develop a Resource Mobilization Strategy
- Train Staff in improved facilitation Skills, M& E, Project Management, Anti- Corruption and Integrity Management, Financial Management, and Resource Mobilization.
- Re train Staff in Traumatized Psychosocial Counseling And Effective Case Management
- Facilitate the training of members of Staff in First Aid and life saving skills to prevent common accident in households.
- Facilitate Staff and Board Members participateation in National and International Seminars and Conferences

These strategic objectives and activities are further illustrated through a matrix (work plan) below:

Strategic objective 1. To provide secure and safe environment for aged persons young women and children at risk withdrawn from exploitative environment in all FAN operation areas by 2015.

Activities

	ACTIVITY	Strategies	Indicator	MOV	Timeframe	Responsible	Assumptions
1.1	To provide shelter to young women, the aged persons and children withdrawn from exploitative environment	Vulnerable aged persons women and children withdrawn and offered shelter	# of vulnerable aged persons , women and children accommodated	Admission Register	Ongoing	FAN Social Welfare	No apathy from communities
1.2	Provide basic human needs	Procurement and distribution	#of vulnerable aged persons, women and children reached	Distribution register	ongoing	FAN Social welfare	Resource are available
1.3	Providing life skills training to vulnerable youths	Life skills training provided	# of youths trained	MOUs	On going	FAN Cooperating Partners	Resources are available
1.4	Provide out reach based and referral health services for accessing services at various health	Health services provided	# of vulnerable aged persons, women and children referred	Health institutional	ongoing	FAN Hospital/ Health Centre	medical supplies and equipment Is available

	institution		#of children treated	register		UTH	
1.5	Provide Education support to vulnerable children accessing education services at various educational institutions	Education Support provided	#of vulnerable children accessing education support	Class registers Education reports	On going	FAN MOE CHAZ PCI Social Welfare	Financial resources are available
1.6	Conduct counseling services	Counseling services provided	# of vulnerable aged persons, women and children accessing counseling	Monitoring Registers Progress forms	On going	FAN PCI CHAZ	Children are not shunning counseling sessions
1.7	Conduct home assessments for vulnerable aged persons, women and children	Home assessments conducted	# homes assessed	Assessment forms	On going	FAN Social welfare PCI	Transport is available Communities are willing to receive children living on the

						CHAZ	street
1.8	Conduct reintegration of children coming from exploitative environment	Reintegration conducted	# of children reintegrated	Reintegration forms	On going	FAN Social Welfare PCI CHAZ IOM	Communities are willing to receive children coming from exploitative environments
1.9	Conduct referrals for children according to the need assessment	Referrals conducted	# of children referred	Referral Register Referral reports	On going	FAN Social Welfare PCI IOM	Availability of places in the Institutions
1.1.1	Follow up cases of reintegrated referred children	Follow-ups done	# of children followed up	Follow up Reports	On going	FAN Social Welfare PCI	Transport is available

						IOM	
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Objective 2. To provide community based outreach programmes to vulnerable aged persons, women and children living and working in exploitative conditions.

	ACTIVITY	Strategies	Indicator	MOV	Timeframe	Responsible	Assumptions
2.1	staff conduct community visits	Community Street visits	# of vulnerable aged persons , women and children reached	Outreach reports	ongoing	FAN IOM VSU Social welfare CHAZ	There is no apathy from children
2.2	Relationship building through one to one and Focus Group discussions	Interactive and Consultative discussions	# vulnerable aged persons, women and children contacted	Outreach reports	Ongoing	FAN IOM VSU Social welfare	There is no apathy from children

						CHAZ	
2.3	Conduct community based sports and talent identification activities	Holding Community based sports and talent identification activities	# of children participating	Outreach reports	On going	FAN MSYCD FAZ/ ZAAA	Children are interested in sports
2.4	Withdraw of vulnerable aged persons, women children working and living in exploitative environment	Hold Consultative interactive discussions and meetings	# of children withdrawn	Registers	On going	FAN Social welfare CHAZ MSYCD	Recourses are available Vulnerable ,aged persons , women and children are willing to be withdrawn
2.5	Conduct home tracing for vulnerable aged , women and children living in exploitative environment	Hold consultative interactive discussions and meetings	# of homes traced	Home tracing forms	ongoing	FAN Social welfare Cooperating Partners	Recourses are available
2.6	Conduct Case reviews fortnightly	Conduct Weekly	#of meetings	Saving registers	ongoing	Group Facilitators	Vulnerable Women are willing to attend

		meetings	conducted #of people attending weekly meetings	Registered			meetings
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THEMATIC AREA 2. Mitigation of Social and Economic impact

Objective 3. To build the capacity of 1000 vulnerable Households with viable livelihood by 2015.

