

BOSCO YOUTH REACH OUT

PLANNING AND DEVELOPMENT OFFICE (PDO)
OF THE SALESIANS OF DON BOSCO
IN ZAMBIA, ZIMBABWE, MALAWI AND NAMIBIA

STRATEGIC PLAN

2018-2023



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EXECUTIVE SUMMARY

Planning and Development Office for the Salesian Mission.

Majority of the population in Africa are young people (age 15-35). With the increasing urbanisation and career ambition the 'youth age' is increasing. Three quarters of young people world wide are living in countries afflicted by poverty or in outskirts of cities and in dangerous situation. They are fast becoming the victims of economic and social inequality.

The establishment of Don Bosco Youth Reach Out is process of discernment to courageously undertake an initiative at the service of young people;

- The really poor in every aspects within our vicinity and our world whose human rights and dignity are violated or denied..
- Displaced youth in their home countries and in foreign countries and lost in various situation.
- Young people with out means for livelihood, in need of occupational formation and education.
- Vulnerable young people from broken families; lacking human and affective relationships.
- Young people who are deeply concern about the world, their society and the environment,
- Young who desire to know God to be good people but often have doubt their faith.

There are various model of the Salesian Planning and Development Office in the Salesian World. As we define the profile for ZMB it is not necessary to copy or to compare but to find a struture that works and suitable for our situation. *Seeking today an approach that is based on the Salesian Charism and yet dynamic and open to reality*

Being concern about the development of the young and not loosing sight of our own *formation* and *profession capacity* to answer the question: 'What kind of Salesian for the youth of today?'. Two factors are taken into consideration:

- The PDO that is vibrant to respond to the present chalenges and future situation.
- Organisational and Personal Quality capable to respond appropriately to the needs by building good partnership, open to new ideas and advocating systematic change.

With the planning mentality and professional approach that gives gives dierection, meaning, credibility and focus for the PDO the three areas are considered in this Strategic Plan 2018-2022

- ***Priorities and Strategic actions of the PDO***
- ***Profile and Structure of the PDO***
- ***Functions and Responsibility of the PDO***

May Don Bosco be our model in our continuing fidelity to *remain close to the young*. To do **what he did** in **the way he did it** always flexible, but firmly rooted in the core mission.

Walter Thyрниang
Director

CHAPTER 1: ORGANIZATION BACKGROUND

1.1 Background of the Salesians of Don Bosco

The Salesians have been working in the world since 1859. They work for young people offering different services such as education, pastoral work, youth empowerment and development and Child protection and any other social work that touches the Young. They respond in a pastoral and educative way to the holistic development of the young person and their families.

Every Salesian centre is a **school, a home, a church and a playground**. Salesians seek to bring these elements in the most practical and relevant means while working with the youth, especially the vulnerable young people. The Salesians use an educative system based on reason, religion and loving kindness which Don Bosco called the Preventive system.

The ZMB Vice Province was officially inaugurated in 1982 covering four countries, Zambia, Zimbabwe, Malawi and Namibia with its head office in Lusaka, Zambia. Currently ZMB province has 13 centres spread throughout the four countries. In the province the Salesians run Technical and Vocational Schools, Secondary Schools, Youth Centres and Parishes.

1.2 Background of the PDO

The PDO was created following the guidelines issued from a Seminar on Planning and Development that was held in Rome from 30th March to 2nd April, 2005 based on the initiative of DMOS-COMIDE – a Salesian NGO based in Belgium. The seminar describe the PDO as “an entity, juridical or otherwise, instituted and owned by the Salesian Provincial Community, fully at the service of the Salesian charism in the province”. The PDO is an integral part of the structure of animation and government of the province. It helps in the implementation of the Overall Strategic Plan (OSP) and the Organic Provincial Plan (OPP).

In order to carry out its work effectively, the PDO has drawn up this strategic plan to guide all the interventions that are envisioned for the next three (3) years.