	ACTIVITY	Strategies	Indicator	MOV	Timeframe	Responsible	Assumptions
3.1	Conduct Social Mapping in FAN operational areas.	Conduct Social mapping exercise	# of compounds mapped	Vulnerability assessment cards	Jan-April 2010	Group Facilitators MCDSS FOH	There will be no apathy from communities
3.2	Conduct concept	Conduct Concept	#number of Dissemination	Dissemination meeting reports	Ongoing	Group Facilitators MCDSS	There will be no apathy from communities

	dissemination in FAN operational areas	dissemination meetings	meetings			FOH	
3.3	Formation of SHGs Groups	Facilitation formation of Groups	#of groups formed	Registers	Ongoing	Group Facilitators	communities will believe in the SHG concept
3.4	Training of 1000 women in saving	Conduct training of women saving Groups	# of people women groups trained	Training Reports and Attendance registers	On going	MCD MCH FAN Cooperating partners	Training materials will be available
3.5	Training for 600 women in leadership skills	Conduct Women training	# of women trained	Training Reports and Attendance registers	On going	Group Facilitators MCDSS FAN Cooperating partners	Women will be interested in attending sessions
3.6	Conduct Weekly SHG meetings	Conduct Weekly meetings	#of meetings conducted #of people attending weekly	Saving registers Registered	ongoing	Group Facilitators	Women will be interested in attending meetings

			meetings				
3.7	Conduct awareness raising sessions for youths on the benefits of SHGs concept	Conduct awareness meetings	# of youths reached	Meeting reports	ongoing	FAN Cooperating partners	There will be no apathy from youths
3.8	Train 20 Group Trainers of Trainers Facilitators	Group Facilitators trained	# of group facilitators trained	Training reports	ongoing	FAN Cooperating partners	Funds will be available

THEMATIC AREA 3. Improving Programme management

Objective 4. To strengthen programme implementation and systems FAN Staff.

	ACTIVITY	Strategies	Indicator	MOV	Timeframe	Responsible	Assumptions
4.1	Train 10 Staff in M& E	Support Staff training	# of Staff	Training reports	On going	FAN	Funds will be available

			trained			Cooperating partner	
4.2	Train Departmental Staff in ICT	Facilitating Staff training	# of Staff trained	Training reports	Jan-April 2010	FAN Consultant	Funds will be available
4.3	Train Staff in “Psychosocial Counseling ” An introduction to case management ”	Facilitate refresher course in psychosocial counseling and case management	# of Outreach workers trained	Training reports Attendance Registers	April June 2010	Cooperating partners CHAZ FAN	Funds will be available
4.4	Train Staff in First Aid facilitation M& E, project management, case management, financial management, resource mobilization	Staff trained	#staff trained	Attendance Registers	April- June 2010	FAN RED CROSS CHAZ	Funds will be available
4.5	Participate in National and	Weekly meetings	#of meetings	Saving registers	ongoing		There will be conferences and

	international Seminars and conferences	conducted	conducted #of people attending weekly meetings	Registered		FAN Cooperating partners	meetings and that funds will be available
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Governance-Roles, Responsibilities, Skills and Qualifications of Key Staff

Board members

No.	ASPECT	ROLES AND RESPONSIBILITIES
1	BOARD MEMBERS	Board Members provide oversight to the project (Staff Members) on all aspects of the project i.e. project management and implementation

Key Project Staff

Under the leadership of the President / Country Director who in turns reports to the Board, members of staff implement activities and carry out administrative functions on a day to day basis. Below are key staff academic and experiences as at the beginning of this strategic period:

No.	ASPECT	ACADEMIC BACKGROUND	EXPERIENCE
1	President / Country Director	Degree or Diploma in Public Health, Social Work, Education and other relevant fields	Above 6 Years experience
	Programmes Manager	Degree or Diploma in Social Development, Education and other relevant field	5 years experience
4	Programme Officer	Diploma or advanced certificate in social or development studies	3years Experience
5	Finance and Administration	Diploma, Technician in accounts or business Administration	3 years Experience
7	Office Manager	Diploma in office management , information technology or computer studies.	3 years Experience

ORGANISATION CHART OF FAMILIES ARE NATIONS

Operational Budget Estimates

This budget is a financial need estimate have funds that FAN needs to implement its activities and run a functional programme.

5.3.1 Thematic Area: Expanding Access to Care and Support

Strategic Objective	Year 1 (JAN2012 – DECE 2013)	Year 2 (JAN 2013- DEC 2014)	Year 3 (JAN 2014- DEC 2015)	Subtotal
	Estimate in US \$	Estimate in US \$	Estimate in US \$	
	151,781	85,336	85,336	322,453

5.3.2 Thematic Area: Mitigate the social Economic Impact

Strategic Objective	Year 1 (JAN 2012 – DEC2013)	Year 2 (JAN 2013- DEC2014)	Year 3 (JAN 2014- DEC 2015)	Subtotal
	Estimate in US \$	Estimate in US \$	Estimate in US \$	
	30,000	30,000	30,000	90,000

5.3.3 Thematic Area: Improve Programme Management

Strategic Objective	Year 1 (JAN 2012 – DEC 2013)	Year 2 (JAN 2013- DEC2014)	Year 3 (JAN 2014- DE 2015)	Subtotal
	Estimate in US \$	Estimate in US \$	Estimate in US \$	
1	13,350	10,000	10,000	33,350

Staff Emoluments

Strategic Objective	Year 1 (JAN 2012– DEC2013)	Year 2 (JAN 2013– DEC 2014)	Year 3 (JAN 2014– DEC 2015)	Subtotal
	Estimate in US \$	Estimate in US \$	Estimate in US \$	
1	93,748	93,748	93,748	281,244

Total Budget request for three (3) Years

Total of subtotals 5.3.1, 5.3.2 , 5.3.3 ,5.3.4	US\$ 724,047
25% Administrative costs	181,761
Grand Total	908,808

6.0 Strategy Control – Monitoring, Evaluation and reporting Framework

This strategic framework will be controlled through a summarized and full (not reflected in this document) monitoring and evaluation plan, yearly financial and operation audits JAN, Midterm review in September 2013 and end of strategy period evaluation in December 2015. Other Monitoring and Evaluation activities are indicated in the table below:

No.	Type of M and E reporting framework	Frequency-Time Period
1	Financial reports	Monthly
2	Management reports	Monthly
3	Technical /progressive reports	Quarterly/semi-annual/annual
4	Financial/ Operational audits	Yearly - March
5	Midterm Evaluation	Once September 2011
6	Terminal Evaluation	March 2013

Annex I Performance Monitoring Plan

OBJECTIVE 1: To provide secure and safe environment for 100 vulnerable Aged Persons , 300 vulnerable women ,100 vulnerable youths ,and 500 vulnerable children at risk withdrawn from exploitative environments in FAN operational areas by 2015.

Performance Monitoring Plan

INDICATOR	BASELINE	TARGETS	FREQUENCY OF MEASUREMENT	DATA RESOURCE
1.1 Number of the vulnerable aged women and children provided with shelter	17	1000	Quarterly	<ul style="list-style-type: none"> Registers Progress reports
1.2 Number of vulnerable aged women and children provided with necessary human basics needs	17	900	Quarterly	<ul style="list-style-type: none"> Distribution registers Progress reports
1.3 Vulnerable youths provided with skills training	11	100	Quarterly	<ul style="list-style-type: none"> Daily visual Art register Flip charts Attendance register
1.4 Community based referral services provided	TBD	1000	Monthly	<ul style="list-style-type: none"> Clinic Register Clinic reference record book Vulnerable aged , women and Children individual files
1.5 Vulnerable Children accessing Education at various education institution provided with Education support	TBD	500	Quarterly	<ul style="list-style-type: none"> Daily class register School annual returns reports
1.6 Counseling	TBD	1000	Monthly	<ul style="list-style-type: none"> Progress reports

services provided				<ul style="list-style-type: none"> • Counselling reports for individuals
1.7 Home assessments for vulnerable aged, women and children	TBD	1000	Quarterly	<ul style="list-style-type: none"> • Home assessment tool • Progress reports
1.8 Referrals conducted according to need assessment	TBD	1000	Quarterly	<ul style="list-style-type: none"> • Need assessment reports • Referral records
Follow up cases of vulnerable aged, women and children conducted	TBD	400	MONTHLY	<ul style="list-style-type: none"> • Follow up reintegration record • Follow up reintegration reports

OBJECTIVE 2: To provide community based outreach programmes to vulnerable aged, women and children working and living in exploitative environments in FAN operational areas.