1.3 Mission

Promoting children to grow up in a familial and social environment with security and freedom. Youth will develop their skills and have access to education and employment for vulnerable youth. Advocating for society with rights and responsibility for human dignity and justice.

1.4 Vision

To serve, support and represent the Salesian Mission in developing and implementing sustainable youth development Programmes in ZMB countries.

1.5 Nature

Don Bosco Youth Reach Out is a non-profit (NPO) and Non- Governmental Organisation (NGO) committed to supporting disadvantaged youth. The organisation mobilises personnel and financial resources by increasing joint efforts, partnership and collaboration among stakeholders. Don Bosco Youth Reach Out sees education, vocational training and employability as the keys for Youth Development; to live independent lives free from poverty. Following the Mission of Don Bosco and in close collaboration with the Salesians of Don Bosco it shall work with and for the young people for a better and productive future.

1.6 Pillars

1.6.1 Partnership and Cooperation

Working for sustainable projects in order to fight poverty among underprivileged youths through alliance, partnership and networking.

1.6.2 Sustainable Youth Programme

Focusing on Education, Training, skill development and employment creation of disadvantaged youth by providing support, advice and adopting new ideas for sustainable youth social and economic development.

1.6.3 Advocacy and Integration

Promotion of Children and Human Rights by working closely with governments, civil societies and church organisations. Through the integral approach of Don Bosco, the disadvantaged youth shall be given a chance for advancement to confidently assume responsibility for themselves and to help others.

1.7 Values and Principles

- Love for humanity especially the vulnerable young people
- Faith in God and in Humanity
- Respect for culture
- Integrity, Transparency and accountability
- Partnerships and cooperation
- Professionalism, Hard work and Flexibility

1.8 Mandate

The PDO is an entity, juridical or otherwise, instituted and owned by the Salesian Provincial Community fully at the service of the Salesians charism in the Province. It participates in the restructuring, reshaping

and re-dimensioning of the Salesian works. It serves as a link, between the Salesian Congregation and the civil society in the work of promoting youth development and empowerment, social justice, and holistic human development.

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 P.E.S.T. Analysis

2.1.1 Political Context

Over the past twenty years, each of the four countries in the Province has experienced a calm political situation with only Zimbabwe experiencing turmoil through political conflicts which have affected the economy of the country.

2.1.2 Social cultural and Economic Context

Zambia, Zimbabwe and Malawi are among the most densely populated countries in the province, the population growth is quite high as the average number of children per family is six. The youth population in these countries ranges from 60% to 75%.

The people in this region belong to the Bantu groups and they have a lot of cultural practices that are similar. Their main economic activity is agriculture and associated business. Tourism is big potential that when fully exploited will add value on the various resources that the region enjoys.

A close observation on the development trends indicate a widening gap between the rich and the poor, the affluent urban centers and wanting rural areas where in most cases survival is by chance. This situation has in most cases triggered the rural urban migration which creates congestions in urban areas and depletes the rural areas of skills and enthusiasm for development.

There are several attempts by Governments and private partners in trying to halt the migration by use of different strategies bringing vital social services to the rural areas through devolved systems of government.

With a huge youthful population, the creation of employment remains a big challenge for the three governments. Blame is leveled on the various systems of Education which has continued to produce job seekers rather than job creators. There is a need for a strong private sector which can be able to create enough jobs for the youth and save the society from social and political upheavals that always accompanies frustrated young generation.

Human rights abuse is another area of intervention that different actors could focus their attention to; child labor, human trafficking, sex tourism, domestic violence and inhuman working condition are some indicators of the gravity of this social evil.

The prevalence of HIV/AIDS has given rise to child headed families and increased levels of poverty. The awareness of young people toward good health practices could see the HIV/AIDS prevalence coming down.

2.1.3 Cultural Context

Rather than seeing the differences in culture and geographical locations as a threat, there is a need to enhance cultural integration and create synergy. Hence the differences will become a source of a rich cultural heritage and a formidable economical block in the region. There is also a need to educate the populations and more the Youth on good cultural practices that respect human rights. In these countries, we still have some cultural practices like witchcraft, Child sacrifices, girl marriages, wife battering, cattle rustling among others that grossly affect the lives of children and youth

2.1.4 Technological Factors

Throughout Africa, there is a significant potential for lasting social and economic change brought about by the provision of high speed internet, and it is therefore imperative that the Salesians develop better understandings of the specific ways that young people in the province can apply to create economic opportunities.

By uncovering the most effective implementations and best practices, the Salesian PDO will be able to conclusively underpin future policy and strategies related to the intersections between communications technologies and economic development especially among the young who are the majority consumer in the ICT field.

2.2 SWOT Analysis

Strengths	Weaknesses
<p>Strong brand name – “Don Bosco”</p> <p>Linkage of our work to youth and social needs</p> <p>Good infrastructure with well-structured local centers and established works among the needy</p> <p>Human Resources: well-motivated and ready to make sacrifices</p> <p>Sound management practices.</p> <p>Structured and functioning Provincial administration up to local level</p>	<p>Lack of integrated Provincial Development Plan on which to base our planning</p> <p>Inadequate skills to handle integrated projects with tangible social impact.</p> <p>Lack of adequate and trained personnel for the various works</p> <p>Lack of management skills leading to loss of donor confidence</p> <p>Lack of sustainable sources of income</p> <p>Poor marketing of our services</p>

	<p>Emphasis on small scale projects</p> <p>Lack of networking and poor visibility</p>
<p>Opportunities</p> <p>International and local development partners with similar interests</p> <p>Stable economic growth in all the countries</p> <p>The Comesa Common Protocol market</p> <p>The availability of training institutions in the areas of management and projects</p> <p>Possibility of taking large projects and entering into partnerships with other organizations</p>	<p>Threats</p> <p>Possible change in government policy</p> <p>Possible change in donor policy or donor requirements</p> <p>Competition for funding from other service providers</p> <p>Copying of products and services</p>

LIST OF ABBREVIATIONS

AT – Activity Transversal for all the Objectives

BA- Business Administration

DBTA - Don Bosco Tech. Africa

LC – Local Community

JSO- Job Service Office / Job Service Officer

PCM – Project Management

TVET - Technical. Vocational Education and Training

TEVETA-Technical, Entrepreneurial, Vocational Education and Training Authority

VIS - International Volunteer for Development

SDB – Salesians of Don Bosco

CHAPTER 3: STAKEHOLDER ANALYSIS

STAKEHOLDER	RESPONSIBILITIES	INTERESTS
The Salesians of Don Bosco (ZMB)	Provide program oversight	Operations align with mission framework
Government (Zambia, Zimbabwe, Malawi & Namibia).	Formulate and enforce policies	Adherence to government policies
Youth	Serve as direct beneficiaries	Acquire quality knowledge, skill and attitude
Church	Moral and spiritual support	Fulfillment of social and ecclesia mission
Staff	Deliver services administration and other	Suitable remuneration and best working conditions; student success
Parents/guardians	Provide tuition and other school requirements	Student success
Development partners	Provide funds and technical service	Effective and efficient use of resources
Industries	Offer jobs to the graduates	Quality workforce
Suppliers	Offer goods and services at a cost	Profit from sales
Neighborhood	Provide an enabling environment for institute to grow	Employment, training and social benefits such as playgrounds for social events
Other NGOs	Need for cooperation	Benefit from the program through partnership

CHAPTER 4: STRATEGIC OBJECTIVES, REFERENCES and PARTNERS

4.1 Strategic Objectives

To enhance capacity of Salesians and Staff.

To foster sustainability of Salesians Projects

To promote Human Right Based Approach in Socio-economic Development.