INDICATOR	BASELINE	TARGET	FREQUENCY OF MEASUREMENT	DATA SOURCE
2.1 community visits conducted by FAN volunteers and staff	TBD	TBD	Quarterly	<ul style="list-style-type: none"> • Staff community visit registers • Community visit reports
2.2 Relationship built through one to one discussions	TBD	TBD	TBD	<ul style="list-style-type: none"> • Internal/local one to one discussion record book • External one to one discussion record book
2.3 Contact community based sports activities	TBD	TBD	TBD	<ul style="list-style-type: none"> • Attendance registers • Activity reports
2.4 Contact withdrawal of vulnerable aged,	TBD	TBD	TBD	<ul style="list-style-type: none"> • Withdrawal registers • Progress reports

women , youths and children working and living in exploitative environment				
2:5 Contact home tracing of children living in exploitative environment	TBD	TBD	TBD	<ul style="list-style-type: none"> • Home tracing tool
2:6 Contact case survey fortnightly	TBD	TBD	Fortnightly	<ul style="list-style-type: none"> • Case survey reports • Case survey follow ups reports

OBJECTIVE 3: To build capacity of 1000 vulnerable aged, women, youths and child headed households with viable livelihood by 2015

INDICATOR	BASELINE	TARGET	FREQUENCY OF MEASUREMENT	DATA SOURCE
3:1 Social mapping conducted in all FAN operational areas	TBD	TBD	QUARTERLY	<ul style="list-style-type: none"> • Social mapping visits reports • Progress reports
3:2 SHG groups formed	25	TBD	QUARTERLY	<ul style="list-style-type: none"> • Self help groups registers • Group formation reports
3:3. Trained in savings concepts	0	TBD	TERMLY	<ul style="list-style-type: none"> • Attendance registers • Progress reports
3:4 women re trained in psychosocial counseling and case management	0	TBD	MONTHLY	<ul style="list-style-type: none"> • Attendance registers • Training reports

3:5 Weekly SHG meetings conducted	0	TBD	MONTHLY	<ul style="list-style-type: none"> Attendance registers
3:6 Awareness raising to youths on benefits of SHGs concept conducted	0	TBD	QUARTERLY	<ul style="list-style-type: none"> Awareness campaign reports and attendance registers Progress reports
3:7 20 group peer educators trained	0	TBD	TERMLY	<ul style="list-style-type: none"> Attendance registers Training reports

OBJECTIVE 4: To strengthen programme implementation and systems of FAN staff

INDICATORS	BASELINE	TARGET	FREQUENCY OF MEASUREMENT	DATA SOURCE
4:1 10 Staff members trained in M & E	1	10	TERMLY	<ul style="list-style-type: none"> Attendance registers M&E records PMP Updating and follow-up reports
4:2 Departmental staff trained in ICT (SIX)	3	6	QUARTERLY	<ul style="list-style-type: none"> Attendance registers PMP updating file and follow-up reports
4:3 Train 16 members of staff in First Aid	1	16	TERMLY	<ul style="list-style-type: none"> Clinic department record books Attendance registers Outreach records Progress reports
facilitation project management, case management, financial management, resource	1	10	QUARTERLY	<ul style="list-style-type: none"> Attendance registers Training reports Administration records

mobilization				
4:5 Participation in National and International seminars and conferences.	0	TBD	TERMLY	<ul style="list-style-type: none"> • Participation records • Training reports • Attendance registers

List of individuals who participated in the development of the strategic framework.

No.	Name	Organization
1.	Judith Annie Mwila	FAN – Co Facilitator
2.	Emmanuel Chungu	FAN / Facilitator
3.	Lillian Tembo	FAN
4.	Nathan Zimba	FAN
5.	Morgan Phiri	Vakwathu Entrainment
6.	Kenny Chombo	Youth Motivator/Social Consultant
7.	Judith Shalom Lungu	Kids Party - Care for Children
8.	Margret Makasa	Twaalwa Women Club
9.	Chido	Vakwathu Entainment
10.	Clement Mwale	Consultant/ Board Member
11.	Justin Mazyandu	Board Chairperson
12.	Matilda Kanyanga	Vice Chairperson
13.	Angela Banda	Traditional Counselor
14.	Mary Banda	Community Mobilizer
15.	Emmanuel Mukanda	OVC Coordinator
16.	Victor Kasanka	Human Rights Coordinator
17.	Reggies Mubiana	Gender Activist
18.	Nelly Phiri	VIP Coordinator/Media