4.2. References

ZMB Organic Provincial Plan (OPP)

Don Bosco Tech Africa Strategic Plan

ZMB - TVET Sector Strategic Plan

Sustainable Development Goals

National Development Strategies

United Nation Human Right Council

PARTNERS

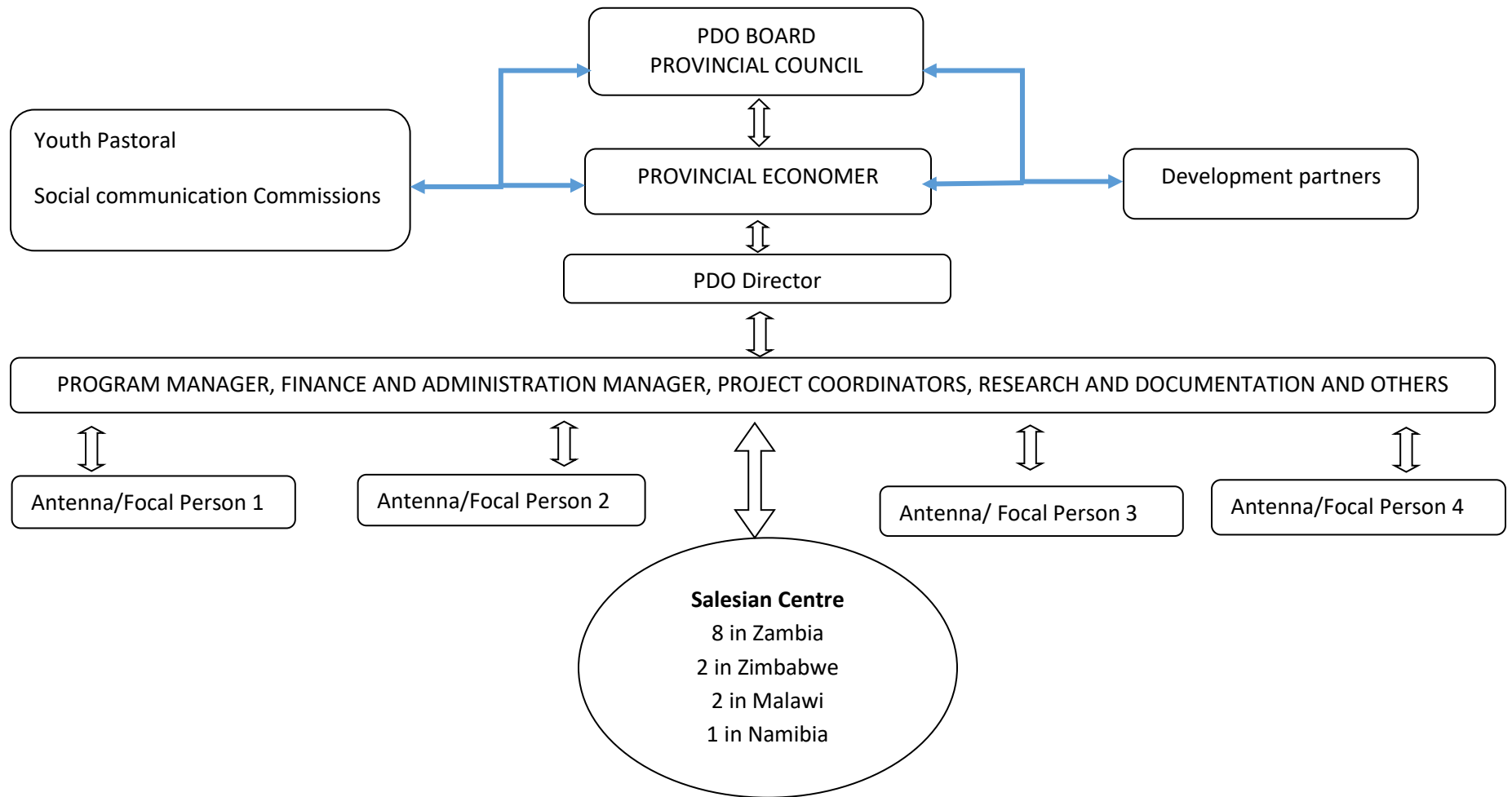


4.2 Base line Assessment

Key areas	Needs
Develop the capacity of the PDO (The PDO is the development hub of the province and therefore the skills of the personnel are important to achieve this end)	Comprehensive training in Project Cycle Management for PDO staff Training in fundraising and resource mobilization Training in Monitoring and evaluation Training in conducting needs assessment Training in project proposal development and reporting Acquiring the legal status of the PDO and its recognition in the province Training in Lobby and advocacy Networking with other like-minded NGOs Developing projects for the province in accordance with the provincial development plan
Develop and maintain the capacity of personnel in the communities	Training in Project Cycle Management for SDBs and support staff Training in finance for non-financial managers for SDBs Training in resource mobilization Business management training and Income generating activities Networking at local level
Monitoring and evaluation	Develop a comprehensive monitoring and evaluation system Monitor and evaluate projects in the province Support communities to develop monitoring and evaluation plans for the projects
Education	Upgrading of teachers' skills Infrastructure development Mobilization of equipment and teaching resources (libraries and laboratories) Sponsorship for the underprivileged

TEVET (formal and informal/non formal) and Employability	<ul style="list-style-type: none"> Upgrading of trainers' skills Infrastructure development and diversification of trainings Mobilization of equipment and teaching resources (libraries and laboratories) Training in entrepreneurship skills Support TVET centres in job placement activities Introduction of informal trainings Support Tvet centres to introduce IGA for sustainability
Youth Programmes	<ul style="list-style-type: none"> Workshops in media education, life matters, abuses, leadership, career guidance, etc. talent identification and development; Workshop in human right Training in conflict management and resolution
Environmental awareness	<ul style="list-style-type: none"> Ecological Programme and Activities Water and Waste Water Management
Health	<ul style="list-style-type: none"> Workshops on benefits and consequences of various health and human development issues including physical, sexual and emotional development
Youth Centre	<ul style="list-style-type: none"> Mobilization of sporting equipment Improvement of sporting facilities Support youth canter to develop youth friendly services Training of youth animators
Human Rights and Child Rights	<ul style="list-style-type: none"> Community sensitization on child rights Training teachers in rights based approaches Campaign against early marriages Back to school campaign Counselling, support and reintegration Provision of recreation activities for children

CHAPTER 5: ORGANIZATIONAL STRUCTURE



CHAPTER 6. STRATEGIC PLAN LOG FRAME 2018-2023

Strategic Planning " Don Bosco Reach Out " 2018 - 2023							
	Description	Indicator	Source of verification	Partners	Staff involved	Time	Budget
Vision - General Objective	Serve, support and represent the Salesian Mission in developing and running sustainable youth and development programs in ZMB countries	- Increased literacy rate in the 4 countries - Increased youth employment rate in the 4 countries	UN agencies, national statistics			2018-2023	
Mission - Specific Objects	SO1. Promoting children growth in a familial and social environment with security and freedom. SO2. Developing skills and improving access to education and employment for vulnerable youth. SO3. Advocating for a society with rights and responsibilities for	- 15% of the children (below 16 years old) are being reintegrated in the family and school. - Reducing the dropout rate to 3% - Number of students getting employment through the JSO - ?	- Internal report - Schools report - JSO report	Bosco Tech Africa Don Bosco Mondo Porticus Unicef Mission Kara	- Don Bosco Reach Out - Local Directors - School Directors - JSO	2018 -2023	

	human dignity and justice. SO4. Developing the capacities of the PDO and the actors of the Province						
Expected Results	R1.1 Children founded new friendly and inclusive spaces in the salesian centres.	- Number of children accessing services - Number of inclusive activities put in place	- Don Bosco Reach Out report - LC report	- Porticus - Missioni Don Bosco Turin - Mission Kara - Unicef - Ministries of Gender and Children - Local Authorities	- Don Bosco Reach Out - Local Directors - School Directors - Youth centres directors - Volunteers	2018-2023	
	R1.2 Vulnerable children have been rescued and reintegrated in the family and social environment	- Number of the children have been reintegrated	- Centres reports	- Missioni Don Bosco Turin - VIS - Unicef - Local partners	- Don Bosco children shelters - Aid/social workers - Directors of the centres	2018-2023	
	R2.1 Education and TVET centres are strengthened through capacity building in order to be more innovative	- Number of new methodologies learnt and implemented by teachers	- Don Bosco Reach Out report - School commission report	- Don Bosco Mondo - Misesan CARA - VIS - DBTA - TEVTA - Schneidr	- Don Bosco Reach Out - TVET centres - Salesian school	2018-2023	
	R2.2 JSOs are supported and endorsed	- A JSO established in every TVET	- Don Bosco Reach Out report - JSO report	- DBTA - VIS - Past pupils	- Don Bosco Reach Out - TVET centres	2018-2023	

		centres		association	- Directors - JSO		
	R3.1 Self protection measures in place for at risk population with the focus on gender based violence	- Number of advocacy programs run	- Don Bosco Reach Out report	- Court of Zambia - Local authorities - Traditional leaders - Religious leaders	- Don Bosco Reach Out	2018-2023	
	TR1.1 A training plan established for the SDB and Salesian Staff	- At list 300 people trained	- Don Bosco Reach Out report	- VIS (PDO project level 2) - VIA Don Bosco - Porticus - Misesan CARA	- PDO staff - Local Directors - Trainers from NGO, partners... - Teachers - Social workers - Animators - Volunteers	2018-2023	
Activities	A1.1.1 Building water facilities in Bauleni and Lillongwe	- Boreholes installed	- Construction plans	- USA Embassy - Salesian Mission New Rochelle - Local communities	- Don Bosco Reach Out - Local Directors	2018	\$ 30,000.00
	A1.1.2 Improving education facilities; Rundu, Hwange, Kazembe, Lufubu, Chingola, Makululu, Nkhotakota, Lillongwe	- Equipment purchased - Classes and labs improved	- Receipts - Building plans	- Manos Unidas - Don Bosco Mondo - EU - Misesan CARA - VIS	- Don Bosco Reach Out - Local Directors - School Directors - Volunteers	2018-2023	\$ 350,000.00

	A1.2.1 Set up a collaboration program with families and the communities	- Number of families reached - Number of children reached	- Don Bosco Reach Out report	- ?	- Don Bosco Reach out - Local Directors - Volunteers - Social workers	2018-2023	\$ 12,000.00
	A1.2.2 Set up the new dormitories and classroom in Makululu	- Dormitories and classrooms constructed	- Buildings plan	- Manos Unidas - Missioni Don Bosco Turin - Caritas - VIA Don Bosco	- Don Bosco Reach out - Makululu Director	2018 - 2020	\$ 60,000.00
	A1.2.3 Set up a project/program for vulnerable children in Rundu, Harare and Lillongwe	- Number of children reached	- Don Bosco Reach Out report - LC report	- Manos Unidas - Missioni Don Bosco Turin - Caritas - VIA Don Bosco - Dioceses - Salesian Mission New Rochelle	- Don Bosco Reach out - Local Directors - Volunteers - Social workers	2018-2023	\$ 500,000.00
	A2.1.1 Training of teachers and staff	- Number of trainings	- Certification - Don Bosco Reach Out report - HR development report	- Don Bosco Mondo - Misan CARA - VIS - DBTA - TEVTA - Schneidr	- Don Bosco Reach Out - Teachers and staff of LC	2018-2023	\$ 500,000.00
	A2.1.2 Developing and introducing soft skills curricula in TVET centres	- Curricula developed	- School report	- Don Bosco Mondo - Misan CARA - VIS - DBTA - TEVTA - Schneidr	- Don Bosco Reach Out - Teachers and staff of LC - ZMB school commissions	2018-2023	\$ 100,000.00

	A2.2.1 Set up and equip the spaces for JSO in each LC	- 5 Offices are well equipped	- Invoices	- Don Bosco Mondo - Misesan CARA - VIS - DBTA - TEVTA - Schneidr	- Don Bosco Reach Out - JSO officers	2018-2021	\$ 50,000.00
	A2.2.2 Training for the JSO officers	- Number of the "missions" of JSO put in place by each officers	- JSO Records - JSO Reports	- Don Bosco Mondo - Misesan CARA - VIS - DBTA - TEVTA - Schneidr	- Don Bosco Reach Out - JSO officers - Centre managers	2018-2021	\$ 10,000.00
	A3.1.1 Sensitization of SDB communities in child rights	-10 Meetings realized	- Don Bosco Reach Out report	- Portictus - Salesian Congregation	- Don Bosco Reach Out - Local Directors - Child protection officers	2018-2019	\$ 5,000.00
	A3.1.2 Establishment of Youth/Child rights Club	- Number of clubs	- Don Bosco Reach Out report	- Porticus - Unicef - Ministry of gender and children	- Students organizations - PDO staff - Youth animators - Teachers	2019	\$ 13,000.00
	A3.1.3 Contributing to create a national plan to combat the child marriage and gender based violence with	- Gender inequality index Malawi/Zambia	- UNDP report - Institutional report	- Minitries - UNDP - UNCHR - Zambia/Malawi Human rights commission	- Don Bosco Reach Out - Students and young people - Teachers	2018-2023	\$ 120,000.00

	relevant stakeholders			- Humans Rights Watch - VIS (Barbara Terenzi)			
	AT1.1.1 Training of social workers and counselors	- 1 trainings per country	- Don Bosco Reach Out report	- Portictus - Salesian Congregation - Local communities - Local governements	- Don Bosco Reach Out - Local Directors	2019-2020	\$ 8,000.00
	AT1.1.2 Training of PDO staff and Focal persons in PCM and BA	- Number of trainings	- Don Bosco Reach Out report	- VIS - VIA Don Bosco - Don Bosco Mondo - Volunteers Organizations - Misesan CARA	- Don Bosco Reach Out - Focal persons - SDB	2018-2021	\$ 100,000.00
	AT1.1.3 Induction and orientation of leadership to Don Bosco values	- Number of induction and orientation	- Don Bosco Reach Out report	- ZMB Province	- Don Bosco Reach Out - Provincial Council - Focal persons - SDB - Local Directors	2018-2023	\$ 35,000.00
	AT1.1.4 Promoting ecological awareness through recycle, re-use, reduce and refuse	- Number of activities run	- Don Bosco Reach Out report	- Don Bosco green alliance - Public Institutions	- Don Bosco Reach Out - Provincial Council - Focal persons - SDB - Local Directors	2018-2023	\$ 100,000.00

5 IMPLEMENTATION

5.1 Monitoring and Evaluation

The strategic Plan shall be followed by the Annual Action Plan. Annual Work Plan and Budget shall guide the implementation of the strategies. Activities Reports, Annual Reports and Audits Shall be verified by the Board of Management.

The monitoring of implementation of the activities is an ongoing process but the team shall meet bi-annually to discuss the progress. The operations of the PDO shall be evaluated by the PDO Staff bi-annually and by the Provincial council once a year. The monitoring and evaluation shall be based on the performance indicators of this strategic plan and the mandate of the PDO. Evaluation reports shall be prepared and reviewed.

5.2 Reviews

This plan will have a cycle of continuous process of evaluation, review, prioritizing, action planning and implementation. Within this continuous process, stock and review of the progress of the PDO operations at a crucial point will be documented. A regular review meeting will be encouraged to provide such an ambient for reflection, target-setting and collective controls.

